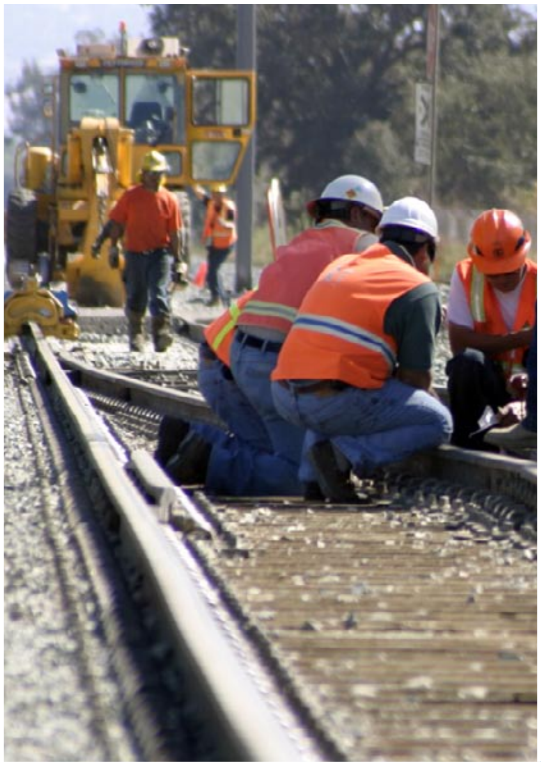
SACOG

BUDGET

FISCAL YEAR 2011–2012
ADOPTED MAY 19, 2011



SACOG BUDGET FY 2011–12

OVERALL WORK PROGRAM (OWP) FY 2011–12

CAPITAL VALLEY SAFE BUDGET FY 2011–12

BOARD MEMBERS AND MEMBER JURISDICTIONS

SACOG MISSION

Delivering transportation projects; providing public information and serving as a dynamic forum for regional planning and collaboration in the greater Sacramento Metropolitan Area

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SACOG

BUDGET
FOR FISCAL YEAR 2011-12

SACRAMENTO AREA COUNCIL OF GOVERNMENTS

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PREPARED BY:
FINANCE DEPARTMENT
DAVID GHIORSO, FINANCE MANAGER

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Chief Executive Officer's Budget Message

July 2011

SACOG BOARD OF DIRECTORS:

Presented here is the fiscal year 2011-12 budget approved by the SACOG Board of Directors. SACOG continues its efforts to take advantage of new grant revenue opportunities and to contain costs. With that said, this year's budget is being supplemented by $894,976 of reserve funds in order for revenues to match projected expenditures to show a "balanced budget." Approximately $857,000 of reserve funds are needed for SACOG's operating budget and $37,976 is needed to balance the Board of Directors and Advocacy budget. It should be noted, however, that the expenditure of reserves at this level was approved by SACOG's Board of Directors in May 2010 for the FY 2010-11 budget, when SACOG projected approximately a $1 million shortfall. In fact, FY 2010-11 is expected to close out positively, with little or no expenditure of reserve funds. This was due to additional revenue of approximately $750,000, and costs that came in either under budget or were delayed into FY 2011-12. Therefore, in May 2011, the Board of Directors continued the authorization to spend reserves up to $1 million into FY 2011-12, if necessary.

SACOG Operating Budget

One of the primary challenges in this year's budget is the loss of revenues from the close out of certain multi-year discretionary earmarks/grants, including the Boxer Earmark and Regional Blueprint grants. To help replace those revenues, SACOG was able to secure new grants from the United States Department of Housing and Urban Development (HUD) and the California Strategic Growth Council. This budget also incorporates nearly $200,000 in new cost savings measures. Some of these savings come from management decisions, including not filling a newly-vacated position, filling a position at a lower pay scale, and moving legal services in house. SACOG's Employees Association also has proactively worked with management over the last several years to identify and implement additional savings through the amendment of its Memorandum of Understanding (MOU). During this fiscal year, the Employees Association agreed to reduce career development funding, eliminate the cost of living adjustment for FY 2011-12, and reduce by 33 percent the employees' alternative mode transportation assistance funding. .

The development of the FY 2011-12 work program (OWP) continues to be underpinned and guided by the principles in SACOG's 2010 Strategic Plan. This year, like last year, staff scrutinized existing and proposed work elements for consistency with the goals, strategies, and performance indicators of that adopted strategic plan.

SACOG continues to aggressively seek new revenues from a variety of sources, including state and federal grants, and new or additional funding from the federal surface transportation authorization bill. New revenues will help continue work on transportation planning, Blueprint implementation, the Rural-Urban Connections Strategy (RUCS) project, and services to member jurisdictions, consistent with our Strategic Plan.

Chief Executive Officer's Budget Message
(Continued)

The OWP continues a focus on the Metropolitan Transportation Plan (MTP) 2035 Update, including the implementation of Senate Bill 375 and development of the Sacramento region's first Sustainable Communities Strategy (SCS), as well as an enhanced California Environmental Quality Act (CEQA) analysis to support implementation of the SCS, all of which will continue through the year. A key strategic date for this organization is April 2012, when the MTP 2035 Update is anticipated to be completed. The enhanced CEQA analysis at the project level to implement the HUD Regional Planning Grant will continue until the fall of 2012. SACOG also will continue to complete work related to the RUCS project as part of, and in concert with, the MTP Update.

Foresthill Bridge, Auburn

Board and Advocacy

The Board and Advocacy Budget is much smaller than, and separate from, the SACOG Operating Budget because it funds activities that cannot be funded with state and federal funds, including board per diem and other expenses, as well as state and federal advocacy work. Member dues, the principal revenue for the budget, remained the same as the last two years at $284,270. This year continues a reduction in member dues over the last three years of 22-24 percent. In order to continue to support this reduction, SACOG reduced consultant costs and is using $37,976 from Board and Advocacy reserves. SACOG is projecting that the Board and Advocacy reserve balance will approximate $63,000 at year end June 30, 2012.

Overall Work Program

The total budgeted expenditures for SACOG are $48,274,254, which includes OWP expenditures of $47,862,008; Board of Directors and Advocacy budget expenditures of $342,246; and an equipment budget (for computer equipment and furniture) of $70,000.

Focus

There are a number of focus areas for fiscal year 2011-12, including the following.

Metropolitan Transportation Plan 2035 Update —There are four projects that directly support the development of the MTP Update: education and outreach, regional environmental impact report (EIR), planning, and the Sustainable Communities Regional Planning Grant Program.

The technical analysis of the MTP will use the land use and travel demand models to test the various components of the plan and apply a range of performance measures to them. Scenarios will be defined with transportation projects, land use development options, and regional policy options. The performance metrics will include measures used in the current MTP and new metrics, especially greenhouse gas (GHG) targets as specified through the implementation of SB 375. SACOG is continuing a public outreach and education component to coincide with the preparation of technical research and planning. SACOG is preparing a program-level EIR for the new MTP in compliance with CEQA. The update to the 2008 plan is timed with the implementation of SB 375 and the region's first Sustainable Communities Strategy. The four project numbers are 12-006-02 to 12-006-05, with combined funding/expenditures of $2.5 million.

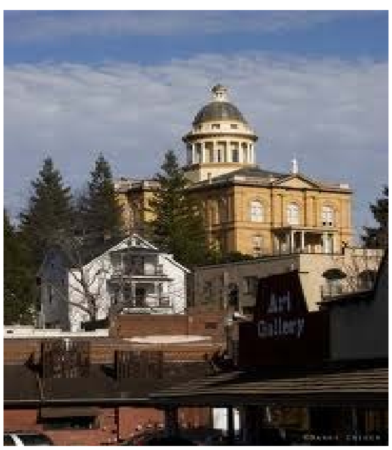
Continuation and finalization of the Rural-Urban Connections Strategy (RUCS) (12-005-05)—This carryover project has a budget of $218,000, and is intended to work in tandem with a project called the RUCS/Sustainability Communities Strategy Implementation (12-005-09), which has a budget of $678,000. This newer project utilizes funds from the Strategic Growth Council.

Yuba City

The RUCS strategy is a mitigation measure and a Transportation Control Measure in the current MTP and complements Blueprint implementation. It approaches the region's growth and sustainability objectives from a rural perspective. The project is developing policy recommendations and technical tools to support local and regional objectives for enhancing agriculture and rural economies, resource conservation, recreation, quality of life, and regional sustainability. Research findings are presented to the SACOG Board. Additional topics, including water, labor, processing, distribution, and local food demand, will be initiated this year. Also planned is a toolkit of policy, planning, funding, regulatory, economic, and modeling techniques that can benefit SACOG's regional partners.

Associated with this project is a new project called the RUCS/Sustainable Communities Strategy Implementation with funding through a state grant. This work (building on the RUCS project) will assess ways to support agriculture with employment, housing, transportation, and access to services. The project work includes identifying market demand in the six-county area for local growers and suppliers to expand markets and to reduce food deserts. Some public outreach will take place to assess distribution and infrastructure needs for rural communities.

Connect Card Implementation (formerly called Universal Transit Fare Card Study) — This project implements a regional universal transit fare card system. Connect Card Implementation (12-004-06) will deploy a regional "smart card" transit fare system. The system will allow electronic fare payments on almost 500 buses and a light rail line on six different transit systems. The project is budgeted for a total of almost $13 million through this year and into FY 2013-14. The new fare system is expected to simplify transit system operations, improvement system connectivity, contribute to regional air quality goals, and increase the attractiveness of transit to new patrons. The primary vendor was selected in June 2011 and is working on the system design, hardware design, hardware manufacturing, and software design, and next year will install and test the equipment.



Auburn Courthouse

511/STARNET Capital Improvements—The SACOG 511/STARNET Capital Improvement project will continue to improve communications between the operators of transportation facilities and emergency responders in the region. It will enable real-time sharing of data, live video, refinement of joint procedures pertaining to the operation of roadways public transit safety activities, and improved traveler information. In FY 2010-11, work continued on this multi-year project, focusing on development of advanced public information features and the inclusion of additional data sources. In FY 2011-12, these new public information features will be completed and released to the public via the telephone and internet. The regional coverage area will also be expanding to include San Joaquin County, and additional coordination tools (shared camera control, lane closure data, etc.) will become active. It is anticipated that this project will complete its initial scope of work in FY 2013-14. This is project number 12-007-06, with funding/expenditures totaling $2 million.

Chief Executive Officer's Budget Message
(Continued)

Continuation of the Sacramento Emergency Clean Air and Transportation program (SECAT)—Funding for the program will continue with future programmed CMAQ revenue, and $4.8 million of CMAQ funding will be awarded to regional truck operators in FY 2011-12 to continue the retrofitting of diesel engines with cleaner, fuel-efficient engines for heavy-duty trucks traveling within the SACOG region. SACOG provides contract review, accounting, and administrative support for this program but receives no funding for its services. This is project number 12-007-10, with funding/ expenditures to truck operators totaling $4.8 million.

West Sacramento

These projects are by no means the only work to be accomplished this year. These and other projects continue to support SACOG's efforts to promote efficient regional transportation and land use that makes use of compact develop forms and preserves the dynamic rural heritage of the region. The goals and policies achieved through the RUCS project, the MTP 2035 Update, and the ongoing Blueprint implementation are accomplished with the careful programming of available federal and state monies to projects that achieve those policies, the continuing to work on improvements to public transportation to encourage wider use by the public, planning for complete streets, promoting bicycle and pedestrian transportation, and strengthening goods and freight movement in the region.

Chief Executive Officer's Budget Message
(Continued)

Economy and the Budget

SACOG is not immune to local, state, and national economic conditions, and this year's budget is challenging, in part due to the unstable economic conditions. While many of the revenues SACOG receives are based on formula planning funds or discretionary grant awards, the requirement to match those funds with non-federal and/or non-state dollars can be a challenge. The primary source of those matching dollars is the 1/4¢ sales tax collected within each county for transportation. As the housing market, unemployment, and retail businesses stagnate, local tax revenue also has been impacted. On a positive note, SACOG has seen a slight increase in local sales taxes over the last year.

SACOG is fortunate to have benefitted from a fiscally-sound labor MOU that the Board approved five years ago, and it continues to benefit from a strong relationship with the SACOG Employees Association (SEA), which has greatly supported SACOG's cost reduction and containment strategies. Included in this budget is an agreement that provides for no cost-of-living adjustment in FY 2011-12, which is projected to save $60,000 of salary and benefit savings, as well as savings resulting from an SEA agreement to absorb a greater share of retirement contribution costs. SACOG also will establish a new retirement tier in FY 2011-12 as a cost savings measure. Management and the SEA continue to work well together to provide for the financial sustainability of SACOG.

In the long term, we expect funding levels to increase as the economy improves. However, there is also the possibility that Congress may change the overall funding level for transportation, collapse and reorganize funding programs, modify planning funding, and set performance criteria. The number of discretionary grants which SACOG typically receives each year for various transportation and transit planning functions also are subject to change. SACOG has continued to attempt to position itself to adapt successfully to these developments through cost containment and operating efficiencies, a strong relationship with the SEA, and program and project excellence, which has helped SACOG compete well for grant revenues.

Davis Arboretum

The state of California remains in flux, with a multi-billion dollar deficit and uncertain revenue estimates. The state may try (again) to take revenues that would normally pass to cities and counties to balance its own budget. Our member agencies are especially hard pressed to balance their budgets, and many have already implemented severe cost cutting measures, including staff layoffs and decreased public services as ways to attempt to balance their budgets. Transit operators in the region are also balancing their budgets with fare increases and service reductions.

Chief Executive Officer's Budget Message
(Continued)

Federal funds flowing through the state are secure from the state budget crisis as they are segregated from other state funding sources. However, the release of those funds to SACOG can be delayed if the state budget is not approved in a timely manner. Each year, SACOG monitors cash flow issues that could result from state budget delays.

SACOG's policy continues to achieve a balanced budget, where revenues equal expenditures, throughout the year. As additional funding is received, projects will be assessed to determine their priority within the SACOG Strategic Plan, planning goals for the year, and the availability of staff to work on the project. If funding is received that requires local matching funds, and no matching funds are available, management may decide to postpone the related project to a future year in order to be able to preserve the limited matching funds available.

Preparation of the Budget

The annual budget serves as the foundation for SACOG's financial planning and control. The budget process is a dual path which converges in this document. One path is for the Overall Work Program and is guided by the mandates of the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), and the California Department of Transportation (Caltrans). In January, Caltrans releases the *OWP Guidance Handbook*, which identifies the estimated funding available for from FHWA and FTA for each of the Metropolitan Planning Organizations (MPOs) and Regional Transportation Planning Agencies (RTPAs) in the next fiscal year. These funds are distributed on a formula basis largely based on population and air quality conditions. The *OWP Guidance* also contains instructions and guidelines for development of the OWP. Based on this guidance, SACOG develops a draft OWP with the cooperation of project managers, the management team, and the finance department. The draft plan is then presented to the SACOG Board Directors for review and comment and the draft OWP is released for a 30-day public review. During that public review time, comments and suggestions are received from FHWA, FTA, Caltrans, and other regional partners about the content of the OWP. At the end of the 30-day review period, SACOG staff meets with FHWA, FTA, Caltrans, and other interested parties to review and discuss comments received on the OWP. Based on these discussions, SACOG produces a final OWP, which is presented to the SACOG Board for adoption.

In addition to the OWP development process, federal regulations require SACOG to annually certify that its planning process is carried out in conformance with all applicable federal requirements. This certification is executed with the adoption of the Overall Work Program and Budget authorizing resolutions. The certification covers the following five areas: (1) The agency must be officially designated as the Metropolitan Planning Organization (MPO) for the Sacramento Region; (2) SACOG must have an adopted Metropolitan Transportation Plan (MTP);

Placerville

Chief Executive Officer's Budget Message
(Continued)

(3) SACOG must have an adopted Metropolitan Transportation Improvement Program (MTIP); (4) SACOG must have an adopted OWP that meets the necessary federal requirements; and (5) the MTP and MTIP must be consistent with the regionally-adopted air quality plan.

Woodland Courthouse

At the same time the OWP is in development, SACOG also prepares the remaining parts of its budgets: the Board of Directors and Advocacy Budget, the equipment budget (computers and furnishings), and the components of indirect costs. The Board reviews a draft of these budgets one month prior to final adoption and offers it for a 30-day comment period.

Once the final draft of the OWP and the Board and Advocacy budgets have been reviewed and adopted by the Board, the SACOG operating budget is issued.

Throughout the year, the OWP is amended as new grant revenues are received or as funding is revised to address project priorities. The legal level of budgetary control is at the element level. The Chief Executive Officer has authority to revise project budgets within an element. Budgets other than the OWP are rarely revised.

The SACOG Board of Directors also sits as the Board of Directors for the Capitol Valley SAFE program, which prepares a draft budget for 30-day review and final adoption by the Board. Because Capitol Valley SAFE is a component unit of SACOG, its budget is included in the SACOG budget document under a separate section.

Revenues

The total budget revenues are $47,379,278 (not including reserve funds), which includes member dues and interest related to the Board of Directors and Advocacy fund. The SACOG operating budget revenues are derived primarily from federal and state formula and program funding and discretionary grants. By far, the greatest revenue stream, $31.1 million or 67 percent of the total budget revenues, is from federal sources. Approximately $14.6 million of these federal funds do not directly impact SACOG's operating budget because they are either passed through to other transit agencies ($5.7 million) via subrecipient agreements or have to be reported in the OWP ($8.9 million) because the funds flow through SACOG as the MPO and RTPA for the region. SACOG may take a small administrative fee on some of these funds to offset staff costs for administration and reporting. In addition, another $4,845,000 of federal CMAQ funding is essentially disbursed via pass-through arrangements designated for the SECAT engine replacement program. All totaled,

Chief Executive Officer's Budget Message
(Continued)

approximately $19.4 million (61 percent) of the federal funds listed do not directly impact SACOG's ongoing operating budget.

The two planning components of the federal funds, FHWA PL and FTA 5303, are federal formulary funds passed through Caltrans. Funds are allocated to the state and then apportioned out by Caltrans, based primarily on the estimated population of the MPO in comparison to the estimated population for the MPOs throughout the state. The PL funds have an added air quality component based on the amount of programmed CMAQ funds in the SACOG region to programmed PL funds. FHWA PL funds for FY 2011-12 are $2,577,377, and FTA 5303 funds are $774,150. Together they total $3,280,923 and comprise 11 percent of the total federal revenue and 7 percent of the total revenue budget.

The total state revenue budget is $10,785,080, with the largest state funding, $6.7 million, coming from the Public Transportation Modernization, Improvement & Service Enhancement Account (PTMISEA). At this time, the PTMISEA funding is supporting one project only, the Connect Card Implementation project, which is a multi-year project. The next largest state funding is $1.8 million from the Regional Surface Transportation Program, a multi-year grant that is supporting the 511/STARNET Capital Project. A new state funding source for FY 2011-12 is Proposition 84, distributed by the Strategic Growth Council, and which totals $877,000. These funds support two projects, the Transportation Pricing Improvements to the Regional Travel Mode ($305,000), and the RUCS/Sustainable Communities Strategy ($572,000). There also is $537,000 of State Transportation Improvement Program (STIP) funding to support the Connect Card Implementation Project. State Planning, Programming and Monitoring funds are budgeted at $403,500. Other state revenues are primarily for programmed projects for which SACOG has oversight authority.


El Dorado Hills

Local budgeted revenues total $3,448,507, the greatest portion of which is the four-county Transportation Development Act (TDA) funds, which are $2,279,142 or 66 percent of the total. TDA funds are derived from the 1/4¢ general sales tax collected in Sacramento, Sutter, Yolo, and Yuba counties. Cooperative agreements with El Dorado County Transportation Commission (EDCTC) and Placer County Transportation Planning Agency (PCTPA) contribute additional funding from their respective TDA collections. These partners contribute another $334,446. These are the funds used by SACOG as the local match for the federal and state funding in the budget.

Capitol Valley Regional SAFE (SAFE) provides the match for certain SACOG projects related to the 511/STARNET project ($229,420) and full funding for the 511 Motorist Aid project ($190,836). These projects are considered to be key functions to the SAFE program, but the projects are administered by SACOG.

Chief Executive Officer's Budget Message
(Continued)

Remaining funding for the SACOG projects comes from discretionary grants and programmed funding for specific projects. Services to Others revenue totals $398,206, and this represents monies received by SACOG, primarily for staff support to five projects. In-Kind Funds from Others totals $836,031, and it represents in-kind (third party services) rendered to SACOG in conjunction with three projects.

Capitol Valley SAFE Revenues

Capitol Valley SAFE obtains its primary revenue from the $1 per registered vehicle fee for vehicles in the SAFE district, budgeted to be $2.1 million in FY 2011-12, with the total expenditures exceeding this amount by $33,330. SAFE's cash position is projected to total $3.427 million at the end of FY 2011-12.

Rotary Park, Winters

Registration revenue has remained flat in the current year fiscal year and no change is projected for FY 2011-12. Even if car sales decline, those cars currently on the road will need to be registered annually, so this revenue stream will remain relatively constant. Other revenues include interest earnings, knockdown recovery (insurance claims for call boxes that are destroyed), and reimbursements from Glenn County and Placer County for contracted costs.

Expenditures

The total expenditures for OWP reporting budget purposes are $47,670,509. However, that number is technically increased by $191,499, which is the amount of the FY 2009/10 Indirect Cost carry forward, and which is included in the OWP as a negative number. The reason for this is that SACOG is not certain that it will recover the carry forward amount and has elected to show a more conservative number, which has an impact on the amount needed from reserves to balance the budget. Additional non-OWP expenditures include $342,246 for Board and Advocacy costs and $70,000 for equipment (furniture, equipment, and computers).

SACOG's salary and benefit cost funds 51 staff positions and a few intern/temporary positions. The direct costs related to the projects within the OWP are $5,896,683; labor costs included in the indirect cost budget are $1,417,614. Other minor labor costs are included in the Board of Directors and Advocacy budget. Two of the largest components of employer benefits are retirement and health care, which both continue to increase. SACOG is a member of the California Public Employees' Retirement System (CalPERS) health benefit program and SACOG expects, based on preliminary information from CalPERS, that premiums will show a 4 percent increase.

Chief Executive Officer's Budget Message
(Continued)

Included in the OWP direct costs are staff services and other resources to the Capitol Valley SAFE and Glenn County SAFE programs, as well as expenditures for various projects on behalf of member agencies which will be reimbursed by these agencies.

Actual indirect costs for the year are projected at $2.6 million, less cumulative carry forward offsets of $191,000, totaling $2.4 million. The indirect cost rate is expected to be 40.81 percent, based on indirect costs divided by the OWP Salaries/Benefits costs. The indirect rate changes every year because the carry forward amount and changes in direct and indirect costs. Indirect costs are a function of the budget for expenditures, such as labor costs not specific to any particular project (administrative and financial services), office lease costs, insurance, office supplies, memberships, and legal costs. Based on the cost of labor directly charged to the projects, a percentage of indirect costs is charged to each project. At the beginning of each fiscal year, SACOG must submit its Indirect Cost allocation plan to Caltrans for review and approval. Caltrans will review the costs charged in the most recent audited fiscal year and the costs budgeted for this budget year, and will negotiate an approved indirect cost rate. SACOG expects Caltrans to approve the indirect cost percentage shown in this budget.

Folsom Dam

There are three other major components of the OWP expenditure budget: consultants, pass-through to other agencies, and equipment and software. The OWP consultant budget of $5.3 million provides the services of experts and others to perform planning studies, provide technical research and analysis, and reports for current SACOG projects. Since the SACOG staff is limited, outside expertise is often used for these activities, and SACOG staff oversees their work. The four largest budgets for consultants in FY 2011-12 are for the 511/STARNET Capital Improvements at $1.9 million, the three MTP-related projects totaling $663,000, Connect Card Implementation for $370,000, and Statewide Development of Transportation-Land Use Planning Tools for $339,000.

The pass-through cost of $21 million to other agencies is primarily made up of the funding for pass-through grants ($5.7 million) to partner agencies, FTA funding programmed to Unitrans or Sacramento Regional Transit District ($8.9 million), and $4.8 million to the SECAT engine replacement program. While most of this funding will not be spent in FY 2011-12, it must be shown in the OWP in order to track the programmed amount.

The OWP Equipment and Software budget of $12.4 million is primarily made up of the equipment and software needed to implement the Connect Card Implementation project (formerly called the Universal Transit Fare Card program). This is an ongoing multi-year project, so a portion of this funding will not be spent in FY 2011-12. However, these expenditures must be shown in the OWP in order to track the programmed amount. There is also $70,000 for equipment related to SACOG operations, such as computers, software, furniture, and related purchases that meet the capitalized equipment policy requirements—i.e., greater than $5,000.

Marysville

The Board of Directors and Advocacy budget funds the activities of the Board, as well as federal and state advocacy. Member dues for FY 2011-12 for SACOG's six counties and 22 cities are $0.161 per capita, which included an escalator for CPI. Over the past three years, SACOG has drawn down the reserves in this account to provide for yearly reductions of 22-24 percent in SACOG member dues in recognition of the challenging economic times. The 22 percent reduction in FY 2010-11 equaled $81,000, and the 24 percent reduction in FY 2011-12 equals $91,000. SACOG is implementing the following cost reduction strategies in FY 2011-12: reducing professional association membership dues and significantly restructuring both of SACOG's federal and state advocacy contracts. The outside contracts for state and federal advocacy services have been reduced from $65,000 to $20,000 and $100,000 to $40,000, respectively. In past years, the Board and Advocacy budget has accumulated a reserve fund (the difference between Board dues and interest earnings and the actual costs for the Board and Advocacy activities), which is expected to be $63,196 at June 30, 2012. The funding, membership dues computation, and reserves balances are revisited annually.

Capitol Valley SAFE Expenditures

Capitol Valley SAFE's FY 2011-12 expenditure budget is $2,175,988. Expenditures exceed revenues by $33,330. SAFE's primary task is the maintenance and operation of freeway call boxes. At this time, there are still 1,245 call boxes in the region, and sometime in the future, it is expected that they will be phased out in favor of the 511 Roadside Assistance Program via the 511 regional

Chief Executive Officer's Budget Message
(Continued)

system, largely due to the increasing number of cell phone users. During this fiscal year, SAFE will monitor the activities of the Freeway Service Patrol in conjunction with Sacramento Transportation Authority and manage the contracts for the call center operations, California Highway Patrol, and the assisting consultant. A large part of the SAFE budget is passing funding to SACOG for the 511/STARNET capital improvement program and for operation of the 511 system. Here are more budget details:

Raley Field

- Continued funding for Freeway Service Patrol (FSP) in Sacramento and Yolo counties with no increases over the FY 2010-11 budget amounts. An FSP program was implemented in El Dorado County during the FY 2010-11 and has received very positive feedback. A slight decrease in funding is proposed in the budget for the El Dorado County FSP in a manner that is consistent with the implementation plan developed by staff at the El Dorado County Transportation Commission. In all CVSAFE counties, SAFE funds for FSP are used to meet local match requirements for the state funds.
- The call box monthly maintenance costs have not been increased for the next fiscal year. The call box maintenance contract will expire this year and a bid document is being prepared for release.
- The private Call Answering Center Program used to answer call box calls is budgeted for $46,398 in FY 2011-12. This contract expires on June 30 of this year and a bid document is being released.
- The 511/STARNET capital activity is estimated at $1.5 million, with $150,000 funded by SAFE and federal funds paying for the difference. The consultant will be working on Phase II and III work activities. The project is on schedule and should be completed in FY 2012-13.

Chief Executive Officer's Budget Message
(Continued)

- The 511/STARNET operations are budgeted for $125,000. This reflects the typical operating costs for the 511 system.
- A special one-time expenditure of $110,000 has been included to expand the real-time traveler information capabilities of STARNET in the San Joaquin area to become more similar to the features already available in the six-county SACOG region. This will add the capability of displaying real-time incident, freeway Changeable Message Signs (CMS), Closed Caption Television (CCTV), and highway speed information to both our website and telephone systems.

Reserves and GASB 54

During FY 2006-07, the SACOG Board of Directors adopted a policy for reserves and contingencies. The policy formalized a preexisting reserve amount for legal defense and operating cash. In addition, the Board established policies on the use of any excess dues needed to support the current year Board of Directors and Advocacy Budget and unused budgeted amounts for capital equipment. The Board of Directors also designated funds in the SACOG Financing Corporation for the estimated unfunded liability of the post-retirement health plan. At that time, and up until June 30, 2010, SACOG had no immediate plans for the use of those funds.

As of June 30, 2011, SACOG estimates that it has approximately $6 million in reserves, including the funds in the SACOG Financing Corporation Special Revenue Fund and other SACOG Planning and Administration Fund reserves. These reserves represent between eight to nine months of operating reserve for core costs. The reserves also provide cash flow protection, as SACOG is primarily reimbursement-based, having to expend funds first and usually not receiving reimbursement for those funds, in many cases, until several months later, due to the reimbursement billing cycle. If, as projected in this budget and as discussed above, SACOG draws down reserves by the full $1 million in FY 2010-11, it would still have over six months of operating reserves.

Roseville Railyards

In June 2011, SACOG adopted Governmental Accounting Standards Board (GASB) 54, Fund Balance Reporting and Governmental Fund Type Definitions, for all of its funds. This new standard does not change the total amount for a given fund balance, but it does change the categories and terminology used to describe the components that make up the fund balance. See the appendix for Board action taken in June. With that action, funds formerly maintained in the SACOG Managed Fund were moved into the Planning and Administration Fund. There is no known budgetary effect because of that specific action.

Chief Executive Officer's Budget Message
(Continued)

Conclusion

This year's budget is balanced using reserve funds. Throughout the fiscal year, continued diligence will be maintained to ensure that it remains balanced—management and the SEA are committed to maintaining the financial health of SACOG. SACOG will continue carefully to monitor state and local government actions and the overall state of the economy, so if staff needs to come to the Board for mid-year changes to the proposed FY 2011-12 budget, action can be taken quickly. SACOG is committed to provide the highest quality level of service to our member jurisdictions, as well as our federal, state, and local transportation partners, and to ensure that the principles of the MTP2035, the regional Blueprint, and RUCS are implemented to support the region's very high quality of life, economic stability, and transportation excellence.

The preparation of this report could not be accomplished without the efficient and dedicated services of the entire staff of the Finance Department, and the communications and administrative teams. Their dedication to professional excellence is reflected in this report. We would like to commend SACOG's Board of Directors for their interest in, and support of, this substantial effort, as well as a shared commitment to assuring the financial viability of SACOG, which remains progressively committed to meeting the transportation, air quality, and land use planning needs of the region.

Respectfully submitted,

Mike McKeever
Chief Executive Officer

David Ghiorso
Finance Manager

Sacramento Valley Farmland

About SACOG

SACOG Organization

Originally formed in 1965, the Sacramento Area Council of Governments (SACOG) is a joint powers authority of city and county governments, organized ". . . to provide a forum for the discussion and study of area wide problems of mutual interest and concern to the cities and counties, and to facilitate the development of policies and action recommendations for the solution of such problems."[1] SACOG serves six counties and twenty-two cities, comprising a 6,190 square mile area with an estimated population of 2,300,000. Member agencies are El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties; the cities of Auburn, Citrus Heights, Colfax, Davis, Elk Grove, Folsom, Galt, Isleton, Lincoln, Live Oak, Marysville, Placerville, Rancho Cordova, Rocklin, Roseville, Sacramento, West Sacramento, Wheatland, Winters, Woodland, Yuba City; and the town of Loomis.

Downtown Sacramento

SACOG is governed by a thirty-two member Board of Directors (thirty-one voting and one non-voting). Voting members are appointed by member jurisdictions. The one non-voting member is the Caltrans District 3 Director. The organization's mission statement is: *Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.*

1 Joint Powers Agreement of the Sacramento Area Council of Governments, adopted October 21, 1980, and revised January 20, 1983; February 1, 1988; June 16, 1988; April 27, 1999; October 2, 2002; and May 15, 2003.

About SACOG
(Continued)

Elk Grove Old Town

Under SACOG's Joint Powers Agreement (JPA), each member city (excluding the city of Sacramento) and each member county (excluding Sacramento County) are entitled to one seat and one vote on the SACOG Board. The city of Sacramento may appoint two directors and is entitled to two votes. Sacramento County may appoint three directors and is entitled to three votes. In addition, jurisdictions may appoint an alternate who shall have full voting rights in the absence of the jurisdiction's appointed director.

SACOG's various designations and certifications include:

Designations as:

- Regional Transportation Planning Agency for Sacramento, Sutter, Yolo, and Yuba counties by the California State Secretary of Business, Transportation and Housing Agency.
- Metropolitan Planning Organization (MPO) by the Governor and the U.S. Department of Transportation for the Sacramento, Yuba City, and Davis Urbanized Areas.
- Metropolitan Planning Organization in the Sacramento Metropolitan Planning Area (MPA) by the California State Secretary of Business, Transportation and Housing Agency.
- Designated Airport Land Use Commission for Sacramento, Sutter, Yolo, and Yuba counties.
- SACOG staffs the Capitol Valley Service Authority for Freeways and Expressways (SAFE).
- Service Authority for Freeway and Expressways for Sacramento, San Joaquin, Yolo, Yuba, Sutter, and El Dorado counties.
- Area Wide Clearinghouse for the counties of Sacramento, Sutter, Yolo, and Yuba and the cities of Lincoln, Rocklin, and Roseville by the State of California Procedures of Intergovernmental Review of Federal Financial Assistance and Direct Development Activities
- Metropolitan Planning Organization for the federally-designated ozone nonattainment area in Sacramento, Yolo, El Dorado, and Placer counties, and the Sutter Buttes.
- Designated recipient for FTA Section 5316 Job Access Reverse Commute (JARC) funds and FTA Section 5317 New Freedom funds for the Sacramento urbanized area as defined by the 2000 Census, MOU with Caltrans for scoring small urban JARC and New Freedom funding applications in SACOG RTPA area.

Joint Certification as:

- Sacramento Area Metropolitan Planning Process by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

About SACOG

(Continued)

Board of Directors' Committees

Annually, the Board Chair appoints committees from among the Board's members to make policy recommendations to the Board. Each Board member serves on at least one committee. The current committees are:

Government Relations & Public Affairs Committee: Eleven members appointed to consider state and federal advocacy, news media outreach, and other activities related to external affairs and administrative activities such as human resources, audits, the budget, and the Overall Work Program. (Meets monthly or as needed)

Land Use &Air Quality Committee: Eleven members appointed, one non-voting, to review topics related to the Rural-Urban Connections Strategy, Blueprint Implementation, Airport Land Use, Housing Needs Allocation, Open Space, Climate, and Air Quality. (Meets monthly or as needed)

Transportation Committee: Thirteen members, one non-voting and one ex-officio, appointed from the SACOG Board and the Caltrans District 3 Director to review all items relating to transportation issues with MTP, MTIP, and SIP as well as the SAFE program. (Meets monthly or as needed)

Strategic Planning Committee: Twelve members comprised of the SACOG Chair, Vice Chair, prior year's Chair and the Chairs of the other four committees, to review the JPA, Board representation, and long-term vision planning. This committee also acts a liaison to the regional legislative delegation. (Meets as needed)

Sutter Buttes

About SACOG

(Continued)

Institutional Relationships

SACOG's planning process includes many regional planning partners, including the tribal governments and other regional stakeholders. In addition to its member agencies, SACOG has a cooperative agreement with the Placer County Transportation Planning Agency and the El Dorado County Transportation Commission that spells out the planning and programming relationships between the agencies. SACOG's jurisdiction as the federal Metropolitan Planning Organization includes large portions of Placer and El Dorado counties, but under state law, they operate as separate regional transportation planning and programming agencies (RTPAs). Furthermore, SACOG is a close working partner of the transit agencies and has an annual agreement with the Sacramento Regional Transit District to identify joint planning projects. Cooperation in the programming process relies on the efforts of the staff and Board of the county transportation agencies in setting county-wide priorities for SAFETEA-LU and STIP funding.

Interagency and Community Consultations/Outreach

Advisory Committees

The Board has established a number of advisory committees as a means of obtaining advice from citizens, key interest groups in the community, and partner planning agencies on a variety of subjects. SACOG seeks advice from local agencies on transportation and land use plan content and investment decisions. SACOG works not only with the agency staff, but with governing boards, technical committees, and advisory committees. These advisory committees typically include representatives of citizens' advocacy groups, the private sector, major colleges and universities, transportation management professionals, and private citizens unaffiliated with any of the above groups. Committees are augmented, restructured, added to, or discharged from time to time based upon the issues and concerns faced by the Board. Currently these committees are:

Citrus Heights

Airport Advisory Committee: A fifteen-member committee composed of managers of the public use airports located within SACOG's Regional Transportation Planning Agency boundary, as well as representatives from Beale Air Force Base. The Committee provides recommendations to the SACOG Board of Directors regarding the Regional Aviation Capital Improvement Plan, prepared biennially, and advises SACOG staff and the SACOG Board on aviation issues of regional concern. (Meets on call)

Bicycle and Pedestrian Committee: A committee of about 80 members made up of representatives from local bicycle advocacy groups as well as local government and nonprofit groups involved in bikeway planning. The committee advises SACOG on the non-motorized content of the Metropolitan Transportation Plan and on priorities for non-motorized projects. (Meets quarterly)

About SACOG
(Continued)

5310 Evaluation Committee: The role of the committee is to objectively review and score local project applications for the FTA Section 5310 Capital Grant Program. The program provides funds on a statewide competitive basis for the purchase of equipment to transport elderly and disabled persons. Eligible applicants are private, nonprofit organizations and public bodies that coordinate transportation service. (Meets annually)

Goods Movement Advisory Group: The movement of goods or freight has always been one of the most important functions of the transportation system and is certainly of vital importance to the health of the economy and to ensuring a high quality of life. SACOG works with the region's jurisdictions as well as other state and local agencies and the private sector through its Goods Movement Advisory Group (GMAG) to make certain that planning for goods movement is incorporated into the overall transportation planning process. SACOG looks to build on the work of the recently completed Regional Goods Movement Study to identify specific projects and areas of study to evaluate further. The GMAG serves as both an advisory committee for these activities as well as a regional forum for goods movement issues. (Meets quarterly and as needed)

Planners Committee: A twenty-eight-member committee consisting of the planning directors or their designees of each of SACOG's member jurisdictions. The committee was originally formed to advise SACOG on the development of the Blueprint Project and is now advising on Blueprint implementation and the Regional Housing Needs Allocation process. (Meets on call)

Public Participation Committee: A committee made up of members of organizations required under SAFETEA-LU and includes representatives of the disabled, pedestrian walkways, bicycle transportation, public agencies, transit operators, goods movement, private providers of transportation, and other interested parties.

Wildlife in Yolo County

About SACOG
(Continued)

Regional Planning Partnership: A committee with close to 100 representatives from local, regional, state, federal agencies, and tribal governments, as well as representatives of business, environmental, and minority organizations and associations. The Partnership assists SACOG with its transportation and air quality planning responsibilities. It also serves as the primary forum for interagency and public consultation requirements of federal transportation and air quality regulations. (Meets monthly)

Mather Lake, Rancho Cordova

SACMET Travel Demand Model Technical Advisory Committee (TAC): The SACMET TAC is composed of planning and engineering professionals from local public agencies, as well as consultants and others who are registered users of the SACMET travel demand model. The TAC has two roles: One is to provide SACMET users with training and technical support on the model; the other is to provide a forum for discussion of issues related to SACMET. Proposed SACMET changes and improvements, and the results of changes and improvements made, are presented for information and discussion. Modeling issues of a more general nature, but germane to SACMET or the Sacramento region, are also discussed. The SACMET TAC meets two or three times per year, on an as-needed basis. SACMET TAC mailings go to about 50 people. (Meets as needed)

Sacramento Emergency Clean Air and Transportation (SECAT) Air Quality Policy Group: A ten-member committee consisting of representatives from each of the air districts within the Sacramento federal ozone nonattainment area, Federal Highway Administration, Environmental Protection Agency, Air Resources Board, and SACOG. The committee assists SACOG and its air quality planning partners in developing a strategy or strategies that focus available resources on achieving both attainment of the National Ambient Air Quality Standard for ozone and conformity goals. (Meets on call)

Sacramento Emergency Clean Air and Transportation (SECAT) Technical Advisory Committee: An eleven-member committee consisting of representatives from each of the air districts within the Sacramento federal ozone nonattainment area, Federal Highway Administration, Environmental Protection Agency, Air Resources Board, Caltrans, and SACOG. The committee advises the SECAT Policy Group on guidelines and criteria for evaluating and approving projects under the SECAT program. (Meets on call)

Social Service Transportation Advisory Council: Three councils have been established—one each for Sacramento and Yolo counties, and a joint Sutter-Yuba county council. Each council is composed of potential transit users who are elderly, handicapped, low-income or general public; representatives of agencies that provide social services or transportation for seniors, handicapped, and low-income persons; representatives from the local Consolidated Transportation Services Agency; and a representative of a transit operator. Each council participates in the identification of

About SACOG

(Continued)

transit needs in the county(ies) it serves; makes recommendations regarding unmet transit needs; and advises the Board on other major transportation issues, including the coordination and consolidation of specialized transportation services. These councils are required by state law. (Meets on call)

Transit Coordinating Committee: The Committee provides a forum for the discussion of transit plans and issues, coordinates transit studies and systems on a regional basis, disseminates federal, state and local transit information, reviews and comments on the MTP and the MTIP, and gives input into SACOG's Overall Work Program. (Meets at least quarterly)

Transportation Demand Management Task Force: The Task Force advises the SACOG Board of Directors on the operations and marketing of the Rideshare Program and on the demand management content of the MTP.

Ad Hoc Committees

Occasionally, projects of great significance warrant the formation of committees of stakeholders or special groups. In these circumstances, the Board has appointed special committees to assist in guiding efforts on these projects. Currently the following are active Ad Hoc Committees:

ADA Compliance Committee: A five-member committee composed of an elected official and representatives from the following sectors: disabled, business or non-profit, education, and health/medical. The Committee reviews unresolved ADA-related complaints, requests or suggestions from disabled persons regarding access to and participation in public facilities, services, activities, and functions of SACOG.

Community Design Grant Review Committee: A committee made up of members from many of SACOG's advisory committees, such as the Transit Coordinating Committee, Regional Planning Partnership, Transportation Demand Management Task Force, etc., who review the grant applications for the Community Design Grant Program.
Sacramento Region Intelligent Transportation Systems Partnership: A forum for technical staff to share information, coordinate on project planning and implementation, and provide advice and input to SACOG on ITS funding advocacy efforts.

SACOG Participation in Other Public/Private Efforts in Regional Planning-Related Issues

Cooperation and coordination in transportation and air quality issues with other agencies or groups is obtained through participation in the following activities and organizations:

Liaison to Local Transportation Planning Agencies: SACOG maintains liaisons with each city and county and with other transportation agencies throughout the region to help coordinate transportation planning and programming and to facilitate information exchange. In some cases, SACOG liaisons serve on both the technical and advisory committees. SACOG maintains liaisons with the following:

Isleton

About SACOG
(Continued)

- Air Districts – 5 districts within the Sacramento Air Quality Planning Area
- Caltrans District 3
- El Dorado County Transportation Commission (EDCTC) as the RTPA for El Dorado County
- Native American Tribal Governments
- Paratransit, Inc.
- Placer County Transportation Planning Agency (PCTPA) as the RTPA for Placer County
- Sacramento Regional Transit District (SRTD)
- Sacramento Transportation Authority (STA)
- Tahoe Regional Planning Agency (TRPA)
- Transit Operators – 14 regional operators
- Transportation Management Associations (TMAs)
- Yolo County Transportation Advisory Committee
- Yolo County Transportation District (YCTD)

California Federal Programming Group: The purpose of this group is to facilitate integration, improvement, and maintenance of state and local databases used in transportation programming and discussion of federal programming issues. The group's membership includes representatives from Caltrans and several MPOs across the state. (Meets as needed)

Rocklin

California Service Authority for Freeways and Expressways (SAFE) Committee: SACOG serves on the California SAFE Committee for the counties of Sacramento, Glenn, El Dorado, Sutter, Yuba, Yolo, and San Joaquin. The committee is composed of SAFE project managers from all SAFE counties, Caltrans and the California Highway Patrol. The committee meets approximately every other month to discuss statewide and local call box program issues.

Caltrans Regional Coordination Committee: Caltrans and regional agency representatives meet bimonthly to discuss issues of mutual interest and to forge partnerships for common benefit on state and federal legislation and regulatory matters. SACOG management participates regularly in these meetings.

Capitol Corridor Joint Powers Authority (CCJPA): SACOG continues to be very active in the work of the CCJPA that administers the Auburn-Sacramento-Oakland-San Jose (Capitol Corridor) rail service. SACOG is a member of the Staff Coordinating Group (SCG) formed to advise the CCJPA Board on the Capitol service and staff regularly attends both the SCG and Board meetings.

Central Valley Rail Committee: The counties of Sacramento, San Joaquin, and Stanislaus formed a committee to coordinate rail planning activities in their jurisdictions. This committee meets in Stockton; SACOG attends the meetings as appropriate.

Cleaner Air Partnership: The Cleaner Air Partnership was formed in 1986 as a joint project of the American Lung Association of Sacramento-Emigrant Trails and the Sacramento Metropolitan Chamber of Commerce. It is a private/public regional coalition working to solve the ozone problem in the

About SACOG
(Continued)

Sacramento metropolitan area by reducing transportation-related emissions. The objectives are to attain air standards for health and economic growth and to avoid business disincentives that occur when an area is unable to achieve clean air standards. The Partnership has achieved a community consensus for new air quality programs, resulting in shifts of opinion and travel behavior; participation by business in clean air programs; innovative public education programs; and the highest per capita participation in clean alternative fuels and vehicles in the nation.

Green Valley Alliance: SACOG has participated in a public-private effort to preserve open space, including agricultural land, in the Sacramento region. Known as the Green Valley Initiative, this effort emerged from the Regional Economic Cluster Project convened by several public and private organizations and is now a joint project of the Regional Action Partnership and Valley Vision. Staff has contributed land use data and growth forecasts to the project and provided some assistance in meeting logistics, writing, and editing.

Public Works Coordination Group: The group provides a forum for the discussion of transportation (roads and highways/freeways) plans and issues, coordinates transportation studies and systems on a regional basis, disseminates federal, state and local transportation information, reviews and comments on the MTP and the MTIP, and gives input into SACOG's Overall Work Program. (Meets quarterly)

Regional Managers Forum: A twenty-seven member committee composed of county executives and city managers. Advises SACOG on a wide range of administrative issues including program, relationships with members, and administration of state and federal programs. (Meets quarterly)

Regional Transportation Planning Agencies Group: Membership composed of state-designated regional transportation planning agencies (RTPAs). The group meets in conjunction with the California Transportation Commission (CTC) and coordinates the regional agencies' responses to the development and implementation of state transportation policy.

Wheatland

Rural Counties Task Force: The task force consists of representatives from rural counties who meet to discuss transportation issues affecting rural areas and to provide input to California Transportation Commission (CTC) deliberations of rural issues.

Sacramento-Placerville Transportation Corridor Joint Powers Authority: The SACOG Chief Executive Officer participates as an ex-officio member of the JPA. The JPA was created to coordinate the efforts of Sacramento County, Sacramento Regional Transit District, the City of Folsom, and El Dorado County in the acquisition, use, and preservation of the railroad right-of-way between the cities of Sacramento, Folsom, and Placerville.

San Joaquin Valley Rail Committee: SACOG participates in the work of the San Joaquin Valley Rail Committee as appropriate. While the agency does not participate as actively in the San Joaquin Valley Rail Committee's activities as it does in the Capitol Corridor and Regional Rail efforts, SACOG understands

About SACOG
(Continued)

the value of the San Joaquin service to the region and fully supports Caltrans' efforts to build ridership and revenues on this important line. SACOG attends these meetings when feasible.

Valley Vision: The goal of Valley Vision is to help the region develop in a manner that creates business opportunities, benefits public health and safety, and preserves and enhances our environment and our way of life. Valley Vision serves as a catalyst to energize and help citizens in the region to reach consensus on a bold vision for our future. Since formulating a vision begins with knowledge, they conduct research on the critical problems confronting the region and serve as a clearinghouse for data and information that support regional efforts. Valley Vision has supported the Blueprint and MTP 2035 projects in the past and is currently supporting the RUCS project by recruiting a broad diversity of participation in public workshops.

Delta Queen Riverboat on the Sacramento River

Public Involvement

Consultation and public participation during the development of transportation plans, programs, and projects is an integral part of the transportation planning process. An open and accessible consultation and public participation process is critical for discussing and resolving regional transportation issues. SACOG has an adopted Public Participation Plan that outlines specific procedures for consultation and public participation. This document includes evaluation procedures that measure the effectiveness of SACOG's outreach and involvement efforts and ensures there is adequate effort made to include the traditionally underserved and underrepresented in the planning process, including coordination and consultation with Native American tribal governments.

About SACOG

(Continued)

SACOG uses a mix of committees, public hearings, workshops, surveys, and publications to inform, gauge, and respond to public concerns regarding regional issues. The direct involvement of citizens and organizations that represent specific segments of the population is encouraged to ensure that plans and programs reflect the diverse interests within the region. SACOG allows for public participation at all levels of the planning process. All committee and Board of Directors' meetings are open to the public. SACOG also schedules public hearings during the development of the Metropolitan Transportation Plan, Metropolitan Transportation Improvement Program, unmet transit needs process, and air quality conformity process to allow for public review and comments. All public hearings are noticed in advance via the SACOG website, local print media, and electronic mail to stakeholder lists. The SACOG Board of Directors also provides for public comment on all items requesting action included in the monthly board agenda, regardless of whether or not a public hearing is required by law. All meeting agendas are posted to the SACOG website and are available for public review and comment.

Additionally, SACOG communicates with citizens and groups through the local media, agency publications, and special presentations and workshops. Newsletters, report summaries, and news releases are used to present technical and policy issues in plain terms to a broad audience. Staff members make presentations on specific issues to local community, civic, and business groups. Additional information on individual topics and copies of full reports are made available on request through the agency's Regional Information Center, or via the Internet at the SACOG home page at www.sacog.org. SACOG also uses its website for public access to the times and places for citizen involvement in the various projects and issues throughout the SACOG region.

Lincoln Library

Federal Certification Process

Federal urban transportation planning regulations require that SACOG annually certify that its planning process is being carried out in conformance with all applicable federal requirements. This certification is executed with the adoption of the Overall Work Program and Budget and authorizing resolution. In essence, the certification finding to be made by the Board of Directors is based upon five factors: (1) The agency must be officially designated as the Metropolitan Planning Organization (MPO) for the Sacramento Region; SACOG must have an adopted (2) Metropolitan Transportation Plan (MTP), (3) Metropolitan Transportation Improvement Program (MTIP) and (4) Overall Work Program (OWP), which meet the necessary federal requirements; and finally, (5) the MTP and MTIP must be found to be consistent with the regionally-adopted air quality plan.

As the basis for determining the adequacy of compliance, SACOG maintains on file copies and provides Caltrans with the appropriate documents and endorsements. Annually, as a part of the OWP adoption process, the Board makes the required certification finding, which is transmitted to Caltrans and the Federal Highway Administration (FHWA). Caltrans notifies SACOG if there are any deficiencies in

About SACOG
(Continued)

the planning process, which could result in conditional certification. In such a case, the corrective actions and the date by which they must be taken are specified in an agreement between SACOG and Caltrans.

In addition to the annual certification, a triennial review is conducted by the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) to jointly review SACOG's transportation planning process and ensure that the agency's planning activities are conducted in accordance with FHWA and FTA regulations, policies, procedures, and guidance, including the provisions of *Intermodal Surface Transportation Efficiency Act of 1991* (ISTEA) and the *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU). SACOG underwent a triennial review in October of 2010 and received notice in February 2011 that the certification had been renewed.

Yolo Causeway

Description of the SACOG Region

The Sacramento Region's six contiguous counties—El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba—encompass more than 6,500 square miles of beautifully diverse California landscapes. There are Capitol promenades and world-class research universities, Central Valley farms, and relatively affordable housing—all within easy reach of Lake Tahoe, the Sierra foothills, the San Joaquin delta, and the San Francisco Bay.

It's easy to see why our region's population swelled by a third to 2.3 million people by 2009. While 81 percent of the region's residents rated their city or community an "excellent" or "good" place to live in a 2004 poll, they also cited increasing concerns about growth and its impacts on traffic, agriculture and the environment.

Discovery Park Bridge, Sacramento

The Economy

- The Milken Institute recently ranked our region the 15th "Best Performing City" in the country for its economy and business climate.
- Our average annual rate of job growth outperformed both that of the state and the nation during the recession, and net jobs increased by 5 percent since 2000.
- Federal, state and local governments provide more than a quarter of our jobs—roughly a third higher than the statewide average. The University of California, Davis, and its medical center are the region's second-largest employers.
- The region's fastest-growing job clusters from 2000-2002 were information/ telecommunication services and construction.
- Dun and Bradstreet and *Entrepreneur* magazine ranked Sacramento as the second-best large city for entrepreneurs in the western U.S.

Description of the SACOG Region
(Continued)

The Social Landscape

- *Time* Magazine named Sacramento the nation's "Most Diverse City" in 2002, based on an analysis in partnership with Harvard University.
- The Sacramento region is the 10th best mid-sized metro region for college in the nation.
- Roughly 16 percent of our public-school students are English Language Learners, and they speak more than 54 languages.
- The overall number of higher-education degrees awarded to students here increased by 18 percent between 1998 and 2002.
- Thirty-eight percent of our school-aged children are enrolled in free or reduced-price meal programs at their schools—a partial measure of poverty—compared to 48 percent statewide.
- Thirty-eight percent of households in Sacramento, El Dorado and Placer counties could afford to buy a median-priced home in 2003—better than the state rate of 29 percent, but a steep decline from the 62 percent local rate in 1998.

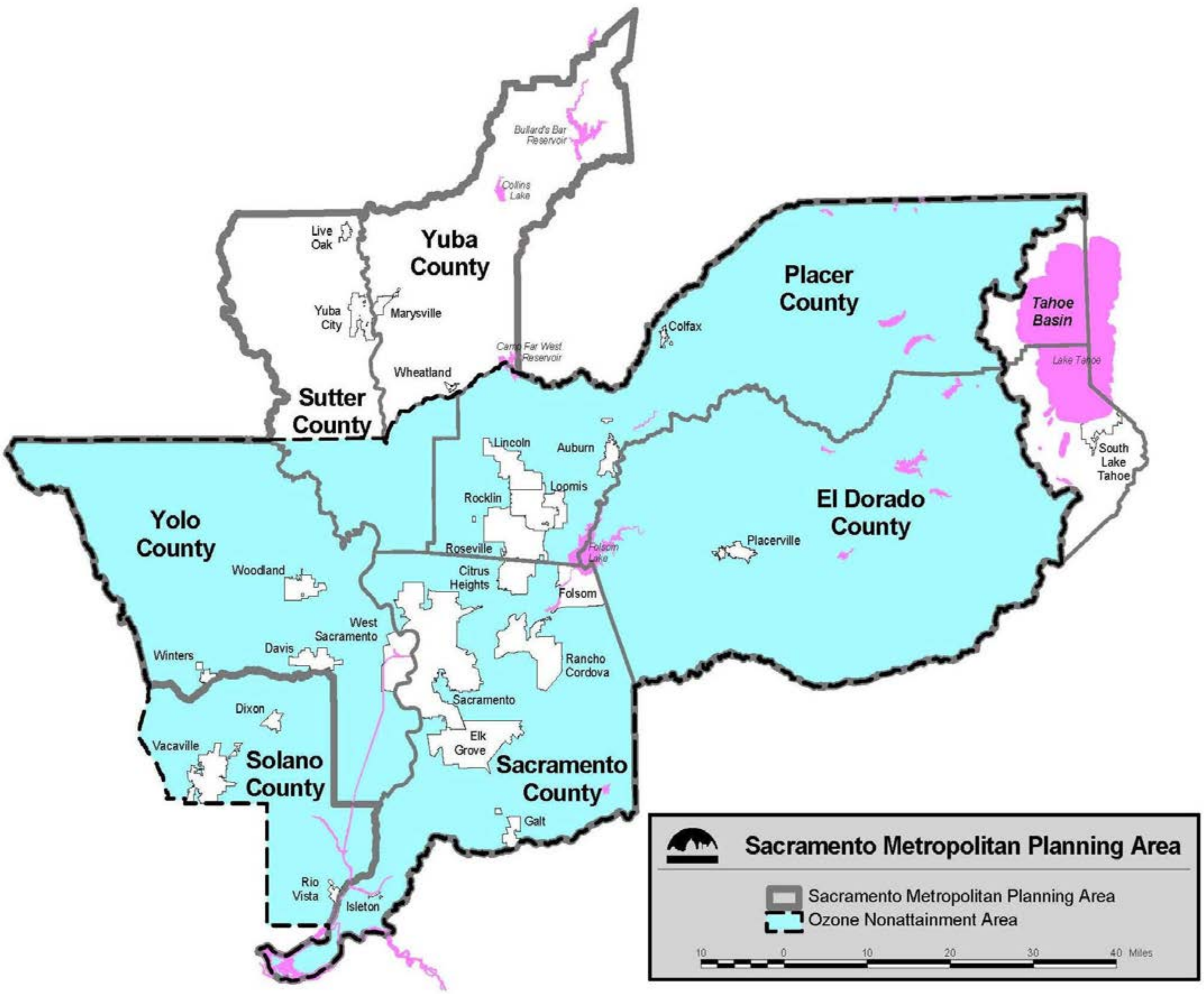
Colfax

The Environment

- Sacramento was ranked the 7th "Smarter City" by the Natural Resources Defense Council in 2009.
- About 94 square miles or 60,000 acres of our agricultural lands were converted to urban and built-up uses between 1984 and 2000.
- Roughly 61,000 acres in the region are protected for wildlife and/or recreation by land conservancies and trusts.
- Our residents drive an average of 26 miles every day, higher than Los Angeles and Orange counties. Growth in miles traveled is increasing faster than the population.
- The American Lung Association has rated the Sacramento region as the seventh worst in the nation for ozone air pollution and eighth-worst for small, lung-damaging particles, based on federal data. Seventy percent of our ozone is produced by cars, trucks and other mobile sources.
- An estimated one in six children in the region has been diagnosed with asthma.

Sacramento Area Council of Governments

Metropolitan Planning Area



Sacramento Area Council of Governments

Fiscal Year 2011-12

Organization Chart

S A C O G

SACOG BOARD OF DIRECTORS

Mike McKeever
Chief Executive Officer

Kirk Trost
Chief Operating Officer &
General Counsel

Gordon Garry
Director of Research & Analysis

Team/**Team Leader:**

- Model Operations Team/**Bruce Griesenbeck**
- Transportation Monitoring Team/**Bruce Griesenbeck**
- Transportation & I-PLACE^{3}S Development Team/**Raef Porter**
- Data Services/ GIS/Monitoring Team/**Joe Concannon**
- Information Technology Team/**David Hodgson**
- Air Quality/ **Gordon Garry**
- Climate Change/ **Raef Porter**

Matt Carpenter
Director of Transportation Services

Team/**Team Leader:**

- Metropolitan Transportation Plan Team/**Matt Carpenter**
- Programming & Project Delivery Team/**Theresa Arnold**
- Transit Team/ **Jim Brown**
- Intelligent Transportation Team/**Mark Heiman**
- 511 Traveler Information Team/ **Mark Heiman**
- Goods Movement Team/**Matt Carpenter**
- SAFE/Callbox Team/**Mark Heiman**
- Passenger Rail Team/**Matt Carpenter**
- Bicycle/Pedestrian Team/**Lacey Symons**

Rebecca Sloan
Director of External Affairs & Member Services

Team/**Team Leader:**

- Blueprint Implementation Team/**Kacey Lizon**
- Rural-Urban Connections Team/ **David Shabazian**
- Housing Team/ **Greg Chew**
- Airport Land Use Commission Team/ **Greg Chew**
- Communications Team/ **Rebecca Sloan**
- Transportation Demand Management Team/**A.J. Tendick**
- Government Relations Team/ **Erik Johnson**

David Ghiorso
Finance Manager

Team/**Team Leader:**

- Overall Work Program Team/ **David Ghiorso**
- Finance & Budget Team/**David Ghiorso**

Rochelle Tilton
Clerk of the Board & Human Resources Specialist

Team/**Team Leader:**

- Human Resources Team/**Rochelle Tilton**
- Board Team/ **Rochelle Tilton**
- Facilities Team/ **Rochelle Tilton**
- Benefits Implementation Team/**Rochelle Tilton**

Team Descriptions

Team Director: Gordon Garry, Director of Research & Analysis

Model Operations Team **–** SACOG is responsible for developing and maintaining tools for forecasting or projecting future demand and utilization of the region's transportation system. The key forecasting tool is SACSIM, the regional travel demand forecasting model. This team is responsible for assembling from various sources forecasted land use, demographic, and transportation system data, as well as forecasts or projections of key exogenous factors which affect future conditions (e.g., fuel prices, etc.). Updates to modeling datasets tools are also the responsibility of this team.

Transportation Monitoring Team – SACOG collects, assembles, integrates and publishes data and information related to demand for and utilization of the region's transportation system. The data and information are used directly by SACOG to track changes in demand and use of the system, validation of SACOG travel demand forecasting models, and to assist in framing discussion of transportation issues in its advisory committees. Starting in 2010, this team publishes a compilation of transportation monitoring data.

Transportation & I-PLACE³S Development Team – The Transportation and I-PLACE³S Development team creates new tools and updates existing tools to measure the efficiency of land use and transportation, and the interaction between the two. SACOG uses these tools internally to analyze the impacts land use has on travel behavior, local and regional economics, and climate change. The team also works with partner agencies and member jurisdictions in the use of the tools, collection and input of data, and analysis of outputs.

Live Oak

Data Services/GIS/Monitoring Team – This team of research analysts collects current information on housing, employment and demographic characteristics in our six county region. The team works with information from California Department of Finance and U.S. Census Bureau to reconcile information developed by these agencies with the information detailed information collected in our monitoring efforts. Much of the information is managed through relationships with our member and partner agency Geographic Information Systems (GIS) programs.

Information Technology Team – The Information Technology team is responsible for supporting SACOG staff computers and printers to ensure they have the IT tools and training necessary to complete their jobs; setup, configuration, maintenance and analysis of the SACOG network to keep data readily available to staff; maintenance and repair of computer equipment and printers; maintenance of a valid and functional data backup and archival system; maintenance and management of SACOG's Internet and e-mail systems; maintenance of a safe and secure network system and management of SACOG's phone system.

Air Quality Team **–** The Air Quality team tracks federal state and local air quality regulations; ensures that MTP and MTIP projects are tracked and monitored to meet SIP requirements; models and projects the impacts of implementation on criteria pollutants in the region; performs regional analysis; monitors TCM implementation; and monitors project level conformity.

Team Descriptions
(Continued)

<u>Team Director: Matt Carpenter, Director of Transportation Services</u>

Metropolitan Transportation Plan Team – The MTP team is responsible for updating the plan to meet federal and new state requirements, including state Senate Bill 375. The update process includes development of transportation and land use planning scenarios as part of SB 375 implementation, public and stakeholder outreach on the plan, informing the California Air Resources Board on the SB 375 greenhouse gas emissions reduction target-setting process. As part of the current MTP update, staff will develop a Sustainable Communities Strategy (SCS) and/or Alternative Planning Scenario (APS) for the MTP. A program-level Environmental Impact Report (EIR) for the MTP and SCS/APS will be developed as well.

Programming & Project Delivery Team – The Programming and Project Delivery Team is responsible for ensuring that the federal and state funds which the SACOG region receives are spent in a timely and appropriate manner. The team monitors funding policies and requirements; performs outreach for federal and state reviewing agencies; performs outreach to identified stakeholders; communicates needs to the Board and operates under Board-delegated authority; and oversees funding rounds and assists with new funding opportunities. The team actively tracks project delivery and assists project sponsors with any issues that might arise in the delivery of a project. The team has a long history of working with our project sponsors and regions across the state to ensure that SACOG maintains a high standard of delivery.

Loomis

Transit Team – The SACOG Transit Team provides planning and programming support and a forum for coordination among the region's transit operators as part of the Transit Coordinating Committee. The Transit Team administers funding, annual apportionments and all other requirements of the Transportation Development Act (TDA). Additionally, the SACOG Transit Team administers various state and federal grant programs and all other requirements of those grant programs while working closely with Caltrans as well as the FTA.

Intelligent Transportation Team – The Intelligent Transportation Systems Team (ITS Team) provides expertise to partner agencies and provides a forum for sharing of best practices and lessons learned. Through the application of ITS investments, coordination between the various transportation divisions within the partner agencies the ITS Team has facilitated improved traffic flow, reduced air pollution and continue to improve the data which can be fed into our traveler information system.

Team Descriptions
(Continued)

511 Traveler Information Team – The 511 Traveler Information Team is working to improve the safety of motorists through rapid assistance in the event of an incident. The key components of this program include the Freeway Service Patrol (FSP) and the roadside Call Box system. Both of these systems target the safety of the general public when they find themselves disabled and in need of assistance along a major highway. The Team is actively developing and deploying a cellular phone base system with the same capabilities as the roadside Call box program, but allowing for public access via the 511 traveler information telephone system. The 511 Traveler Information deployments continue to evolve in the region with the implementation of the STARNET project. The STARNET project is allowing for real-time information on the status of transit, arterial, and highway information to be integrated into the 511 telephone. It is anticipated that this effort will assist in demonstrating the accessibility and feasibility that alternative modes of transportation provide.

Goods Movement Team – The Goods Movement Team supports the planning activities in the region as they relate to commercial goods movement. The primary focus is the coordination of truck routes between the individual agencies involved in designating routes. Similarly a planning study has been funded for SACOG in conjunction with the San Joaquin COG to assist in interregional alignment of truck routes. Most of the technical work will be focused in the 2011/12 budget year on this project. The Goods Movement team will be coordinating with representatives from the goods movement industry, transportation agencies and law enforcement as we move forward in our planning activities.

Galt

SAFE/Callbox Team – The Service Authority for Freeways and Expressways (SAFE) program is responsible for budgeting and oversight of the SAFE program. Through the use of SAFE funds the team is working to reduce congestion, improve air quality and improve the safety of motorists through rapid assistance in the event of an incident. The key components of this program include the Freeway Service Patrol (FSP) and the roadside Call Box system. Both of these systems target the safety of the general public when they find themselves disabled and in need of assistance along a major highway. The Team is actively developing and deploying a cellular phone base system with the same capabilities as the roadside Call box program, but allowing for public access via the 511 traveler information telephone system. The SAFE Team, in conjunction with the Intelligent Transportation Team and the Transportation Demand Management Team, provide the regions 511 multi-modal traveler information telephone and web based services.

Passenger Rail Team – SACOG's rail planning currently involves participation in the following groups: 1) the Capitol Corridor Joint Powers Authority (CCJPA) Staff Coordinating Group (SCG)--a group of transportation agencies staffs along the 165-mile Capitol Corridor, from Auburn to San Jose, charged with advising the CCJPA Board on management and operation of the rail service; 2) the California High Speed Rail Authority (CHSRA), responsible for the planning and implementation of the proposed California High Speed Rail system; 3) Central Valley Regional Rail Group and the Altamont Corridor Partnership Working Group--both groups working in consonant with the CHSRA in planning the high speed rail and regional rail services in their respective

Team Descriptions
(Continued)

corridors; and 4) Caltrans's Central Valley Rail Committee, a group that advises Caltrans on the San Joaquins service and rail planning generally in the Central Valley corridor.

Bicycle/Pedestrian Team – The Bicycle/Pedestrian Team makes its expertise available to partner organizations and groups throughout the region to support their bicycle and pedestrian planning efforts. Within this role, the Team maintains the Regional Bicycle, Pedestrian, and Trails Master Plan and facilitates the SACOG Bicycle and Pedestrian Advisory Committee, which is comprised of 80 members throughout the region and functions as an advisory committee to the SACOG Board of Directors on the non-motorized issues. The Team also participates in the planning and coordination of the Sacramento May is Bike Month campaign. Additionally, the Team manages the Regional Bicycle & Pedestrian Funding Program, which provides millions in bike/pedestrian funding in Sacramento, Sutter, Yolo, and Yuba Counties. The Team also handles information requests and participates in a variety of projects related to bicycle/pedestrian issues. The Team is responsible for "Complete Streets" related topics, including learning and disseminating new information and hosting related events as appropriate. The Team is a member of the local Complete Streets Coalition and manages the Complete Streets Resource Toolkit.

Team Director: Rebecca Sloan, Director of External Affairs & Member Services

Blueprint Implementation Team – This team supports local jurisdictions and partner agencies in local Blueprint implementation, including: model, analyze and comment on local plan updates and projects at the request of local jurisdictions; coordinate commenting and monitoring of projects with partner agencies (air districts and transit districts); provide technical assistance in the form of modeling, data, analysis, or tools software training for local planning updates related to Blueprint implementation; provide competitive grant opportunities when funds are available for Blueprint-supportive projects; maintain and update regional land use database of local plan. This team also develops land use forecast for MTP update and Regional Housing Needs Allocation and provides information and support to other internal SACOG teams that interface with local land use and Blueprint issues.

Roseville Sculpture

Rural-Urban Connections Team – The RUCS team is focused on studying the challenges and opportunities of enhancing rural economic viability and environmental sustainability. They assemble data and information on the project's five topic areas: rural land use and conservation, infrastructure, economic opportunities, forestry, and regulations. Data and models are used to analyze changes in rural areas that may improve or hinder regional and local goal and objectives for economic and environmental sustainability. The team uses models to test changes in the primary rural land use and economic activity, agriculture, and provide decision makers with better information for decisions that affect rural areas. The team also uses an infrastructure fiscal model to help rural communities understand the impacts of development and plan for more balanced communities. The team regularly works with local, state, and national stakeholders to gather feedback on the project and address needs in communities throughout the region. The team also works with the SACOG board to determine areas where the agencies should focus ongoing efforts.

Team Descriptions
(Continued)

Housing Team – The SACOG Housing Team provides assistance to local governments in determining future housing needs projections and meeting the requirements of the California Housing Element Law. The team also evaluates and provides guidance on development projects that are attempting to include smart growth elements and/or affordable housing. The team is comprised of land use planners with backgrounds in modeling, urban design review and program management.

Airport Land Use Commission Team – The Airport Land Use Commission Team provides technical airport compatibility reviews for development projects near public use and publicly-owned airports, per the California Aeronautics Law. The team also develops updates to the state-mandated Airport Land Use Compatibility Plans for each public airport.

Communications Team – This team is responsible for updating and improving SACOG Web sites; coordinating media and public information; planning and executing public meetings, workshops, and special events; managing the Transportation Demand Management (TDM) education and outreach programs; and building and maintaining collaborative and productive relations with SACOG Board Members, member agencies, and the public at large.

Prune Orchard

Government Relations Team – Each year, the Board of Directors adopts state and federal advocacy principles that determine the issues SACOG will follow. This team is responsible for tracking legislation moving through the State Legislature and Congress each year, and presents SACOG board members with analysis of key legislation of interest to SACOG. It also works with the state and federal executive branches on policy issues of interest to SACOG.

Transportation Demand Management Team – The Transportation Demand Management Team supports SACOG's Rideshare program by designing and implementing tools, materials and outreach campaigns to promote alternative transportation modes. This includes the Sacregioncommuterclub.org, mayisbikemonth.com and sacregion511.org websites and the materials and campaigns that promote them. The team also coordinates the Regional Rideshare Partnership and SACOG's TDM Task Force.

Team Descriptions
(Continued)

Team Manager: David Ghiorso, Finance Manager

Overall Work Program (OWP) Team – The Overall Work Program Team is comprised of finance staff, directors and department liaisons and is responsible for compiling and coordinating projects for the OWP each fiscal year. The team produces amendments to the OWP throughout the year to incorporate new projects or make adjustments to existing projects. The team also submits quarterly reports to the California Department of Transportation for each project regarding the progress of work. This team works in conjunction with the Finance & Budget Team to determine the availability of funding for projects.

Vineyard

Finance & Budget Team – The Finance & Budget team prepares the annual Budget including the OWP and the annual SACOG financial statements. The team is responsible for coordinating and overseeing the annual financial and TDA audits, for interfacing with auditors and outside agencies, for processing accurate paychecks, on time and in compliance with applicable laws and regulations. The team processes timely and accurate payments for vendors, consultants, and employee expenses, including 1099's. The team prepares revenue billings and the state controllers report. The team also distributes financial reports and budget information to internal staff and Executive Management and provides budget guidance with regard to the OWP, indirect costs and overhead rates.

Team Manager: Rochelle Tilton, Clerk of the Board/HR Specialist

Human Resources Team – The Human Resources Team is responsible for managing the recruitment process for new employees, providing new employee orientation and providing training to staff and managers. The team works in conjunction with the Benefits Implementation Team to provide information on employee benefits to staff.

Board & Chief Executive Officer Support Team – The Board and Chief Executive Officer Support Team is responsible for providing assistance to the Board of Directors and the Chief Executive Officer, which includes scheduling monthly board meetings, taking minutes at the meetings, arranging travel; overseeing the production of monthly board agenda packets; maintaining and filing Fair Political Practice Commission forms; and providing general administrative support.

Facilities Team – The facilities team is responsible for serving as a liaison between the building management company and staff, as well as coordinating services and maintenance of the office space.

Benefits Implementation Team – The Benefits Implementation Team oversees the management of employee benefits, including providing enrollment information and changes in benefits to staff. The team also researches new benefits for implementation and cost savings. The team works in conjunction with the Human Resources team.

SACRAMENTO AREA COUNCIL OF GOVERNMENTS

2010 ANNUAL STRATEGIC PLAN

Adopted by SACOG Board of Directors
March 18, 2010

MANAGEMENT PARTNERS
INCORPORATED

Strategic Plan
(Continued)

Executive Summary

The Sacramento Area Council of Governments (SACOG) plays a unique role in the greater Sacramento area. It was formed as a regional planning commission in 1965 and became a joint powers authority of city and county governments in 1980 to ". . . to provide a forum for the discussion and study of area wide problems of mutual interest and concern to the cities and counties, and to facilitate the development of policies and action recommendations for the solution of such problems." [1] As a result, it serves as an integrator of city, county and other stakeholder interests in the region; a focus for the resolution of common issues facing the region. Its fundamental core mission is regional transportation planning and serving as the region's Metropolitan Planning Organization (MPO), which under Federal Law develop and implement regional transportation plans in partnership with local governments. Most of SACOG's funding sources are related to this transportation mission. Over the years, its members have expanded its role to address a range of environmental and land use issues requiring consensus building intended to improve the quality of life in the region. A major effort resulted in the preparation of the nationally recognized Blueprint Transportation and Land Use Study which created a vision for the Sacramento region's future growth.

At the beginning of 2009, SACOG initiated a strategic planning process to guide decision making and priority setting. Management Partners was engaged to assist with this effort by providing process advice and preparing a final written strategic plan. SACOG staff and board members were involved in the process and the resulting strategic plan reflects their ideas and recommendations.
The objectives of the strategic planning process were the following:

- Establish goals for the organization, intended to guide priority setting, decisions about work programs and staffing, and other decisions by staff and Board over the next several years.
- Strengthen SACOG's ability to successfully provide the support, innovation and assistance needed by our region to meet the challenges it is and will be facing.
- Create a dynamic document and framework which can be used on an ongoing basis to help guide budget and work planning efforts to ensure that they are focused, targeted and meet the interests of the Board and the region.
- Engage SACOG staff, Board and stakeholders in identifying important goals for the strategic plan.

The Strategic Plan which resulted from this effort has three overarching themes which are further spelled out in the familiar strategic plan hierarchy of mission, values, goals, strategies, and finally, an annual business plan. These themes, in no particular order of importance, are summarized below:

1. The Strategic Plan is going to be an important tool in helping SACOG to modernize and improve the federally required Overall Work Program (OWP) process. It will do this by linking the budget and the OWP to the development of annual business plans under the Strategic Plan umbrella.

[1] Joint Powers Agreement of the Sacramento Area Council of Governments.

Strategic Plan
(Continued)

2. The Strategic Plan is intended to establish a process for assisting SACOG with organizing and establishing its priorities. As an organization, SACOG exists in a highly dynamic environment; the Board, staff and community stakeholders will be aided by this structure for deciding what the organization can do successfully.
3. Finally, but importantly, the Strategic Plan is designed to guide SACOG's work as a partner with its member agencies by assisting the local governments in coping with the tremendous demands for service they face.

The specifics of how SACOG will approach this work are laid out in the Strategic Plan which follows. The overall intent of the Plan is to give the organization the tools necessary to best serve the interests of the greater Sacramento region, and continue to be a leader in this regard across California and the nation.

Strategic Planning Approach

A variety of methods were used to gather and analyze data and to engage staff, Board and other stakeholders. SACOG staff was involved through focus groups and a workshop. Through the focus groups and workshop, strengths, weaknesses, opportunities and threats were identified, along with a set of organizational values. The values are listed in the next section of this report (Strategic Planning Components). The complete list of supporting and detracting behaviors for the values is provided in Attachment A.

The management team was engaged through two workshops and participation in creating the environmental scan. Board members were engaged through a survey. Outside stakeholders were involved through interviews and meetings. Stakeholders included the city and county chief executives from the region, a community activist, a representative of the Building Industry Association and the real estate industry, and a non-profit group engaged in the development of the Blueprint.
In early December 2009, the draft Strategic Plan was reviewed and approved (with some modifications) for forwarding to the full SACOG Board.

As part of this process, an environmental scan was prepared by Management Partners with assistance from SACOG management team. It provided important context for identifying goals for the future. The complete environmental scan is shown in Attachment B.

Strategic Mission
SACOG's new strategic mission statement as created through this strategic planning process is:

> ***Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.***

Goals for the Future
SACOG has identified three goals for the future, each of which has supporting strategies and performance indicators. The three goals are as follows:

Strategic Plan
(Continued)

Goal 1:	**Sustain the agency's emphasis on information-based decision making by providing state-of-the-art data and tools to members, partners, stakeholders and residents to help them shape the futures of their communities and the region.**

Goal 2:	**Maximize strategic influence for the region through integrated regional transportation plans that produce unique and significant quality of life benefits for residents of the region.**

Goal 3:	**Serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.**

SACOG Organization

SACOG serves six counties and twenty-two cities, comprising a 6,190 square mile area with an estimated population of 2,229,000. Member agencies are El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties; the cities of Auburn, Citrus Heights, Colfax, Davis, Elk Grove, Folsom, Galt, Isleton, Lincoln, Live Oak, Marysville, Placerville, Rancho Cordova, Rocklin, Roseville, Sacramento, West Sacramento, Wheatland, Winters, Woodland, Yuba City; and the town of Loomis. SACOG is governed by a thirty-two member Board of Directors (thirty-one voting and one nonvoting). Voting members are appointed by member jurisdictions. The one non-voting member is the Caltrans District 3 Director.

SACOG's breadth is demonstrated by its designations and certifications. Its range of participation and engagement with regional partners and stakeholders is shown in the types of committees it uses to ensure effective regional planning.

It is designated as:

- Regional Transportation Planning Agency for Sacramento, Sutter, Yolo, and Yuba counties by the California State Secretary of Business, Transportation and Housing Agency
- Metropolitan Planning Organization (MPO) by the Governor and the U.S. Department of Transportation for the six-county Sacramento region
- Airport Land Use Commission for Sacramento, Sutter, Yolo and Yuba counties
- Service Authority for Freeway and Expressways for Sacramento, San Joaquin, Yolo, Yuba, Sutter, and El Dorado counties
- Area Wide Clearinghouse for the counties of Sacramento, Sutter, Yolo, and Yuba and the cities of Lincoln, Rocklin, and Roseville by the State of California Procedures of Intergovernmental Review of Federal Financial Assistance and Direct Development Activities

Strategic Plan
(Continued)

SACOG has a number of Board of Directors' Committees and other advisory committees. The current Board Committees are:

- Climate & Air Quality Committee
- Government Relations and Public Affairs Committee
- Land Use and Housing Committee
- Transportation Committee
- Strategic Planning Committee

The current advisory committees are:

- Airport Advisory Committee
- Bikeway and Pedestrian Committee
- 5310 Regional Evaluation Committee
- Goods Movement Advisory Group
- Public Participation Committee
- Regional Planning Partnership
- SACMET Travel Demand Model Technical Advisory Committee (TAC)
- Sacramento Emergency Clean Air and Transportation (SECAT) Air Quality Policy Group
- Sacramento Emergency Clean Air and Transportation (SECAT) Technical Advisory Committee
- Social Service Transportation Advisory Council
- Transit Coordinating Committee
- Transportation Demand Management Task Force

SACOG also has several ad hoc committees, as follow:

- ADA Compliance Committee
- Community Design Grant Review Committee
- Sacramento Region Intelligent Transportation Systems Partnership

In addition to these committees, SACOG is involved in various other public/private efforts in regional planning. See the Overall Work Program document for a complete list and an explanation of each of the committees noted above.

In FY 2009-10, SACOG has a budget of $38,235,151 and a staff of 54 employees. Its major programs include:

- Long and Short Range Transportation Planning
- Land Use and Housing Planning
- Government Relations, Public Affairs and Administration
- Public Services
- Member & Agency Services

Strategic Plan
(Continued)

Strategic Plan Components

SACOG's leadership identified a need to set a path for the future so that SACOG could ensure that its decisions, priorities and work plans are focused on strategic goals for the organization. This strategic plan meets the organizations needs for:

- Clear goals and priorities
- Integration of agency-wide goals and priorities
- Keeping SACOG on the cutting edge
- Implementing the agency's strategic mission

Strategic planning is about setting multi-year, broad goals and strategies that are consistently used to guide decisions about resources and where effort will be directed. It is about providing the context and basis for a business plan for the agency. Strategic planning is a collaborative process involving staff, policy makers, and other stakeholders in order to ensure that the full range of interests are considered as part of the planning process.

As a designated Metropolitan Planning Organization, SACOG must follow Federal regulations with respect to budget planning in order to be able to draw from a variety of Federal funding programs. The Federal approach, which was first mapped out in the 1970s, is called the Overall Work Program (OWP). This is an annual budget and planning tool which essentially sets the annual SACOG budget and work plan.

One of the intents of this strategic plan effort is to provide a more policy-oriented and modern approach to setting the policy vision of SACOG, which will then be used to shape the development of the annual OWP. In this way, the elements of the OWP contribute to achieving the long-term goals set forth in the strategic plan.

The components of this SACOG strategic plan are shown in this graphic.

Strategic Plan
(Continued)

An organization needs both a strategic plan and a business plan. The distinguishing features of both are the following:

Strategic Plan	Business Plan
• High level • Overall framework • Strategic mission • Values • Multi year • Broad goals • Strategies to reach the goals • Priorities • Simple	• Implementation of the strategic plan • Overall Work Program • Departmental work programs tie to goals and strategies • Operational plan for each of the strategies • Resource allocation • Priorities • Detailed

There are two important components to the effective use of strategic planning: the **"what"** and the **"how."** The "what" is the content of the plan, which comprises most of this document. It consists of the goals to be achieved and the strategies to reach them. The "how" is a combination of the values the organization uses to implement the plan and the business plan which will be created by the organization following adoption of this strategic plan.

In the SACOG setting, the annual business plan is designed to feed the development of the OWP. The OWP itself will acknowledge the strategic planning process and include the goals, strategies and

Strategic Plan
(Continued)

performance indicators developed in the strategic / business planning process, as well as addressing the MPO requirements which must be addressed by the OWP.
A sample business plan is shown in Attachment C.

Strategic Mission

The management team discussed the existing mission statement for SACOG and concepts that the team thought should be part of a strategic mission for the future. A strategic mission statement provides the purpose and direction for the organization. It gives a rationale for programs that are carried out by the organization, and fundamentally defines what the organization stands for and the reason for its existence. The team created the following new strategic mission statement:

> ***Provide leadership and a dynamic, collaborative public forum for achieving an efficient regional transportation system, innovative and integrated regional planning, and a high quality of life within the greater Sacramento region.***

Organizational Values

The entire SACOG staff was involved in identifying the key organizational values that guide work and behaviors. As a result, six values were identified, as listed and defined below. See Attachment A for a more complete description of behaviors that support each of the values and behaviors that would detract from the values.

Value: Professional Excellence

- Produces and communicates consistently high quality, technically competent work of value to the organization.
- Recognizes and maintains a clear focus on strategic goals and outcomes consistent with the organization's work program(s).
- Maximizes opportunities to increase productivity and achieve high quality results.

Value: Innovation

- Solves problems creatively and is open to new ideas.
- Creates new ways of moving the organization forward to achieve its mission.
- Fosters new and creative thinking and solutions.

Value: Integrity

- Adheres to individual and organizational professional standards in the conduct of the organization's business.
- Produces documents and work products that are objective, credible and reliable.

Strategic Plan
(Continued)

Value: ***Leadership***

- Creates and sustains an atmosphere that fosters a culture of openness, inclusion, trust, and results.
- Contributes to creating a clear vision and direction.
- Inspires results and effective teamwork.
- Exhibits the full range of professional competencies and models integrity and ethics.

Value: Responsiveness

- Communicates readily and/or takes action in response to requests from others for information or assistance.
- Is observant, considerate and respectful of others' time and schedules.
- Is reliably prompt and does not require reminders to achieve results, communicate or meet obligations.

Value: Teamwork

- Takes the initiative to ensure that objectives are met and volunteers to help others for the good of the organization.
- Engages team members to work collaboratively and reliably towards a defined objective. Has a keen sense for having the right people on the team.
- Recognizes, values and leverages each person's strengths and differences.

Strategic Plan Goals, Strategies and Performance Indicators

As a result of this strategic planning process, SACOG has identified three goals. Each of the goals has a set of strategies for implementing the goals. Additionally, each of the goals has a set of performance indicators. The definitions of goals, strategies and performance indicators are provided below.

- **Goal:** Desired long-term outcome.
- **Strategy:** Specific methods of achieving the goal.
- **Performance Indicator:** How achievement of the goal will be measured; how the organization will know if the long-term outcome has been achieved (including progress being made in achieving the long-term outcome).

The three goals and their associated strategies and performance indicators are provided in the following pages.

Strategic Plan
(Continued)

Goal 1: Sustain the agency's emphasis on information-based decision making by providing state-of-the-art data and tools to members, partners, stakeholders and residents to help them shape the futures of their communities and the region.

Goal 1 Strategies:

1. Increase opportunities for member jurisdictions to utilize regional data, models and analysis to analyze impacts of their decisions on transportation, land use, air quality and other policy areas that affect quality of life.

2. Increase agency capacity to provide scientific information and analysis of transportation, land use, air quality and other matters of regional importance.

Goal 1 Performance Indicators:

A. Members and planning partners routinely use a combination of appropriate planning tools (e.g., I-PLACE^{3}S and SACSIM) to conduct technical analysis of general plan updates, corridor plans, transportation circulation plans, and neighborhood and community plans, and use of such planning tools by stakeholders and residents to evaluate proposed development projects.

B. Interactive, information-based citizen engagement practices are commonly used by members in support of general plan updates, development of neighborhood and community plans, and evaluation of the impacts of significant proposed development projects. The Agency has an effective and active process for sharing information about SACOG activities with staff in service to local government

C. Appointment to the SACOG Board is viewed as an attractive opportunity for local elected officials and SACOG's Board members are actively engaged in pursuing the mission of the agency and the agency's local, state and national recognition for leadership in the implementation of information rich, consensus-driven regional efforts to improve the quality of life in the region continues to be enhanced. SACOG actively engages in providing information to all elected leaders about the role it plays in regional affairs and how this role contributes to an improved quality of life.

Strategic Plan
(Continued)

Goal 2: **Maximize strategic influence for the region through developing and implementing integrated regional transportation plans that produce unique and significant quality of life benefits for residents of the region.**

Goal 2 Strategies:

1. Consolidate, expand and maximize strategic advantage from the agency's state and national leadership role and access to the best tools and methods for preparing an outstanding MTP.

2. Maximize the benefits of comprehensive planning and project implementation in the Sacramento region.

Goal 2 Performance Indicators:

A. SACOG's MTP will remain a leader in the state in improving per capita VMT, congestion, air emissions and other performance measures that advance the quality of life.

B. SACOG will leverage its high performing MTP to secure additional funding and policy support from federal, state and local sources to build key projects sooner than would otherwise be possible.

C. SACOG and its member agencies continue to be leaders in the State in the timely delivery of projects.

Strategic Plan
(Continued)

Goal 3:	**Serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.**

Goal 3 Strategies:

1. Continue to expand SACOG's data and modeling capabilities to include topics that influence transportation behavior and planning (e.g., energy, climate change, land use economics and infrastructure).

2. Assist regional partners with the evaluation of functional service delivery opportunities and act upon the ones that will most assist the agencies.

3. Analyze options for increasing SACOG's financial analysis and capacity so that it is able to serve the region if and when new service needs are identified.

Goal 3 Performance Indicators:

1. Deliver cost savings to local governments by building the capacity of the agency in areas of highest need to member jurisdictions, and/or leveraging new revenues in collaboration with local governments.

2. SACOG's member services program will increase coordination activities relating to assistance with policy development, joint project delivery, grant development, and requests for technical assistance as measured by increase in requests from member jurisdictions for assistance and resulting grant acquisition or more integrated policy making.

Implementing and Updating the Plan

This strategic plan should be updated annually by the staff and Board. When the Overall Work Program and SACOG budgets are prepared, the strategic plan should be reviewed to determine whether changes are warranted. Additionally, accountability for implementation through the business plan will be critical to ensure that this plan is in fact used as the principal policy guide for the organization and Board.
Key steps that will help the organization keep on track and update the plan include:

- Preparing a business plan to implement the strategic plan, integrating the Overall Work Program and other projects. That will enable the organization to ascertain whether it has the resources to accomplish all that it is currently doing, and determine changes needed to match projects to the goals established as part of this strategic planning process.

Strategic Plan
(Continued)

- Conducting an annual review of the strategic plan that includes a review of progress toward goals and revising elements of the plan as appropriate to meet changing conditions.
- Keeping the Board apprised of status toward achievement of strategic plan goals by sharing information regularly, and referencing the goals and strategies in reports to the Board, including recommended actions.
- Providing a copy of the strategic plan to every SACOG staff member, and having each member of the management team use the plan for their individual work plans and accountability measures.
- Keeping SACOG staff apprised of accomplishments of strategic plan goals by sharing information regularly.
- Making the new SACOG strategic mission, values, and goals highly visible to staff and others, including SACOG board committees and advisory groups.
- Connecting the strategic plan goals and strategies to annual work plans developed collaboratively by SACOG teams.

Strategic Plan
(Continued)

Business Plan Template

A business plan will implement the strategic plan. It is the primary way that resources and timelines are applied to ensure that the strategic plan is made operational. The Overall Work Program should integrate with the strategic plan and be part of the business plan so that the organization has one fully coordinated set of long-term goals, priorities and projects, and so resources can be properly allocated to achieving the intended outcomes of the strategic plan and Overall Work Program.

The following template is provided as a starting point for the organization to use and/or modify as needed.

<table>
<tr><td colspan="7">Goal 1:</td></tr>
<tr><td colspan="7">Success indicators for Goal 1:</td></tr>
<tr><td colspan="7">Strategy 1:</td></tr>
<tr><td colspan="7">OWP projects that contribute to strategy 1:</td></tr>
<tr><td>Projects to Implement Strategy [OWP and Non-OWP Projects]</td><td>Project Sponsor and Lead Team Members</td><td>Milestones</td><td>Priority (1, 2, 3) Time to Accomplish</td><td>Staffing (Consultant) Resources Required</td><td>Financial Resources Required</td><td>Unavailable Resources That Are Needed</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

A sample business plan is shown in Attachment C.

Attachment A — Organizational Values

On June 16, 2009, the SACOG staff, working in nine small groups, identified core values for the organization. Each small group recorded the values, along with behaviors that support and behaviors that detract from the top two values on their list. As a result, Management Partners identified six values as representative of those suggested by the nine small groups. The six values are:

- Professional excellence
- Innovation
- Integrity
- Leadership
- Responsiveness
- Teamwork

These are defined in detail below and were presented to the management team for review and confirmation.

Value: Professional Excellence

- Produces and communicates consistently high quality, technically competent work of value to the organization.
- Recognizes and maintains a clear focus on strategic goals and outcomes consistent with the organization's work program(s).
- Maximizes opportunities to increase productivity and achieve high quality results.

Behaviors that support	*Behaviors that detract*
▪ Strives to achieve maximum productivity and effectiveness. ▪ Recognizes professional limitations. ▪ Stays focused on results when faced with difficult situations. ▪ Performs effectively among different management styles. ▪ Sustains balance between professional and personal commitments. ▪ Encourages and mentors colleagues.	▪ Accomplishes the bare minimum or follows the status quo. ▪ Produces poor quality work when faced with adversity. ▪ Is easily swayed by political pressures within or outside the organization. ▪ Displays a lack of commitment to the organization. ▪ Does not recognize the significant from the insignificant.

Strategic Plan
(Continued)

Value: Innovation

- Solves problems creatively and is open to new ideas.
- Creates new ways of moving the organization forward to achieve its mission.
- Fosters new and creative thinking and solutions.

Behaviors that support	*Behaviors that detract*
▪ Recognizes patterns and interconnectivity of issues and factors ▪ Applies critical thinking skills and checks assumptions. ▪ Welcomes new ideas and change. ▪ Encourages others to share ideas. ▪ Is willing to risk failure.	▪ Does not see the big picture and how issues relate to one another. ▪ Dwells on the issues and is not solution oriented. ▪ Avoids change. ▪ Does not enable others to contribute solutions. ▪ Defers to old solutions and plays it safe.

Value: Integrity

- Adheres to individual and organizational professional standards in the conduct of the organization's business.
- Produces documents and work products that are objective, credible and reliable

Behaviors that support	*Behaviors that detract*
▪ Produces complete and thorough work products. ▪ Does what is right, even when no one is looking. ▪ Gives proper credit for good work. ▪ Is honest. ▪ Admits mistakes. ▪ Follows through on commitments. ▪ Promotes transparency with the public.	▪ Does what is easiest. ▪ Interferes with others' success. ▪ Says whatever will keep him or her from getting into trouble. ▪ Blames others or avoids responsibility. ▪ Justifies doing the wrong thing. ▪ Completes work just to get it done. ▪ Seeks personal advantages or perks.

Strategic Plan
(Continued)

Value: Leadership

- Creates and sustains an atmosphere that fosters a culture of openness, inclusion, trust, and results.
- Contributes to creating a clear vision and direction.
- Inspires results and effective teamwork.
- Exhibits the full range of professional competencies and models integrity and ethics.

Behaviors that support	*Behaviors that detract*
▪ Inspires others to accomplish organizational objectives. ▪ Knows the subject matter of the work. ▪ Rises to the occasion during a crisis. ▪ Recognizes team members for their accomplishments. ▪ Provides direction. ▪ Initiates problem solving and innovation.	▪ Micromanages other people's work. ▪ Rests on one's laurels. ▪ Misses opportunities to accomplish objectives. ▪ Misuses authority for personal gain or credit. ▪ Requires obedience.

Value: Responsiveness

- Communicates readily and/or takes action in response to requests from others for information or assistance.
- Is observant, considerate and respectful of others' time and schedules.
- Is reliably prompt and does not require reminders to achieve results, communicate or meet obligations.

Behaviors that support	*Behaviors that detract*
▪ Responds to requests in a timely manner. ▪ Recognizes and reacts to needs when they arise. ▪ Demonstrates initiative. ▪ Is on time and fulfills commitments. ▪ Listens to others.	▪ Is dismissive of others' needs. ▪ Ignores obvious needs. ▪ Assumes others will respond. ▪ Is frequently tardy. ▪ Provides incomplete work. ▪ Avoids communication.

Strategic Plan
(Continued)

Value: Teamwork

- Takes the initiative to ensure that objectives are met and volunteers to help others for the good of the organization.
- Engages team members to work collaboratively and reliably towards a defined objective. Has a keen sense for having the right people on the team.
- Recognizes, values and leverages each person's strengths and differences.

Behaviors that support	*Behaviors that detract*
▪ Meets deadlines and commitments to achieve the team's objectives. ▪ Includes others when making decisions. ▪ Understands common goals. ▪ Works towards team successes. ▪ Accepts diverse ideas. ▪ Is dependable. ▪ Offers to help others.	▪ Uses a "go it alone" approach. ▪ Works in a silo. ▪ Works primarily for personal success. ▪ Is unwilling to accept others' ideas as valid. ▪ Breaks confidences or gossips.

Attachment B — Environmental Scan

An Environmental Scan provides critical data to be considered in creating goals and strategies. It identifies factors that:

- ***Currently*** influence the organization and its decisions
- Will likely affect the organization ***in the future***.

Data for the SACOG Environmental Scan was collected from the following:

- SACOG Staff
- Stakeholder Interviews
    - Mary Brill
    - Dennis Rogers, North State Building Industry Association
    - Bill Mueller, Valley Vision
    - Randy Sater, Teichert Inc.
    - Matt Mahood, Sacramento Metro Chamber of Commerce
- Electronic survey of SACOG Board Members
- City and County Chief Executives of the region
- Regional data sources
- Review of results from Sacramento Metro Chamber sponsored State of the Region Forum held on September 18, 2009

Major Factors Affecting SACOG

- Slowdown in residential growth
- Realignment of region's economy
- Current economic environment
- Job growth
- State budget impact
- Local government ability to respond to state environmental and other mandates

Strategic Plan
(Continued)

Major Challenges Facing SACOG and its Members

- Slowdown in residential growth
- Realignment of region's economy
- Current economic environment
- Job growth
- State budget impact
- Local government ability to respond to state environmental and other mandates

Current Economic Environment

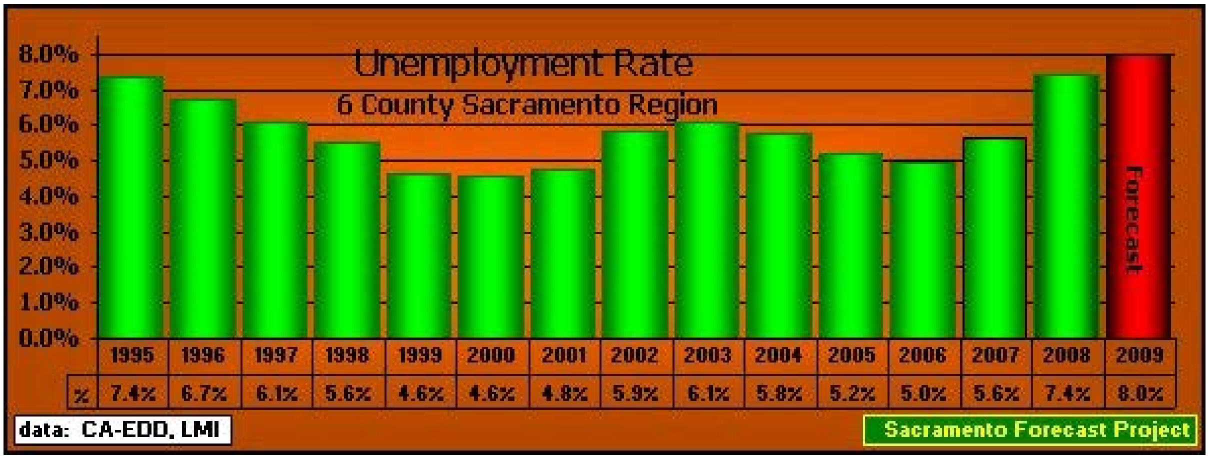
- Region second fastest growing housing market in State prior to downturn
    - Concerns linger about traffic, loss of agricultural lands, quality of life
- Average job growth in region outperformed state and national rates, but has dropped
- More than 25% of jobs in Sacramento region are provided by federal, state and local governments
    - 1/3 higher than statewide average
    - 10 to 15% of professional services jobs are related to government (i.e., lawyers, lobbyists)

Leveling of Job Growth

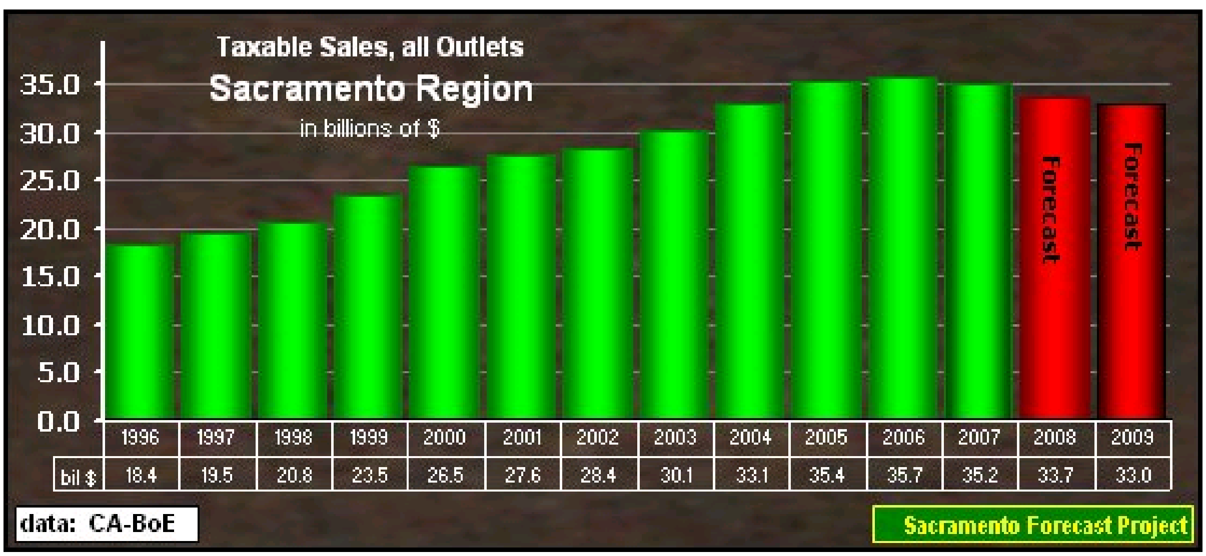
Following ten year growth, 0.7% decrease in job growth in 2008.

Lower Unemployment Rate than State Average

Sacramento region unemployment rate for 2008 was 7.4%, significantly less than the current Statewide unemployment rate of 11.5%. Underemployment, such as the 85% furloughs for state workers, is not counted in these unemployment figures.



After Ten Year Increase, Taxable Sales Declining



Strategic Plan
(Continued)

Significant Five-Year Decline in Building Permits

SACOG Funding Challenges

- Dependent on formula revenues and planning grants from Federal and State governments for functions beyond core mission
- OWP (mandated) drives the work program
- Funding formulas and grants may not help implementation of the Blueprint
- Sales tax revenue is down
- Challenges to transportation funding and project delivery, including declines in local and state funding sources; federal formula funds have been stable, with a one-time boost made possible by the federal stimulus package
- State and federal legislation linking transportation, land use and air quality planning
- Flexibility in funding transportation projects limited

Sustainability Initiatives Remain

- SB 375 implementation links:
    - Transportation and land use planning, affordable housing initiatives and CEQA reform
- Federal climate change legislation
- Blueprint implementation
- Streamlining CEQA

Strategic Plan
(Continued)

Current Economic Downturn Presents Opportunities

- Broaden region's economic base to strengthen financial health and capacity for growth
- Implement climate action plan initiatives
- Implement Blueprint through local/regional planning initiatives
- Construct more transportation projects (2009 stimulus dollars)

Possible Opportunities During Economic Slowdown

- "Green Capital Alliance" – economic development initiative
- Rural Economy and Habitat Conservation Study
- Responding to SB 375 mandates through CEQA reform
- Federal climate action initiatives
- Federal stimulus funding for transportation programs/projects

SACOG Legislative Strength

- Sustains a strong federal and state legislative network
- Effective, credible leadership in MPO's and COG's nationally
- Maintains strategic and "smart" approach to legislative advocacy

Board as Legislative Advocates

- Ensure alignment of regional priorities with local ones
- Consensus on expanding interests in broader and more national climate change issues

Stakeholder Input: Don't Forget the Basics

- What's next after completion of Rural/Urban Connections Strategy
- Where do RUCS and Blueprint fit into the next MTP
- Continue Blueprint advocacy and education
- Impact of AB 32/SB 375 on local government
- Sustaining SACOG's leadership at all levels of government
- Transportation planning
- Is it time for a Blueprint check in:

Strategic Plan
(Continued)

  - Impact of new economy on costs of sustainable development
  - New performance measures
  - New and innovative (less expensive) ways to approach sustainability

City/County Managers Input

- Technical assistance with climate change regulatory compliance and mandates
- Serve as forum for coalescing information/ideas around critical topics and issues, e.g., constitutional convention, economic development, regionalization
- Independent broker of information and analytical tools, e.g., trip generation

Survey of Board Members

- 13 Board Members responded
- Questions:
  - What issues are important as SACOG develops their Strategic Plan?
  - What constraints do you think SACOG will face in the future?
  - What you hope will be included in the Strategic Plan
  - What else should we keep in mind?

Input from Board Members: Important Issues for Strategic Plan

- Assistance with implementing regulatory requirements around land use/air quality
- Realignment of the region's economy is critical to future
- Leadership in transportation planning/funding must be maintained
- RUCS Study policy outcomes are important

Attachment C — Sample Draft Business Plan Template

Goal 1: *Preserve the region's economic base and quality of life through a balanced and viable regional transportation system.*

Success Indicator for the Goal: *At least 60% of the region's residents living in urbanized areas have viable and sustainable alternative sources of commute transportation aside from the single occupancy vehicle.*

Strategy 1: *Create a long term funding strategy to ensure the region's bus system can provide a viable, reasonable share of alternative commute services for the next 10 years.*

OWP Objectives that contribute to the Strategy:

Element 10-003: ***Short-Range Transportation Planning and Studies***

Objective: To identify certain transportation projects that are shorter in term or are related to specific studies.

Element 10-002: ***Long-Range Transportation Planning***

Objective: To support the long range planning efforts as they relate to the Metropolitan Transportation Plan implementation and its related components.

Element 10-005: ***Continuing Transportation Implementation***

Objective: To identify those projects which are ongoing and span multiple years. These projects support efforts related to programming federal and state funding, regional air quality planning activities and Metropolitan Transportation Plan implementation.

Strategic Plan
(Continued)

Projects to Implement Strategy [OWP and Non-OWP Projects]	Project Sponsor & Lead Team Members	Milestones	Priority 1, 2, 3 Time to Accomplish	Staffing (Consultant) Resources Required	Financial Resources Required	Unavailable Resources That Are Needed
Downtown Sacramento Transit Circulation and Facilities Plan	SACOG Technical Advisory Committee	▪ Prepare RFP ▪ Establish Project Management Team ▪ Review and analyze existing and ongoing studies ▪ Review existing conditions in the downtown study area.	Priority 1 Six months	Two SACOG staff planners to lead project and staff project committee Consultant	$300,000 over two years	None

Sacramento Area Council of Governments

Annual Report 2010

JANUARY

The SACOG Board of Directors elected Yuba City Councilmember Leslie McBride as its chair and Sacramento County Supervisor Susan Peters as vice chair. As a rural city representative, McBride served as a strong champion of the Rural-Urban Connections Strategy throughout the year. She also worked to help SACOG form new partnerships with civic groups.

FEBRUARY

The Port of West Sacramento, along with the ports of Oakland and Stockton, won $30 million in funding for container barge service. Barges will take tons of agricultural products and consumer goods off of our freeways and railroads. In our region, the funds will help pay for a crane and facilities to handle containers. This is a huge change for the Port of West Sacramento, which has only handled bulk cargo since opening nearly 50 years ago.

MARCH

SACOG adopted a strategic plan with three goals: 1) sustain the agency's emphasis on information-based decision making by providing state-of-the-art data and tools to members, partners, stakeholders and residents to help them shape the futures of their communities and the region; 2) maximize strategic influence for the region through integrated regional transportation plans that produce unique and significant quality of life benefits for residents of the region; and 3) serve as a source of high quality information, convener, and/or advocate on a range of regional issues when the agency's involvement would provide unique, added value to promoting a sustainable future for the region.

APRIL

Over 700 residents, business leaders, community leaders, elected officials, environmentalists, homebuilders, transportation advocates and others came together to celebrate the fifth anniversary of the region's Blueprint. Since 2005, hundreds of new homes, offices and shops have taken shape that follow the Blueprint's smart growth principles. Communities have also developed plans with walkable streets, jobs closer to housing, and many other desirable qualities. Speakers included economist Stephen Levy, regional planning expert John Fregonese, and USC professor Manuel Pastor.

MAY

2010 marked the second year that the region pedaled over one million miles in May. An online bicycle trip planner made it easier for novice and veteran riders to pick routes: *www.sacregion511.org/bicycling/trips.*

May also brought $65 million to the region for high-occupancy vehicle lanes, commonly known as carpool lanes, on Interstate 80 from west of Interstate 5 to Watt/Longview, where they will connect to existing high-occupancy lanes to Placer County. The new lanes are part of a larger $171 million rehabilitation project. The new funding will speed the project up from its original completion date of 2015. In addition to helping carpoolers, the lanes will help commuter buses offer more reliable service.

MAY AND JUNE

SACOG held focus groups to talk with a broad set of residents about the Metropolitan Transportation Plan. Groups represented on affordable housing, the environment, redevelopment agencies, development, equity, public health and human services, water purveyors, green energy, agriculture, state and federal agencies, senior and aging populations, economic development, goods movement and freight, K-12 and higher education, faith and community-based organizations. The focus groups helped staff begin preparing scenarios for the Metropolitan Transportation Plan for 2035 Update.

JULY SACOG launched the Agricultural Worker Transportation Program to provide safe and affordable transportation for agricultural workers in Sacramento, Sutter, Yolo, and Yuba counties.

AUGUST SACOG released the Complete Streets Resources Toolkit. Complete streets are roads that do more than just accommodate pedestrians, bicycles, transit, and cars—they include consideration of accessibility, safety and comfort of all users, quality of life, regional and local transportation demand, and goods movement. The toolkit explains how to apply complete streets principles, identifies improvement opportunities and available resources, and emphasizes a variety of tools designed to provide safe travel for all users. Get the toolkit at *www.sacog.org/complete.*

OCTOBER The public gave input on three scenarios for the Metropolitan Transportation Plan Update at nine workshops throughout the region. Each scenario included a different land use pattern paired with a transportation system tailored to those land uses. The MTP Update, which continues through April 2012, will reflect changes in projected population, employment and housing growth; fewer transportation funds; and a state requirement (Senate Bill 375) to create a Sustainable Communities Strategy, a plan to reduce greenhouse gas emissions from cars and light-duty trucks. October also brought $1.5 million to the region for community planning. SACOG and public and private sector partners received the funds from the U.S. Department of Housing and Urban Development through a highly competitive grant process. The new Sacramento Regional Consortium is meeting throughout 2011 and 2012 to plan for housing and employment centers in high-frequency transit areas. Regulatory and financial barriers often make new construction in existing communities difficult, if not impossible. The consortium will use these funds to accelerate transit-oriented development with more information for local governments about the specific infrastructure costs for infill projects, streamlining environmental review for infill housing as well as issues of economic development, equity, housing and health. The consortium will also use the funds to integrate natural resources planning with other local and regional planning. The consortium's work will be integrated into the MTP Update.

DECEMBER SACOG hosted the Regional Forum: Rural-Urban Connections Strategy, focusing on meeting the needs for local food, rural jobs, and rural infrastructure. The Rural-Urban Connections Strategy is an ongoing project to help business owners and policymakers better understand today's rural issues and find ways to create viable rural economies while protecting open space and habitat. SACOG also received a $750,000 grant from the California Strategic Growth Council, a partnership between state agencies, to address social equity, economic development, environmental protection, and safety and health in the MTP Update and the Rural-Urban Connections Strategy.

Rafting on the American River

Budget Guide & Process

Section Contents:

Guide to the Budget

The format for the Fiscal Year (FY) 2011-12 budget document includes the following nine sections: Introduction, Budget Guide and Process, Budget information for FY 2011-12, Board of Directors and Advocacy, Fund Balance Information, Overall Work Program, Supplementary Historical Data, Capitol Valley Regional Service Authority for Freeways and Expressways, and an Appendix.

Introduction

The Introduction section includes: Executive Director's Budget Message, About SACOG, a Description of the SACOG Region, the Sacramento Metropolitan Planning Area Map, an Organization Chart, Team Descriptions, the 2010 Annual Strategic Plan and the 2010 Annual Report.

Budget Guide and Process

The section includes a Guide to the Budget, Annual Budget Process Steps, the typical Budget Calendar, and information supporting the Basis for the Budget.

Budget Information for FY 2011-12:

This starts with the SACOG Fund Descriptions and is followed by a summary Description of Expenditures category, which is then followed by the Summary of Revenue and Expenditure Graphs, Summary of Revenue and Expenditures (including the Planning and Administration Fund, Board and Advocacy Fund, and Capital Asset Expenditures). The revenue is further shown in the Summary of Revenue Sources and further detailed in the Revenue Sources – Explanations and Detail. The final three documents show the Indirect Costs, Salaried Personnel by Year and Positions, and project Capital Asset Expenditures.

Board of Directors and Advocacy:

This section includes the Budget for Board of Directors and Advocacy and the Annual Membership Assessments supporting document.

Fund Balance Information for Three Funds

This section includes the Fund Balance Summaries for the Planning and Administration Fund, Board and Advocacy Fund, and the SACOG Financing Corporation. The SACOG Financing Corporation fund balance information is shown, since the Planning and Administration fund is projected may end up using $1 million of these funds to support the SACOG Budget.

Overall Work Program (OWP)

The majority of the Planning and Administration Fund planned activity is based on the OWP. The format of the OWP is governed and directed by SACOG's federal and state funding partners, and is included in the budget document accordingly. Sections include a one page OWP Revenues and Expenditures Graph, the OWP Program Revenues, the OWP Program Expenditures, and the OWP Unites and Goals – by work element – and then broken down by project.

Guide to the Budget
(Continued)

Supplementary Historical Data

This section includes historical data for various major revenues, costs, staffing, and some limited statistics on population and wages for the region. Sections include: Primary Revenue Sources – 11-Year History, Indirect Services Cost Comparison – Seven-Year History, Summary of Full-Time Equivalent Employees by Function and Program – Six-Year History, Total Population by Jurisdiction – 10-Year History, and Average Wages by County – Six-Year History.

Capitol Valley Regional Service Authority for Freeways and Expressways (CVRS or Capitol Valley SAFE)

This section includes Capitol Valley SAFE, About Capital Valley SAFE, and the Capital Valley SAFE Budget.

Appendix

The Appendix includes the Board Resolution Adopting the FY 2011-12 Budget, Board Resolution Adopting the OWP for FY 2011-12 Budget, Budget and Fiscal Policies, GASB 54, Chart of Accounts, Salary Schedule – Effective August 1, 2010, Federal Air Quality Planning Boundaries and Population Map, Glossary of Terms, a Directory of Acronyms, and GFOA Distinguished Budget Presentation Award for the Fiscal Year Beginning July 1, 2010.

Budget Process Steps

SACOG views its budget process as an ongoing, dynamic activity involving the Board of Directors, SACOG staff, federal and state funding partners, and the SACOG region residents. While each year's budget process includes certain specific steps in the development of the current year's figures, the budget must also address both short and long term goals and policy matters. Federal and state policy requires the Board adopt a budget by June 1. The Board adopted the FY 2011-12 budget on May 19, 2011. SACOG's budget provides the structural basis for general operations and overall financial planning. The following table illustrates the budget process:

Budget Process Steps	Jan	Feb	Mar	Apr	May	June
Determine projects and funding for FY 2011-12. Estimate carryover projects and funding for 2010-11 that will carry into FY 2011-12. Confirm projects and priorities with Caltrans emphasis areas	X					
Staff draft project descriptions and staff time allocations for the Overall Work Program (OWP). Prepare draft SACOG operating budgets and the OWP.		X				
Government Relations & Public Affairs Committee (GRPA) reviews first draft of SACOG operating budgets and OWP and recommends approval to Board. The Board reviews and then approves the release of SACOG operating budgets and OWP for 30 day review period			X			
Draft OWP sent to the IPG and posted to website			X			
IPG meeting to discuss FY 2011-12 OWP with Federal/State funding partners – to received their comments and suggested project changes				X		
GRPA Committee reviews final draft of SACOG annual operating budgets and OWP and recommends approval to Board. The Board reviews then adopts the Annual operating budgets and the Overall Work Program (OWP).					X	
Approved Annual Budget and OWP is sent to Caltrans, Federal Highway Administration, and Federal Transit Administration for their approval					X	
Receive approval for the Annual Budget and OWP from Caltrans, Federal Highway Administration, and Federal Transit Administration for their approval						X

Budget Calendar

By January 10	Identify existing grant revenues in the OWP that will be spent in the remaining months of FY 2010-11 and the residual amounts that are likely to be carryover in FY 2011-12
By January 11	Touch base with management team on current year and next year OWP issues
January 11	Provide management team and staff with the FY 2011-12 hours and budget model for inputting hours for 85% of projects that will be in the OWP for next year
By January 13	Preliminary draft of projected agency revenues for FY 2011-12 to the directors – part of information below
By January 14	Provide directors with first draft of FY 11-12 "straw man" budget model and revenue and expenditure ideas
January 18	Management staff: Discussion and confirmation of staff allocations for grant projects that roll revenue into FY 2011-12
Week of February 7	Management staff: Proposed projects for draft OWP and discussion of budget strategy for priorities. Includes comparison of proposed projects to the CT planning emphasis areas and the SACOG strategic plan.
February 15	Management staff: Confirm projects and budgets for draft OWP. Review draft background sections of OWP (planning emphasis areas, budget tables, etc.)
February 22	Management staff: Final project descriptions and staff allocations
February 23	First draft of OWP to admin for formatting
February 28	GRPA Committee mail out
March 7	GRPA Committee reviews first draft of OWP
March 7	Notifications sent to newspapers
March 9	Board mail out
March 11	Transmit Draft OWP to MPO meeting attendees, per FHWA
March 17	Board approves releasing draft OWP for 30-day public review
March 17	Draft OWP posted to website
April 13	MPO meeting confirmed, 1:00 p.m.
April 22	GRPA Committee mail out
May 2	GRPA Committee approves final OWP
May 11	Board mail out
May 19	Board approves final OWP
Before May 27 deadline	Six printed copies of final OWP sent to Caltrans (who forwards to FTA and FHWA) and posted to website

Basis of Budget

Basis of Budgeting and Accounting

In January 1965, the Sacramento Regional Area Planning Commission (SRAPC) was organized under State Planning Law to provide a forum for elected officials to address multi-county problems, issues, and needs. In January 1981, the Sacramento Area Council of Governments (SACOG) succeeded SRAPC under a new Joint Powers Agreement pursuant to Section 6500 of the California Government Code. SACOG is an association of local governments formed by six counties and 22 cities. S ACOG is governed by a 31-member Board of Directors composed of elected officials representing member governments. The Board maintains the budgetary controls over SACOG's accounts.

SACOG reports its primary activities through the Planning and Administrative Special Revenue Fund, which acts as the "general Fund", which is based on using the current financial resources measurement focus. SACOG also oversees and administers 10 other Special Revenue Funds. Budgeted and actual revenues and expenses reported in this document are recognized on the governmental funds basis of accounting in conformity with Generally Accepted Accounting Principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB), which is consistent with the audited financial statements. Consequently, revenues are recognized as soon as they are measureable and available. Revenues are considered to be available if they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, SACOG considers revenue to be available if they are collected within six months from the end of the fiscal period. SACOG uses a six-month availability period because of the reimbursement timeline associated with most of its funding sources. Revenues considered susceptible to accrual primarily include sales tax revenues, federal, state and local funds, as well as investment earnings. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

Overview

The budget process typically begins in February with the discussion of the upcoming Overall Work Program (OWP) focus for the next year.

The final budget is not a static guideline for spending but a dynamic document subject to constant scrutiny, revision, and adjustment. The budget process is a year-long continuing process.

Phase 1 Overall Work Program

The SACOG Board of Directors approves the budget in two phases. One phase is the Overall Work Program (OWP) budget which is the plan for the transportation related projects. The OWP is largely funded by Federal and State grants with matching funds from local sources. The projects are composed of functions related to the responsibilities of the Metropolitan Planning Organization and center around transportation planning and project delivery to fulfill those plans.

Basis of Budget
(Continued)

The OWP is available for public comment for a 30 day period during which grantor agencies, both Federal and State, various public organizations including member agencies, and the general public review the projects planned for the budget year and make comments. During the public comment period, the Intermodal Planning Group, a group formed by Federal Highway Administration, Federal Transit Administration, California Department of Transportation and other parties impacted by the OWP, will meet and discuss the OWP within the broader goals and guidelines of the region. At the close of the public comment period, the SACOG Board of Directors adopts the OWP as it has been amended.

Final Adoption of the OWP usually occurs in May of each year. Throughout the year, amendments to the OWP budget occur for grants that are received, a realignment of priorities for projects or other occurrences that require a budget adjustment, and increases or decreases in Federal or State funding allocations.

Phase 2 Operating Budget

The second phase of the budget process is the adoption of the operating budget. This includes the OWP, Board of Directors and Advocacy, Capital Assets, and can include, and other related functions not associated with the OWP. This second phase is adopted no later than June, and can be adopted at the same time as the OWP, in June.

Budget Preparation

Preparation, authorization, and execution make up the entire process. Preparation includes determining the objectives and needs of the organization and our funding partners, examining courses of action, and determining the means of attaining these objectives. Authorization consists of Board of Director approval of the OWP and final operating budget. Execution is carrying out the plan and programs in an effective, efficient, and timely manner.
Budget Preparation includes:

- Goals, proposed major projects, services to be provided and proposed program changes
- The volume of work required to render these services
- The methods, facilities, and organization for performing the work
- The resources required for performing the work and the price levels of resources

The budget development process provides the funding partners, SACOG management, department heads, and project managers with an opportunity to review work programs, to propose changes in services, to recommend revisions in organizational structure, to hear and discuss budget requests and to provide feedback regarding SACOG’s operations.

Basis of Budget
(Continued)

Budget Authorization

Budget authorization is concerned with Board of Director hearings, public hearings, and final enactment of the budget, including authorization of funds, establishment of various rates (i.e., member assessments), and the adoption of necessary resolutions to effectuate the budget's plan.

Presentation of the draft budget before the Board of Directors by the Executive Director and Acting Finance Manager provides an opportunity to explain proposed projects to the Board and to focus attention on problems, services, and programs that require legislative action or support for their ultimate solution, and allow a forum for Board questions and input. After the public hearing process the Board of Directors approves the budget as it has been amended.

Budget Execution

Budget execution includes more than the traditional concept of assuring that goals, programs, services levels and program changes are accomplished. It also is fulfillment of the budget with respect to:

- Realization of estimated revenues
- Accomplishments of the projects planned to be done
- Doing so within budget limits

It includes:

- *Cost Control* — The reduction of costs, and increased efficiencies and economy through placing responsibility on the individual project manager.
- *Financial Reporting* — Maintaining records of labor distribution and expenditures to provide full costs in connection with each project and grant requirements.
- *Audit* — A review of the financial recording of revenues and expenditures in compliance with grant funding provisions.
- *Management Review* — Comparing actual performance with budgeted/project goals and program changes

Basis of Revenue Estimates for the Annual Budget

Because of SACOG's dependency on federal, state, and local budgetary decisions, revenue estimates are based upon the best available information as to potential sources of funding. SACOG's annual budget differs from that of a local government in two respects: 1) the uncertain nature of grant awards from other entities, and 2) conversion of grant budgets to a fiscal year basis.

Level of Budgetary Control

Within the Overall Work Plan budget (OWP) the level of budgetary control is at the element level. An example of this is the FY 2011-12 OWP element 12-002 Long Range Transportation Planning. It

Basis of Budget
(Continued)

has a budget of $1.7 million and consists of 12 different projects. Costs for the projects, as well as classifications of costs, can be modified as long as the element total remains the same. Board approval is needed if costs are expected to exceed the element total, or if new projects are added to the element. Board approval is also sought for the Non-OWP budgets, Board of Director and Advocacy, and Capital Assets) when "total costs" are expected to exceed the original approved amount.

SACOG's purchasing policy authority limits are: For purchases from $2,500 to $10,000 the authority is with the Director. For purchases greater than $10,000 but less than $20,000 the authority is with the Executive Director. Purchases greater than $20,000 must be approved by the Board of Directors.

Working Capital

One of the important elements of a comprehensive budget is to evaluate the impact of projected revenue, expenditures, and transfers on working capital. These are the balances projected to be available at the end of the budget period. Maintaining adequate working capital levels is critical to ensuring that SACOG is adequately prepared financially to meet ongoing cash flow needs and unforeseen events, opportunities and emergencies.

PERSONNEL ADDITIONS, DELETIONS, OR RECLASSIFICATION

During the budget process, departments may submit requests to add, delete or reclassify positions. Vacant positions are analyzed to ensure that there is an adequate revenue stream to fund the position once it is filled. The Executive Director decides whether the position or change in position should be included in the budget.

EMPLOYEE COMPENSATION

The budget is reflecting a zero percent COLA increase per the requirements of the memorandum of understanding with the employee bargaining units, agreed to in May 2011.

DEBT OBLIGATIONS IN THE BUDGET

SACOG debt obligations include the typical Accounts Payable activities, Compensated Absences, and other post-employment benefits (OPEB)–related liabilities. Compensated Absences consist of vacation and sick leave payable balances at year-end.

COST ALLOCATIONS WITHIN THE BUDGET

SACOG's general and administrative costs, called indirect costs, are allocated to direct projects through a cost allocation plan developed in accordance with federal requirements from the Office of Management and Budget Circular A-102 and in accordance with approved costs under A-87. The cost allocation plan is approved annually by Caltrans. The proposed rate for 2011-12 is 40.81 percent. The allocation is computed on the direct salary/benefit amount, which is based on the employees fully-costed rate multiplied by hours worked.

BUDGET INFORMATION FOR FY 2011-12

Section Contents:

- Fund Structure and Descriptions
- Description of Expenditures
- Summary of Revenue and Expenditure Graphs
- Summary of Revenues & Expenditures Including Planning and Administration Fund, Board and Advocacy Fund, and Capital Asset Expenditures
- Summary of Revenue Sources
- Revenue Sources – Explanations and Details
- Indirect Costs
- Salaried Personnel by Year and Position
- Capital Asset Expenditures

Fund Structure and Descriptions

SACOG's accounts are organized on the basis of funds, each of which is considered a separate accounting entity. The operation of each fund is accounted for with a separate set of self-balancing accounts comprised of its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Financial activities are allocated to account for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

The Board adopts an annual budget for the Planning and Administration and the Capitol Valley SAFE Special Revenue funds based on anticipated projects at the beginning of the year. The Board and Advocacy Fund is a special fund within the Planning and Administration fund umbrella.

No annual adopted budget is prepared for the remaining special revenue funds as they are special purpose funds whose ending fund balance at June 30 becomes the amount available for the next fiscal year.

Special Revenue Funds

Planning and Administration Fund — used to account for SACOG's transportation planning and administrative activities funded from various federal, state, and local sources. The fund operates as the "general fund" per se. Under the umbrella of the Planning and Administrative fund is the Board and Advocacy budget.

Capitol Valley Regional SAFE Fund — used to account for SACOG's administrative activities for implementing, operating, and maintaining the motorist aid system of call boxes within the counties of Sacramento, San Joaquin, Sutter, Yolo and Yuba. Funds are derived from the vehicle registration fee imposed pursuant to the provisions of Chapter 14 of Division 3 of the Street and Highways Code. This fund is included in this document because its resources are expected to be used to supplement certain projects in the Planning and Administration Fund in FY 2011-12.

SACOG Financing Corporation Fund — used to account for the proceeds received from the sale of the Meridian Plaza building and interest income earned on the fund balance. SACOG has approval through the Board of Directors use approximately $1 million of funds in this fund to supplement the Planning and Administration Fund, if it becomes necessary, during FY 2011-12. There is no budget for this fund.

Other Special Revenue Funds

The other Special Revenue Funds that SACOG oversees or administers (but are not included in this budget) are listed below:

Sacramento Emergency Clean Air and Transportation Program Fund (SECAT) — Accounts for the revenues and expenditures associated with SACOG's administration of the SECAT program, using TCRP funds.

SACOG Managed Fund — Used to accumulate funds from local agencies for reimbursement of projects originally expected to have been completed with local funds, were instead funded with available Federal funds. The program will award funds to other agencies for eligible projects through the grant application process.

Fund Structure and Descriptions
(Continued)

State Transit Assistance Fund — Created pursuant to the Transportation Development Act (TDA) to account for the allocations received from the State for transportation planning and mass transportation purposes. Funds are derived from the statewide sales tax on gasoline and diesel fuel. SACOG handles the administration of these funds.

Public Transportation, Modernization, Improvement & Service Enhancement Account (PTMISEA) — Used to account for funds from Public Transportation, Improvement & Service Enhancement Account (PTMISEA) Regional Funds. SACOG will be the grant recipient for these funds and will pass the funding to transit agencies for approved transit projects. SACOG Board approval is required for the Subrecipient Funding Agreement.

Local Transportation Fund — Created pursuant to the TDA to account for the proceeds received from the State Board of Equalization of the 1/4 cent of the 7.25% retail sales tax collected within the following counties (Sacramento, Yuba, Sutter, and Yolo). SACOG handles the administration of these funds, in conjunction with the four counties.

Glenn County SAFE — Used to account for the activities in accordance with the contract with the County of Glenn, for implementing, operating, and maintaining the motorist aid system of call boxes within the County of Glenn pursuant to Street and Highways Code section 2553
.

Description of Expenditures

Direct Labor and Benefits

Salaries and wages are costs associated with where an employee works on a direct project. Benefits are costs associated with the provision of employee benefits, such as SAOG's contribution for retirement, social security, group insurance, dental, vision, workers compensation insurance, deferred compensation, transit passes, and dental, vision, transit passes, and post-retirement health costs.

Indirect Costs

Indirect costs represent costs that cannot be applied to a specific direct project, that are categorized as indirect. These costs are then allocated to direct projects, on a monthly basis, based on a formula. Costs include expected expenditures for the current year plus indirect costs from two years ago, that have not yet been absorbed or used up. Costs include salaries and benefits for employees who can't charge their work time to a direct project. Expenditures also include meetings, trainings, consultants, mileage, building rent, office equipment and software maintenance, career development costs, postage, phone, legal services, etc.

Consulting Costs

These costs primarily represent payments to outside consultants to perform work on the various projects in the overall work program. Some costs represent computer support services for modeling related projects. The largest consultant cost of $1.9 million pertains to the 511/STARNET Capital Improvements project.

Pass-through to Other Agencies

These costs pertain to activities where SACOG incurs non-labor related costs and then are reimbursed back for the exact costs expended. These costs are in-and-out transactions, with no direct benefit to cover other agency costs or overhead. The two largest amounts relate to the SECAT CMAQ project at $4.8 million and the Sacramento Regional Transit District Downtown-Natomas-Airport Rail Project at $8.7 million.

Equipment and Software

A project specific category in the OWP wherein SACOG recognizes a unique project, that will eventually include equipment and software costs (and perhaps consultant costs) that are paid for by a specific grant, and not recognized anywhere else. The Connect Card Implementation project for $12.4 million is an example of this.

Other Costs

These costs include the remaining direct project costs. These include: printing, meetings and other, supplies, data and communications costs and marketing/advertising.

FY 2009-10 Indirect Carry Forward (included in indirect costs)

These costs are derived from past years' activities and represent a cumulative total as of a certain point in time, June 30, 2009. These are costs that have been incurred in the past that SACOG has

Description of Expenditures
(Continued)

not been able to recover (be reimbursed for) due to various factors and the way the indirect formula/calculation works. This amount is allowed to be carried forward in the indirect Calculation for the FY 2011-12 budget, and is included in the OWP expense calculation as required. However, SACOG is not certain it can recover the carry forward amount this year, and for overall budget purposes in order to be more conservative, has chosen to reduce the overall SACOG budget by the same amount.

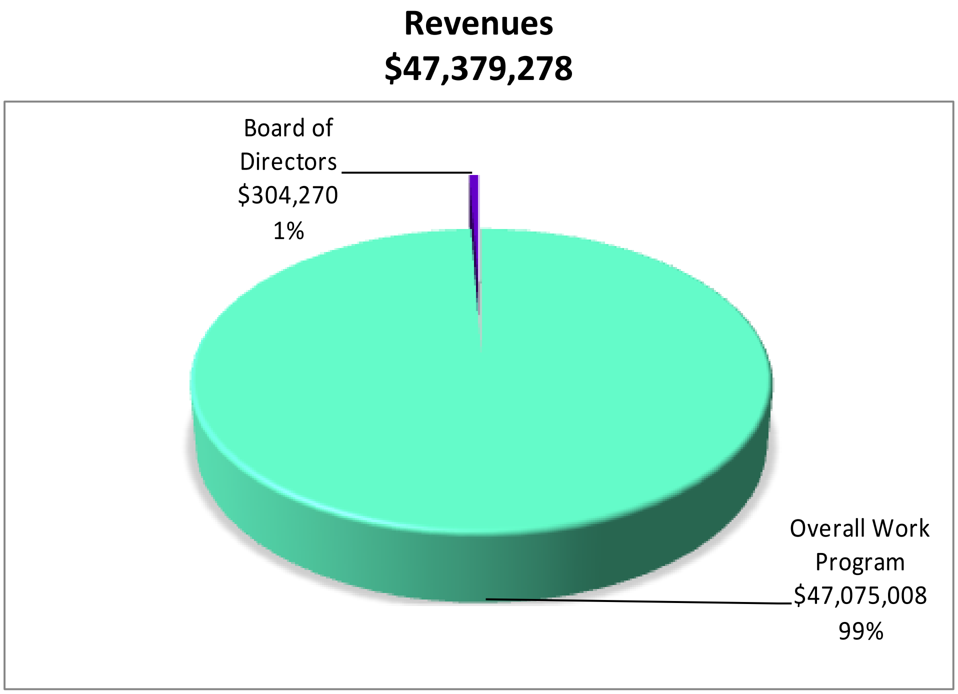
Board of Directors and Advocacy Costs

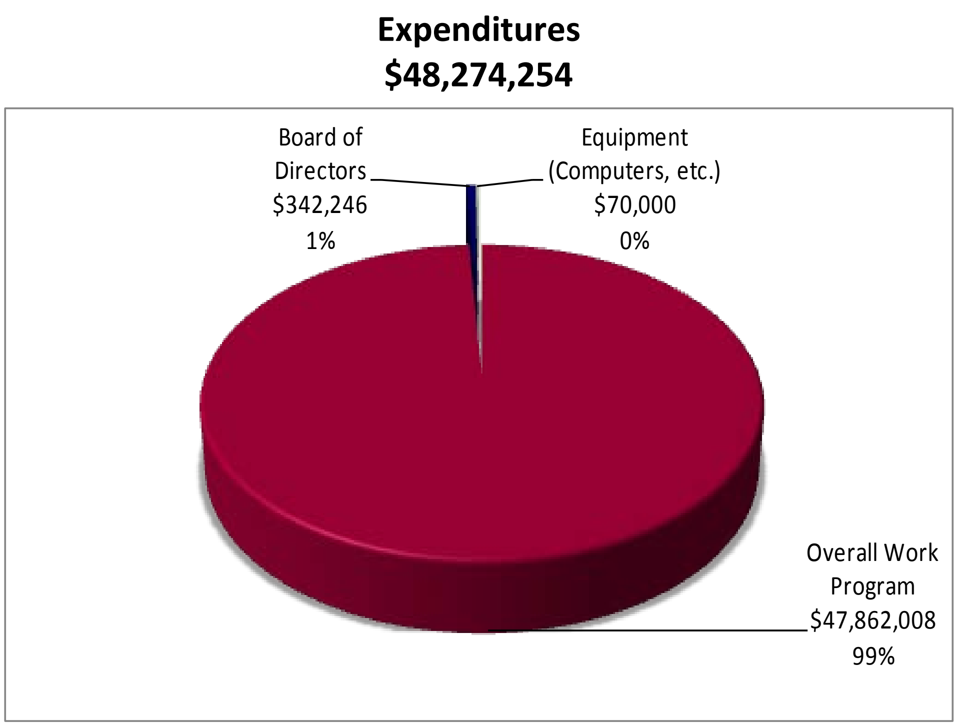
Estimated budgeted expenditures for costs related to Board of Directors activities and for advocacy (lobbying) costs that cannot be accounted for in the Planning and Administration Special Revenue Fund. Costs include meetings/training/travel expenses, board reimbursement and parking passes, federal and state legislative consultants, certain agency memberships and dues, awards, and certain staff time, benefits and overhead.

Equipment Expenditures

Estimated budgeted expenditures for furniture, equipment, and computers used in carrying on the operations for the Planning and Administration Fund.

Summary of Revenue and Expenditures Graphs





Sacramento Area Council of Governments
Fiscal Year 2011-12

Summary of Revenues & Expenditures Including Planning & Administration Fund, Board & Advocacy Fund, and Capital Asset Expenditures

Overall Work Program		
Federal	$ 31,911,454	
State	10,785,080	
Local	3,144,237	
Services to Others	398,206	
In-Kind Funds from Others	836,031	
TOTAL OWP REVENUES		**$ 47,075,008**
Board of Directors and Advocacy :		
Member Dues and travel costs	284,270	
Interest	20,000	
		304,270
TOTAL REVENUES		**$ 47,379,278**
EXPENDITURES:*		
Overall Work Program:		
Direct Labor and Benefits	$ 5,896,683	
Indirect Costs *	2,406,162	
Consulting Costs	5,313,819	
Pass-through to Other Agencies	21,043,115	
Equipment and Software (Connect Card project)	12,402,654	
Other Costs (Printing, meetings, etc.)	608,076	
Total OWP Expenditures		$47,670,509
Add: FY 09-10 Indirect Carry Forward (included in Indirect costs as a reduction)		**191,499**
Board of Directors and Advocacy Costs		**342,246**
Capital Assets (Computers & Equipment) Expenses		**70,000**
TOTAL EXPENDITURES		**$ 48,274,254**
Use of SACOG Reserves		857,000
Use of Board of Directors Reserve Fund		37,976
Total Revenues Versus Expenditures		**$ 0**

*Some costs will carry forward into future years. Future costs are offset by revenues

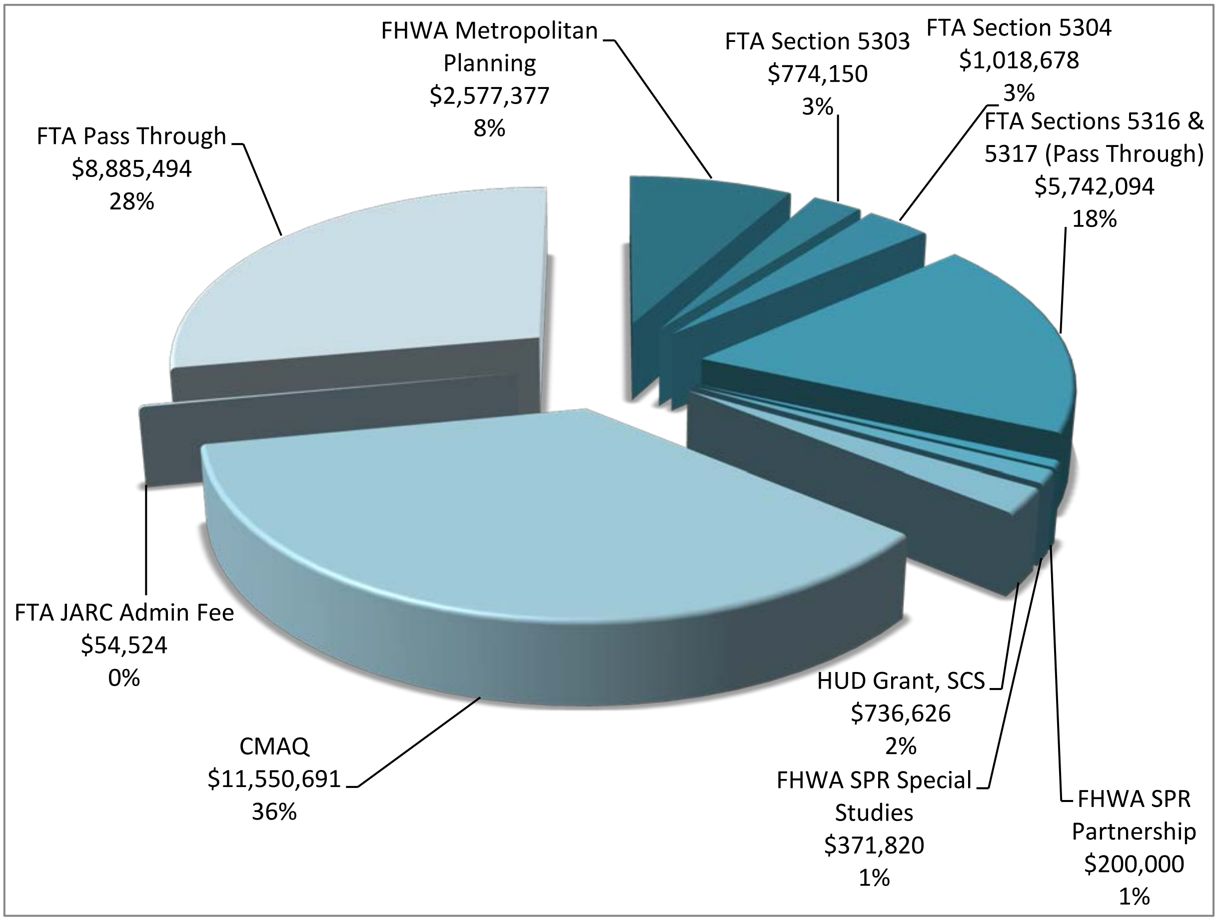
SACOG does not budget for depreciation. However, it is included in the indirect costs for calculation of the Indirect Cost rate. Estimated depreciation = $30,000.

Summary of Revenue Sources

			Percentage of Total
Federal Funding:		**$ 31,911,454**	67.35%
Federal Highway Administration - Metropolitan Planning (PL)	2,577,377		
Federal Transit Administration (Section 5303)	774,150		
Federal Transit Administration (Section 5304)	1,018,678		
Federal Transit Administration (Section 5316 and 5317 Pass-Throughs)	5,742,094		
FHWA State Planning & Research (Special Studies)	371,820		
FHWA State Planning & Research (SPR Partnership)	200,000		
HUD Grant for Sustainable Communities	736,626		
Congestion Mitigation and Air Quality	11,550,691		
FTA Administrative Fee for JARC Programs	54,524		
FTA Funding Passed through to Unitrans and SRTD	8,885,494		
State of California Funding:		**10,785,080**	22.76%
Planning, Programming, Monitoring	403,500		
Regional Surface Transportation Program	1,950,760		
High Occupancy Vehicle Fines	20,000		
Strategic Growth Council - Prop 84 Funding	876,696		
STIP Funding through the CTC	537,000		
State PTA account for various projects	92,955		
Caltrans Safe Routes to School	170,561		
Public Transportation Modernization, Improvement & Service Enhancement Account (PTMISEA)	6,733,608		
Local Funds:		**3,448,507**	7.28%
Transportation Development Act - Planning & Administration	1,675,339		
Transportation Development Act - Administration	630,803		
Placer County Transportation Planning Agency (PCTPA)	274,374		
El Dorado County Transportation Commission (EDCTC)	60,072		
Capitol Valley Regional SAFE (SAFE)	420,256		
Strategic Highway Research Program	83,393		
Member Dues for Board and Advocacy Fund	284,270		
Interest Earnings of the Board and Advocacy Fund	20,000		
Services to Others:		**398,206**	0.84%
Capitol Valley Regional SAFE (SAFE)	118,443		
Glenn County SAFE	2,384		
Yuba County (ALUC)	107,738		
Sacramento County (ALUC)	152,153		
I-Places Work for other agencies	17,488		
In-Kind Funds from Others:		**836,031**	1.76%
SECAT Program	550,560		
Transportation Management Associations (TMAs)	155,473		
Remaining in-kind	129,998		
TOTAL REVENUES:		**$ 47,379,278**	100.00%

Revenue Sources – Explanations and Details

Federal Revenue Sources
$31,911,454



Federal Funding — $31,911,454

$2,577,377 — METROPOLITAN PLANNING (PL)

Metropolitan Planning (PL) money is provided by the Federal Highway Administration (FHWA) through the California Department of Transportation (Caltrans). PL funds are available to each state for federal highway projects, including transportation planning. They are used to assist state highway agencies in planning the Interstate highway system and for planning or improving the primary, secondary, and urban system roads and streets.

In January of each year, SACOG is provided an estimate of what its allocation will be for the next year. The 2010-11 estimate (OWP Guidance) was $2,577,377 million (6.15 percent), based on a statewide total estimate of $40,788,933 million to be allocated to all the Metropolitan Planning Organizations (MPOs), Council of Governments (COGs), and Regional Transportation Planning Agencies (RTPAs). The FWHA PL formula allocation has two components:

Revenue Sources – Explanations and Details
(Continued)

- A two-part population component, which distributes funds by the proportion of the total population of each MPO based on California Department of Finance estimates.
- An air quality component based on the proportion of federal Congestion Mitigation Air Quality (CMAQ) funds to total programmatic FHWA PL Funds.

The OWP guidance is prepared in November or December for the next State of California fiscal year, which is July 1 through June 30. The federal fiscal year begins October 1, three months after the July 1 effective date of the OWP and the state's fiscal year. The PL amount listed in the OWP Guidance is Caltrans' estimate for the next fiscal year. When the actual PL amounts are finalized from the previous year's federal budget, the OWP is amended to add any PL increases or decreases.

Funds are received on a reimbursement basis and require an 11.47 percent match.

$774,150 — FTA SECTION 5303

Federal Transit Administration (FTA) Section 5303 monies are administered through Caltrans. These funds are used to assist in planning, engineering, and design of urban mass transportation projects and other technical studies in a program for a unified or officially coordinated urban transportation system. SACOG uses these funds to sponsor transportation planning special projects and information services on behalf of member cities and counties.

In January of each year with the OWP guidance, SACOG is provided an estimate of what its allocation will be for the next fiscal year. The 2011-12 allocation is $774,150 based on a total of $14,729,065 million statewide, to be allocated to all the MPOs, COGs, and RTPAs. The FTA Section 5303 formula allocation has two components:

- A base allocation of $15,000
- A population component, which distributes funds according to each MPO's percentage of statewide urbanized area population, as of the most recent decennial census.

As with the FHWA PL funds, after the previous federal fiscal year closes, Caltrans will notify SACOG of any increase or decrease to previous years allocation.

Funds are received on a reimbursement basis and require an 11.47 percent match.

$1,018,678 — FTA SECTION 5304

Federal Transit Administration (FTA) Section 5304 monies are administered through Caltrans. These discretionary funds are apportioned annually to the states for use in planning and research and require an 11.47 percent local match. SACOG and its partners annually apply for funding for various projects throughout the region. This includes ten projects carried over from last year. The budget in fiscal year 2011-12 is the remaining amount that is expected to be used in the current fiscal year. The budgeted amount for six SACOG managed projects is $389,696 . The remaining four projects total $628,982 and consist of pass-through type of agreements (grants) through SACOG to its transit partners.

Revenue Sources – Explanations and Details
(Continued)

$5,742,094 — FTA SECTION 5316/5317 — PASS THROUGH AGREEMENTS

Federal Transit Administration (FTA) Section 5316/17 monies are administered through Caltrans' FTA Section 5316 (Job Access and Reverse Commute [JARC]) and Section 5317 (New Freedom) programs. These programs require that designated recipient of these funds be identified for the urbanized area. SACOG, as the Metropolitan Planning Agency (MPO), is the Designated Recipient (lead planning agency) for 5316 and 5317 funds. This amount includes 12 carryover projects from last year, all pass-through type of arrangements that involve SACOG and its transit partners.

$200,000 — STATE PLANNING & RESEARCH (PARTNESHIP PLANNING)

These funds are for the Interregional Truck Operations Interstate 5 and State Route 99 Surface Transportation Assistance Act Truck Route project which is really gets underway this year. Funds are received on a reimbursement basis and require an 11.47 percent match.

$736,626 — HUD GRANT FOR SUSTAINABLE COMMUNITIES

The U.S. Department of Housing and Urban Development (HUD) awarded the Sacramento Regional Consortium $1.5 million to build a Regional Plan for Sustainable Development (RPSD) for the six-county region. The grant will be expended over a 36-month period. The work activities will build an enhanced planning process to expand the MTP into HUD's grant RPSD. This amount represents the HUD funding reimbursement expected for FY 11-12. This HUD funding does not have a requirement for matching funds; however, SACOG is overmatching the project with its local funds, and leveraging other work it is doing in conjunction with the work on this project.

$11,550,691 — CONGESTION MITIGATION & AIR QUALITY (CMAQ)

CMAQ is jointly administered by FHWA and FTA under SAFETEA-LU and provides funding for projects that reduce criteria air pollutants for air quality non-attainment areas. The formula for distribution of funding is determined partly by the region's population, but primarily by the severity of ozone and carbon monoxide problems within the non-attainment area. CMAQ funds require an 11.47 percent match, which can be in local funds or third party in-kind costs, depending on the project. CMAQ funding also supports projects classified as Transportation Control Measures (TCMs). TCM projects include high occupancy vehicles (HOV) lanes, mass transit investments, transportation demand management (TDM) programs, signal coordination, and bicycle facilities. CMAQ funds will be used for:

- $4,249,440 – Sacramento Emergency Clean Air & Transportation (SECAT) Program. SECAT is a program designed to replace certain diesel engines with cleaner-burning engines to aid in air quality improvement. Originally funded with other types of state funding, CMAQ money will continue the program throughout the region. Matching funds are by way of third-party in-kind costs.
- $5,787,497 – Connect Card Implementation. This funding will be used for implementation planning, procurement, and deployment of a regional universal transit fare card system. PTMISEA state funds are used as matching funds.

Revenue Sources – Explanations and Details
(Continued)

- $1,325,000 – Transportation Demand Management (TDM). This program promotes alternative transportation mode uses like Rideshare, carpooling, vanpooling, public transit, bicycling, walking, and telecommuting. SACOG's ongoing Rideshare project encompasses these control measures. These services are provided through two projects: Transportation Demand Management ($1,200,000) and Education, Outreach, and Marketing ($125,000).
- $96,172 – Pedestrian and Bicycle Planning. This CMAQ grant fund will be used to fund two SACOG projects in order to continue to serve as a forum for bicycle and pedestrian planning activities throughout the region, including the Bike and Pedestrian Planning project for $24,509 and $71,663 for the Online Bike Trip Planner.
- $92,582 – This CMAQ grant fund will be used to fund the 511 Automated Transit Trip Planning project, of which most of the work is a pass-through to Regional Transit. Some in-kind matching funds are to be provided by Regional Transit.

$371,820 — STATE PLANNING AND RESEARCH

The majority of these funds will be used for the development of Statewide Development of Transportation-Land Use Planning tools project for $290,982 and the remaining portion for Phase 3 of the State Economic Land Use Model Development project at $80,838.

$54,524— FTA ADMINISTRATIVE FEE FOR JARC PROGRAM AND THE AFTER NINE TRANSIT STUDY AND IMPLEMENTATION

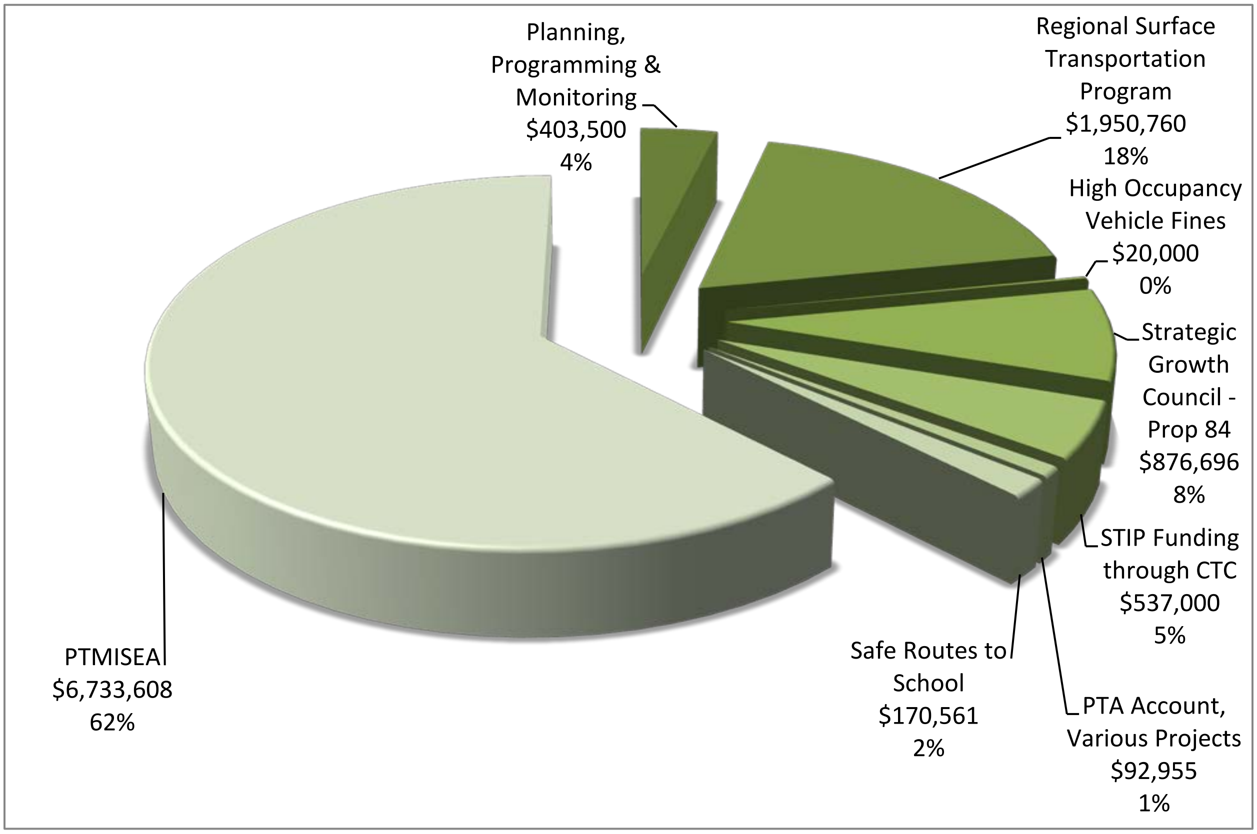
The FTA Administrative fee for SACOG to execute its role as the designated recipient for FTA 5316 Jobs Access Reverse Commute (JARC) and 5317 New Freedom Program funds for the Sacramento Urbanized area will be used for the Transit Technical Assistance and Programming project in the amount of $18,692. The remaining amount of $$35,344 will be used to partially fund the After Nine Transit Study and Implementation project.

$8,885,494— FTA FUNDING PASSED THROUGH TO UNITRANS AND SACRAMENTO REGIONAL TRANSIT DISTRICT

The FTA funding is to support projects for both Unitrans and Sacramento Regional Transit District awarded directly to them. Because of SACOG's designation as the RTPA for the region, federal regulations require the funding be in SACOG's OWP; however, SACOG has no authority over the funding. The projects designated for this funding are: Unitrans – CNG Fueling Facility study ($20,018), Master Plan for Memorial Union Terminal, and a parking lot study in downtown Davis ($200,018); SRTD – the transitional analysis of the Downtown-Natomas-Airport project ($8,665,458).

Revenue Sources – Explanations and Details
(Continued)

State Revenue Sources
$10,785,080



State of California Funding — $10,785,080

$403,500 — PLANNING PROGRAMMING AND MONITORING (PPM)

The PPM funding is used to support the budgets for the projects responsible for the planning, programming, and monitoring of projects throughout the region. These activities entail ensuring the project fits within the policies of MTP2035, securing funding for those projects, then following up on the delivery of those projects. This funding supports the Federal and State Programming project of $268,888 and the Project Delivery project at $130,515.

$1,950,760 — REGIONAL SURFACE TRANSPORTATION PROGRAM (RSTP)

SACOG has budgeted $1,770,760 toward the 511/STARNET Capital project, which is a communications platform that will connect the local operations centers for traffic, transit and emergency response operators, and $180,000 in administrative fees on the RSTP funds for the region that will be used to fund federal and state project programming activities.

Revenue Sources – Explanations and Details
(Continued)

$20,000 — HIGH OCCUPANCY VEHICLE FINES

SACOG receives a portion of High Occupancy Vehicle (HOV) fines occurring within the Sacramento region on an ongoing basis. These funds are applied toward costs associated with the Model Development project.

$876,966 STRATEGIC GROWTH COUNCIL – PROPOSITION 84 FUNDING

Funding from these state funds, which are two separate grants, are to be used to support two SACOG projects. The Transportation Pricing Improvements to the Regional Travel Model will utilize $305,039 of this funding. The remaining amount of $$571,657 will be used for the Rural-Urban Connects Strategy/Sustainable Communities Strategy Implementation project, which is getting underway this year. These funds don't require matching funds; however, neither grants pays for indirect costs, so SACOG is overmatching the funds.

$537,000— STIP FUNDING THROUGH CALIFORNIA TRANSPORTATION COMMISSION (CTC)

These are State Transportation Improvement Program (STIP) funds, that are received via the CTC, and are to be used to help fund the Connect Card Implementation project.

$92,955 — CALTRANS PUBLIC TRANSPORTATION ACCOUNTFUNDING FOR VARIOUS PROJECTS

The funds in this revenue stream are Caltrans' contribution of matching funds for the development of statewide transportation and land use tools and the grant received as matching funds for the statewide Transportation and Land Use Tools ($72,745) and Phase 3 of State Economic Land Use Model Development ($20,210).

$170,561 — SAFE ROUTES TO SCHOOL

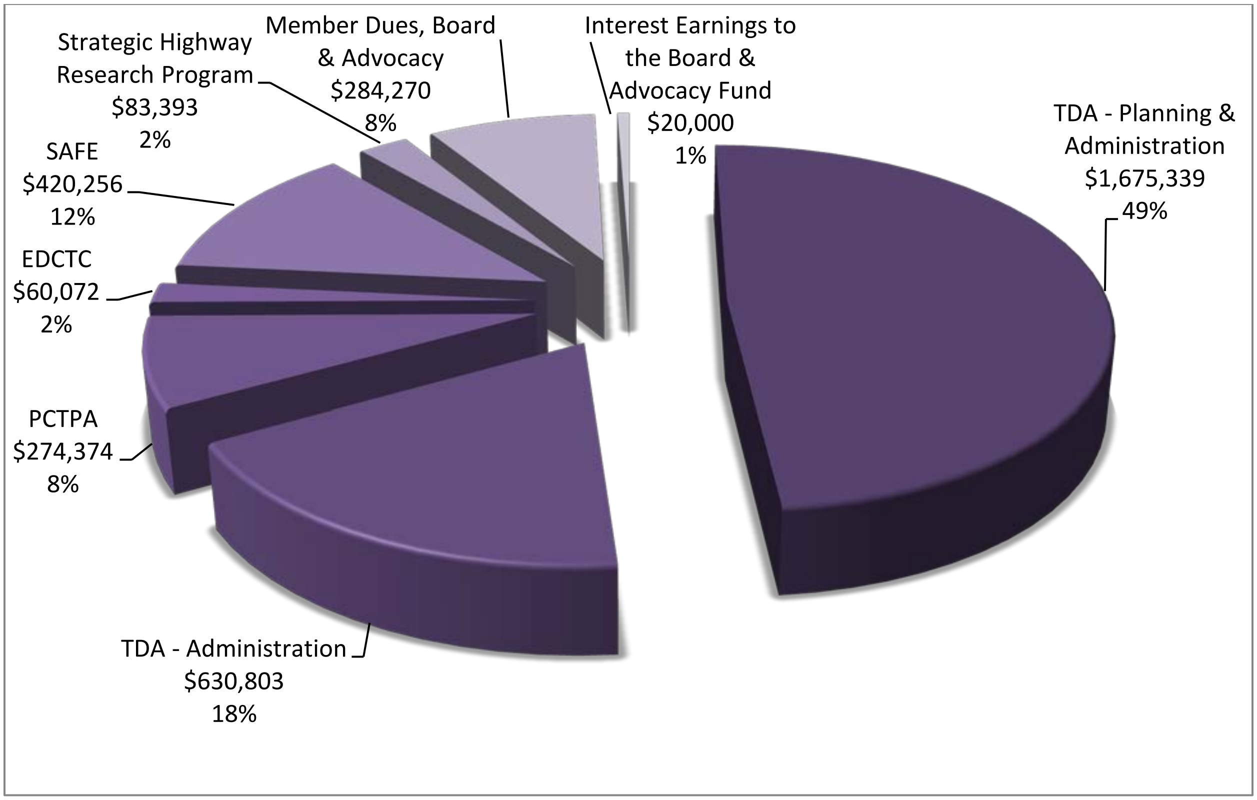
This Caltrans grant is carried over to this year and will be used to develop a regional policy for safe routes to school in cooperation with local public schools and local governments within the region. The project will include coordination of the infrastructure, education, and encouragement programs to be used in the educational setting to promote safety and health benefits of walking and bicycling to school.

$6,733,608— PUBLIC TRANSPORTATION MODERNIZATION IMPROVEMENT & SERVICE ENHANCEMENT ACCOUNT (PTMISEA)

The PTMISEA fund is a portion of the state Proposition 1B bond issue that is designed to make improvements to the public transit system. SACOG will utilize the entire amount of $6,733,608 as the local match for the CMAQ funding on the Connect Card Implementation project.

Revenue Sources – Explanations and Details
(Continued)

Local Funding Sources
$3,448,507



Local Funds — $3,448,507

$2,306,142 – LOCAL TRANSPORTATION FUNDS

The Transportation Development Act (TDA) provides funds for an annual planning fee and administrative assessment to perform various responsibilities as required by TDA law.

Local Transportation Funds (LTF) are derived from one-quarter percent of the general sales tax as identified in the Transportation Development Act, and are returned to the county of origin specifically to support transit programs. SACOG receives a 3 percent planning fee, $1,675,339 in this fiscal year, which is used as the local match for federal and state programs and to fund operations. SACOG also receives a 0.993 percent administration fee, $630,803, which is used to fund financial audits of the claimants for their TDA receipts and certain other administrative functions. These fees are based on the annual LTF apportionments to four of the counties and cities in the SACOG region.

Revenue Sources – Explanations and Details
(Continued)

$274,374 — PLACER COUNTY TRANSPORTATION PLANNING AGENCY (PCTPA)

Pursuant to the terms of a memorandum of understanding, PCTPA compensates SACOG for performing certain transportation planning and programming responsibilities required by SAFETEA-LU and the Clean Air Act. The amount for FY 2011-12 is $274,374.

$60,072 — EL DORADO COUNTY TRANSPORTATION COMMISSION (EDCTC)

Pursuant to the terms of a memorandum of understanding, EDCTC compensates SACOG for performing certain transportation planning and programming responsibilities required by SAFETEA-LU and the Clean Air Act. The amount for FY 2011-12 is $60,072.

$420,256— CAPITOL VALLEY REGIONAL SAFE

Capital Valley Regional SAFE contributes funding to two SACOG projects. The first is for the 511/STARNET operations, $190,836, and the second is matching funds, $229,420, for the RSTP funding of the 511/STARTNET Capital improvements program related to the communications platform for STARNET.

$83,393 — STRATEGIC HIGHWAY RESEARCH PROGRAM

This project is funded through the Strategic Highway Research Program (SHRP 2), *Partnership to Develop an Integrated, Advance Travel Demand Model and a Fine-Grained, Time-Sensitive Network*. SACOG is providing subcontractor services for this project and is being reimbursed by Cambridge Systematics, Inc.

$284,270 — MEMBERSHIP DUES

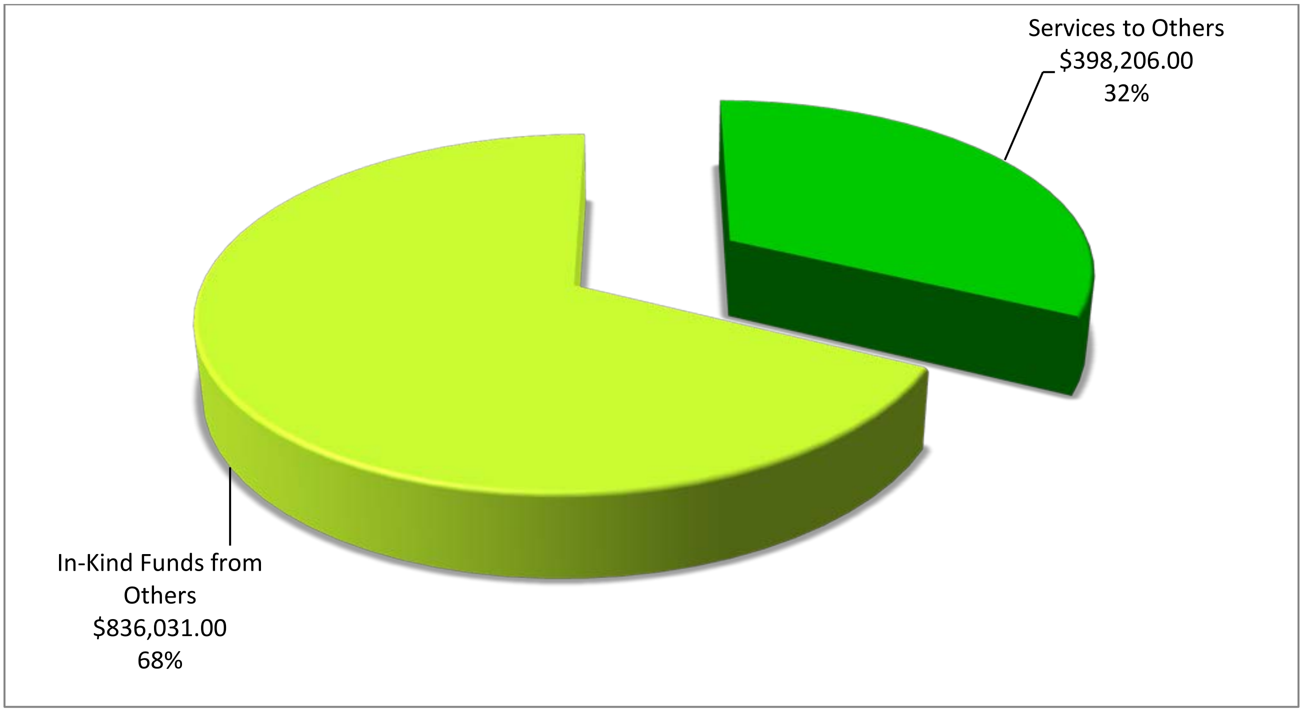
Annual assessments are received from member cities and counties based on population as identified in the most recent California Department of Finance census estimates. Currently, 16.1 per capita plus an annual CPI increase (per Board action in May 2005) is the assessment for membership fees, which equals $375,107. However, the dues this year remain the same as last year's amount, which amounts to a 24 percent reduction, per the Board's instruction in order to provide some financial relief to the member agencies. Monies are used to fund the Board of Directors and Advocacy costs.

$20,000 — INTEREST EARNINGS

This is the estimated amount of interest earned on SACOG funds held at the County of Sacramento. It is used to supplement member dues for the Board of Directors and Advocacy budget.

Revenue Sources – Explanations and Details
(Continued)

Other Revenue Sources
$1,234,437



Services to Others — $398,206

$120,827 – SACOG provides staff time and other services to the Capitol Valley SAFE program, **$118,443**, and Glenn County SAFE program, **$2,384.**
$107,738 – Yuba County has contracted with SACOG to provide airport land use planning for two airports within the county, Beale Air Force Base and Yuba County Airport.
$152,153 – Sacramento County has contracted with SACOG to provide airport land use planning for airports.
$17,488 – Revenue from other agencies on behalf of I-PLACE³S work performed by SACOG.

In-Kind from Others — $836,031

$550,560 – SACOG was awarded CMAQ funding to continue the SECAT engine replacement program. As a local match for these funds, the trucking companies receiving funds from the program will report the value of the engine cost in excess of the grant award.

Revenue Sources – Explanations and Details
(Continued)

$155,473 – Transportation Management Associations are providing match for the Transportation Demand Management program (TDM). SACOG provides funding for the operations of the TMAs and, in return, the TMAs provide the in-kind match for the TDM program.
$129,998 – These are in-kind funds from the grantee used as match for the grants that are passed through SACOG to the subrecipient grantee and any remaining in-kind funding arrangements.

Sacramento Area Council of Governments
Fiscal Year 2011-12

Indirect Costs

Total Direct Salaries and Benefits from OWP	**$**	**5,896,683**
Total Indirect Expenditures		2,597,661
Carry Forward (+/-) from FY 09-10[1]		(191,499)
Adjusted Indirect Total Costs	**$**	**2,406,162**
INDIRECT RATE - FY 2011-12 (Total Adjusted Indirect Costs ÷ Total Direct Salaries and Benefits from OWP)		40.81%

EXPENDITURES:		**Amount**
Meetings/Training	$	15,000
Printing		13,500
Consultant		65,000
Mileage		12,000
Legal Services		60,000
Other Expenses		4,500
Books & Periodicals		4,500
Office Supplies		45,000
Postage		18,000
Telephone		35,000
Office Equipment Maintenance		15,000
Memberships		25,000
Depreciation		36,000
Insurance		71,000
Building Rent - Meridian Plaza		603,947
SACOG Vehicle Parking		8,100
Office Equipment < $1,000		15,000
Accounting Processing Costs		8,000
Career Development Program		50,000
Computer Software Maintenance/Licenses		85,000
Temporary Services		500
Indirect Staffing (salaries/benefits)		1,407,614
TOTAL FOR FY 2011-12	**$**	**2,597,661**

The indirect costs are based on the budget for costs not directly attributable to a specific Overall Work Program (OWP) project. The percentage is a calculation of the estimated cost for the indirect costs as a function of the direct labor costs in the OWP plus the over/under of budgeted estimates from two fiscal years prior. The final percentage is charged to each project in the OWP and invoiced to the funding sources of that project. The Indirect Cost rate must be approved by the Caltrans Division of Audits and Investigations before SACOG can invoice for reimbursement.

Sacramento Area Council of Governments

Fiscal Year 2011-12

Salaried Personnel by Year and Position

	Budgeted FY 11-12	Final FY 10-11	Budgeted FY 10-11	Final FY 09-10	Actual FY 08-09	Actual FY 07-08	Actual FY 06-07
Accountant I	1	1	1	1	1	1	-
Accountant II	-	-	-	-	-	2	2
Accountant III	2	2	2	2	2	2	-
Accounting Technician	-	-	-	-	-	1	1
Administrative Assistant I	-	-	1	-	-	-	-
Administrative Assistant II	1	1	3	4	4	2	2
Administrative Assistant III	2	2	-	-	-	-	-
Administrative Clerk I	-	-	-	-	-	1	2
Administrative Clerk II	2	2	2	3	3	4	2
Administrative Clerk III	1	1	1	1	1	-	-
Administrative Coordinator I	1	1	-	-	-	-	-
Administrative Coordinator II	-	-	-	0.5	0.5	1	-
Assistant Planner	3	3	3	4	4	3	4
Associate Planner	4	4	3	3	3	3	3
Assistant Research Analyst	2	2	2	3	3	3	4
Associate Research Analyst	5	5	4	3	3	3	2
Associate Graphic Designer	-	-	-	1	1	1	1
Associate Public Information Coordinator	2	2	-	1	-	-	-
Chief Executive Officer	1	1	-	-	-	-	-
Chief Operating Officer/General Counsel	1	1	-	-	-	-	-
Clerk of the Board	-	-	-	-	-	1	1
Clerk of the Board/Human Resource Specialist	1	1	1	1	1	-	-
Data Research Manager	1	1	1	1	1	-	-
Director of Community Planning & Operations	-	-	-	-	-	1	1
Director of External Affairs & Member Services	1	1	1	1	1	-	-
Director of Finance/Acting Finance Manager	-	-	1	1	1	1	1
Director of Transportation Planning	1	1	1	1	1	1	1
Director of Research and Analysis	1	1	1	1	1	1	1
Executive Director	-	-	1	1	1	1	1
Finance Manager	1	1	-	-	-	-	-
Graphics Designer II	1	1	-	-	-	-	-
Information Technology Analyst II	-	-	1	1	1	1	1
Junior Planner	1	1	1	1	-	-	1
Manager of Communications	-	-	-	-	-	1	1
Manager of Capital Programs	-	-	-	-	1	-	1
Manager of Project Delivery	1	1	1	1	1	1	1
Manager of Transportation Planning	-	-	-	-	-	1	-
Manager 511/ITS	1	1	1	1	1	-	-
Principal Project Expert	2	2	2	2	2	1	1
Public Information Coordinator II	1	1	3	2	3	3	2
Research Technician	1	1	1	1	1	1	1
Senior Accountant	-	-	-	1	1	1	1
Senior Graphic Designer	-	-	1	-	-	-	-
Senior Information Tech Analyst	1	1	1	1	1	1	1
Senior Planner	7	7	7	6	6	5	7
Senior Research Analyst	1	1	1	1	1	1	2
Supervisory Senior Planner	-	-	-	-	-	1	1
Supervisory Research Analyst	-	-	-	-	-	1	-
Total Number of Employees	**51**	**51**	**49**	**51.5**	**51.5**	**52**	**50**

Sacramento Area Council of Governments
Fiscal Year 2011-12

Capital Asset Expenditures
(Furniture, Equipment, & Computers)

	Fiscal Year 2011-12 Budget
REVENUE	
Local Funds	**$ 70,000**
EXPENDITURES	
Computer Hardware Upgrades/Replacements	$ 40,000
Software Acquisition	15,000
Office Furniture and Equipment	2,000
Other	13,000
Total Equipment Expenditures	**$ 70,000**

BOARD OF DIRECTORS & ADVOCACY

Section Contents:

- Budget for Board of Directors and Advocacy
- Annual Membership Assessments

Budget for Board of Directors and Advocacy

		Fiscal Year 2011-12	Fiscal Year 2010-11 Budget	Fiscal Year 2010-11 Projected Actual	Difference
REVENUE:					
Membership Dues		$284,270	$284,270	$284,270	$ -
Board and Advocacy reserve funds		37,976	49,976	50,401	(425)
SACOG funding for employee's excess travel costs			1,000		1,000
Other Local Funds - (est. interest on general account)		20,000	64,000	20,000	44,000
TOTAL REVENUES:		**$342,246**	**$399,246**	**$354,671**	**44,575**
EXPENDITURES:					
Meetings / Training / Travel Expenses		$79,000	$30,500	$37,616	(7,116)
Board Reimbursement (Per Diem and Director Fees)		65,000	75,000	51,237	23,763
Board Parking Passes		1,000	2,000	500	1,500
Consultants		70,000	173,796	167,486	6,310
Federal Legislative Consultant	$40,000				
State Legislative Consultant	20,000				
Other Consultants	10,000				
Printing		659		511	(511)
Supplies		5,000		1,728	(1,728)
Other Expenses		1,000	1,000		1,000
Memberships					
AMPO		11,000		11,000	(11,000)
NADO		4,000		902	(902)
NARC			15,000		15,000
Metro Chamber of Commerce		1,500			0
Climate Communities			12,000		12,000
TRB Dues		4,300	4,300		4,300
CTA Dues		1,200	1,200		1,200
CALCOG dues		17,850	17,850	22,797	(4,947)
California Transit Association			1,100		1,100
Awards		500	500	500	0
Employee's excess travel costs			1,000		1,000
Labor, Benefits, and Overhead - Staff performing Federal/State Legislative duties		80,237	64,000	60,394	3,606
TOTAL EXPENDITURES		**$342,246**	**$399,246**	**$354,671**	**$ 44,575**

Annual Membership Assessments

Local Agency	Population California Department of Finance (01/09)	Population California Department of Finance (01/10)*	Difference	Dues Calculation @ 16.1¢ Per Capita	Amount Jurisdictions to Pay - Same as Prior Year Assessment	Difference	Dues Percent Reduction
El Dorado County:							
Unincorporated	145,916	147,503	1,587	$23,788	$18,164	$ 5,624	24%
Placerville	10,373	10,429	56	1,682	1,280	402	24%
Placer County:							
Unincorporated	110,433	111,877	1,444	18,042	13,573	4,469	25%
Auburn	13,432	13,578	146	2,190	1,655	535	24%
Colfax	1,878	1,993	115	321	231	90	28%
Lincoln	40,060	41,111	1,051	6,630	4,955	1,675	25%
Loomis	6,677	6,743	66	1,087	825	262	24%
Rocklin	54,754	56,019	1,265	9,034	6,711	2,323	26%
Roseville	112,343	115,877	3,534	18,688	13,605	5,083	27%
Sacramento County:							
Unincorporated	565,309	567,700	2,391	91,553	70,238	21,315	23%
Citrus Heights	87,565	88,115	550	14,210	10,884	3,326	23%
Elk Grove	141,430	143,885	2,455	23,204	17,393	5,811	25%
Folsom	71,018	71,453	435	11,523	9,048	2,475	21%
Galt	24,133	24,264	131	3,913	2,981	932	24%
Isleton	818	822	4	133	102	31	23%
Rancho Cordova	61,817	62,899	1,082	10,144	7,600	2,544	25%
Sacramento	481,097	486,189	5,092	78,408	59,298	19,110	24%
Sutter County:							
Unincorporated	24,336	24,991	655	4,030	$ 2,991	1,039	26%
Live Oak	8,571	8,791	220	1,418	1,064	354	25%
Yuba City	63,647	65,372	1,725	10,543	7,894	2,649	25%
Yolo County:							
Unincorporated	23,471	23,571	100	3,801	$ 2,900	901	24%
Davis	66,005	66,570	565	10,736	8,203	2,533	24%
West Sacramento	47,782	48,426	644	7,810	5,867	1,943	25%
Winters	7,052	7,098	46	1,145	879	266	23%
Woodland	56,399	57,288	889	9,239	6,963	2,276	25%
Yuba County:							
Unincorporated	56,517	56,955	438	9,185	$ 6,942	$2,243	24%
Marysville	12,838	12,867	29	2,075	1,586	489	24%
Wheatland	3,548	3,558	10	$574	438	136	24%
TOTAL	**2,299,219**	**2,325,944**	**26,725**	**$ 375,107**	**$284,270**	**$90,837**	

*More current California Department of Finance data will be available in May 2011.

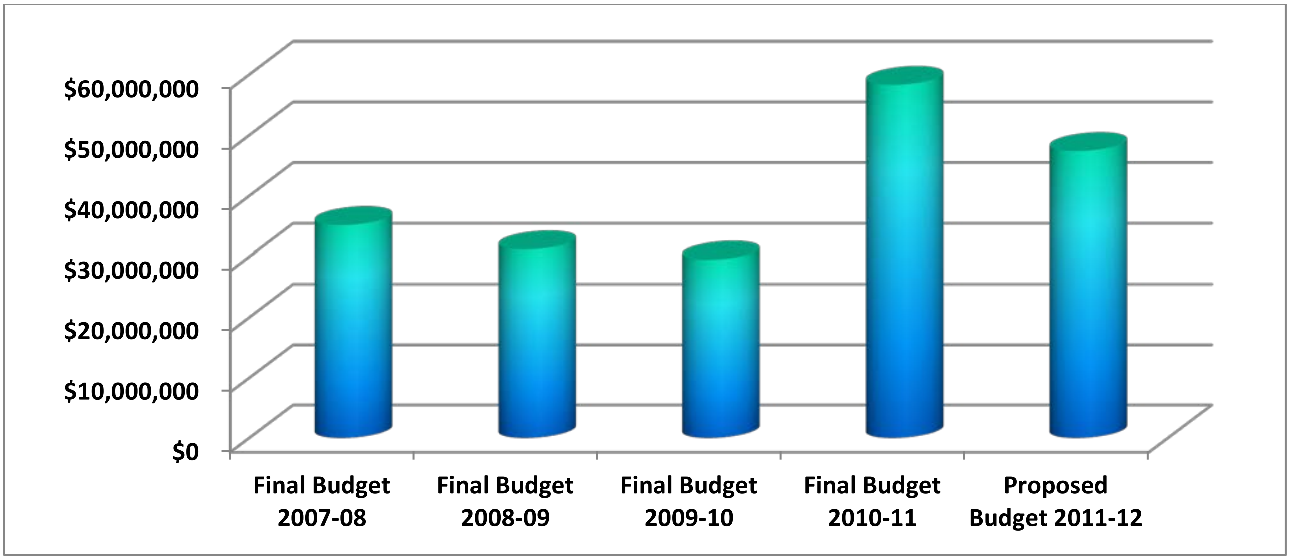
FUND BALANCE INFORMATION

Section Contents:

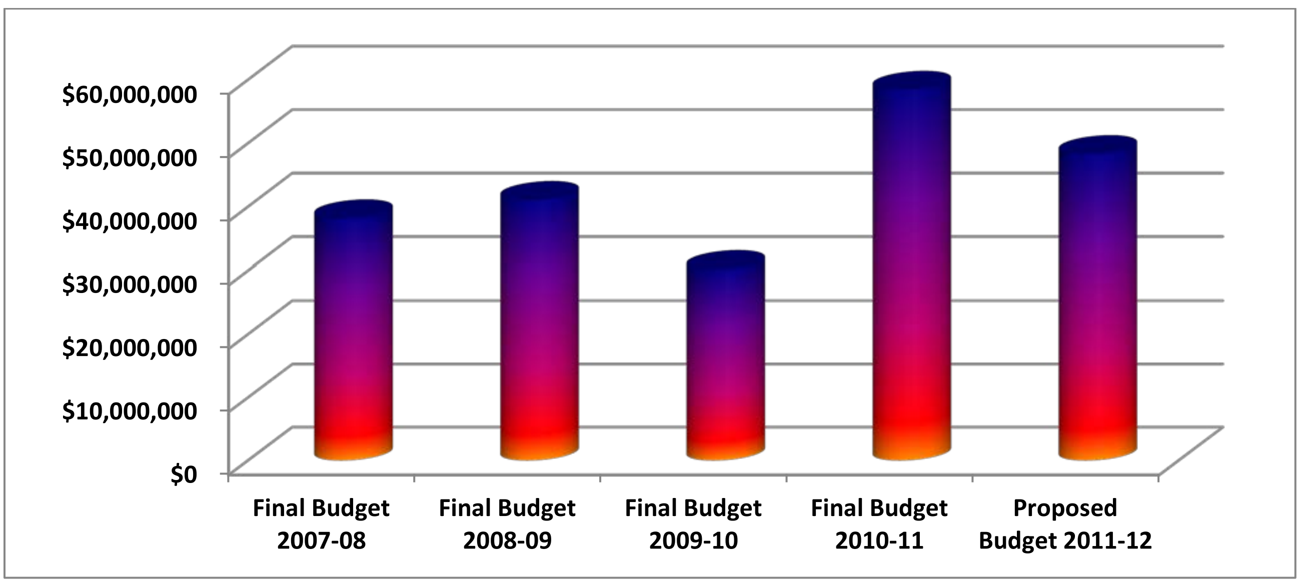
- Five-Year Budget Comparison Graphs
- Planning & Administration Fund Five-Year Budget Comparison
- Board and Advocacy
- Financing Corporation
- Summary of Changes in Fund Balance Compared to Budget

Five-Year Budget Comparison Graphs

REVENUES



EXPENDITURES



Sacramento Area Council of Governments
Fiscal Years 2007 through 2011

Planning & Administration Fund
Five-Year Budget Comparison

	Final 07-08 Budget	Final 08-09 Budget
REVENUES:		
Federal Funding:		
Federal Highway Administration - Metro Plan (PL)	$ 2,966,223	$ 2,396,171
Federal Transit Administration (Section 5303)	674,653	640,150
Federal Transit Administration (Section 5304)	709,446	901,055
Federal Transit Administration (Section 5316/5317)	34,783	-
Congestion Mitigation and Air Quality	10,487,884	10,812,408
Federal Discretionary Earmarks	2,828,721	1,987,353
Other Federal Grants	436,000	1,899,265
Total Federal Funding	**18,137,710**	**18,636,402**
State of California Funding:		
Planning, Programming, Monitoring	608,877	734,215
State Transportation Improvement Program	6,660,000	-
Regional Surface Transportation Program	842,831	3,516,316
PTMISEA Funding	-	-
High Occupancy Vehicle Fines	81,166	45,000
Other State Grants	407,397	726,297
Total State of California Funding	**8,600,271**	**5,021,828**
Local Funds:		
Transportation Development Act	2,539,125	2,300,605
Placer County Transportation Planning Agency (PCTPA)	316,733	260,332
El Dorado County Transportation Commission (EDCTC)	73,816	77,979
Capitol Valley Regional SAFE (SAFE)	1,173,169	1,017,578
Other Outside Agency Funding	716,600	851,520
Member Dues	333,416	349,485
Interest Earnings	64,000	64,000
Total Local Funds	**5,216,859**	**4,921,499**
Services to Others:		
Capitol Valley Regional SAFE (SAFE)	307,087	121,121
Glenn County SAFE	3,000	14,827
Partner Agencies	869,027	389,506
Airport Land Use Planning Projects	300,000	291,375
Total Services to Others	**1,479,114**	**816,829**
In-Kind/Pass through/Other Revenue		
Partner Agencies	$910,427	684,578
Transportation Management Associations (TMAs)	175,009	75,000
Transit Partners for Discretionary Grants	659,710	1,036,543
Total In-Kind Funds from Others	**1,745,146**	**1,796,121**
TOTAL REVENUES:	**$ 35,179,100**	**$ 31,192,679**
EXPENDITURES:		
Overall Work Program:		
Direct Labor and Benefits	$ 5,605,053	$ 5,986,782
Indirect Costs	3,239,901	3,306,528
Consulting Costs	9,510,998	5,974,855
Pass-through to Other Agencies	12,414,678	13,014,737
Equipment and Software	6,212,100	10,905,423
Other Costs	773,364	1,448,841
Board Advocacy	397,416	414,485
TOTAL EXPENDITURES	**$ 38,153,510**	**$ 41,051,651**
Difference Revenues vs. Expenditures	**$ (2,974,410)**	**$ (9,858,972)**

Sacramento Area Council of Governments

Fiscal Years 2007 through 2011

Planning & Administration Fund
Five-Year Budget Comparison

	Final 09-10 Budget	Final 10-11 Budget	Proposed 11-12 Budget
REVENUES:			
Federal Funding:			
Federal Highway Administration - Metro Plan (PL)	$ 2,822,309	$ 2,986,249	$ 2,577,377
Federal Transit Administration (Section 5303)	1,202,575	779,106	774,150
Federal Transit Administration (Section 5304)	890,628	844,302	1,018,678
Federal Transit Administration (Section 5316/5317)	1,552,496	5,742,094	5,742,094
FHWA State Planning & Research (Special Studies)	484,311	1,228,185	371,820
FHWA State Planning & Research (SPR Partnership)	222,075	222,075	200,000
HUD Grant for Sustainable Communities		1,500,000	736,626
Congestion Mitigation and Air Quality	5,541,793	14,992,873	11,550,691
Federal Discretionary Earmarks	846,751	1,055,526	-
Other Federal Grants	790,901	231,363	-
FTA Administrative Fee for JARC Programs	16,363		54,524
FTA Funding Passed through to Unitrans and SRTD	8,663,592	8,665,458	8,885,494
Total Federal Funding	**23,033,794**	**38,247,231**	**31,911,454**
State of California Funding:			
Planning, Programming, Monitoring	$809,000	$403,500	$403,500
State Transportation Improvement Program		537,000	537,000
Regional Surface Transportation Program	180,000	2,675,519	1,950,760
PTMISEA Funding		6,941,077	6,733,608
High Occupancy Vehicle Fines	40,000	21,000	20,000
Other State Grants	588,141	2,360,217	263,516
Strategic Growth Council - Prop 84 Funding	400,000	1,144,951	876,696
Total State of California Funding	**2,017,141**	**14,083,264**	**10,785,080**
Local Funds:			
Transportation Development Act - Planning & Administration	**1,957,948**	**2,066,266**	**2,306,142**
Placer County Transportation Planning Agency (PCTPA)	226,755	249,431	274,374
El Dorado County Transportation Commission (EDCTC)	64,530	59,164	60,072
Capitol Valley Regional SAFE (SAFE)	328,423	533,150	420,256
Other Outside Agency Funding	428,886	850,448	83,393
Member Dues for Board and Advocacy Fund	284,000	284,000	284,270
Interest Earnings for the Board and Advocacy Fund	64,000	64,000	20,000
Total Local Funds	**3,354,542**	**4,106,459**	**3,448,507**
Services to Others:			
Capitol Valley Regional SAFE (SAFE)	131,670	131,670	118,443
Glenn County SAFE	2,685	2,685	2,384
Partner Agencies	41,682	27,500	17,488
Airport Land Use Planning Projects	195,452	385,730	259,891
Total Services to Others	**371,489**	**547,585**	**398,206**
In-Kind/Pass through/Other Revenue			
Partner Agencies	574,501	1,141,780	680,558
Transportation Management Associations (TMAs)	155,473	176,130	155,473
Transit Partners for Discretionary Grants		-	
Total In-Kind Funds from Others	**729,974**	**1,317,910**	**836,031**
TOTAL REVENUES:	**$ 29,506,940**	**$ 58,302,449**	**$ 47,379,278**
EXPENDITURES:			
Overall Work Program:			
Direct Labor and Benefits	$ 5,132,244	$ 5,543,877	$ 5,896,683
Indirect Costs	3,873,819	3,030,251	2,597,661
Consulting Costs	3,537,336	10,481,774	5,313,819
Pass-through to Other Agencies	14,919,662	23,861,283	21,043,115
Equipment and Software	107,100	13,809,811	12,472,654
Other Costs	2,210,491	1,282,018	608,076
Board Advocacy	401,025	399,246	342,246
TOTAL EXPENDITURES	**$ 30,181,677**	**$ 58,408,260**	**$ 48,274,254**
Difference Revenues vs. Expenditures	**$ (674,737)**	**$ (105,811)**	**$ (894,976)**

Board of Directors and Advocacy

	Actual 2006-07	Actual 2007-08	Actual 2008-09	Actual 2009-10	Projected Actual 2010-11	Budget 2011-12
REVENUE						
Membership Dues	$315,086	$315,086	$349,485	$284,270	$284,270	$284,270
Other local Funds (interest on general acct)	164,736	106,044	64,000	12,696	20,000	
Other		6,500	3,478	7,050	0	20,000
Use of Reserve Funds to Balance Budget				60,483	50,401	37,976
Total Revenues	$479,822	$427,630	$416,963	$364,499	$354,671	$342,246
EXPENDITURES						
Meetings/Trainings/Travel Expenses	$23,260	$ 45,598	$ 38,944	$ 65,657	$ 37,616	$ 79,000
Board Reimbursements	52,536	46,010	56,826	57,462	51,237	65,000
Board Parking Passes	1,325	2,000	450	185	500	1,000
Consultants	183,200	187,045	188,932	173,878	167,486	70,000
Memberships	26,538	38,683	28,773	11,622	34,699	39,850
Staff time & remaining costs	140,635	69,341	59,838	55,695	63,133	87,396
Total Expenditures	$427,494	$388,677	$373,763	$364,499	$354,671	$342,246
Difference of revenues over expenditures	$ 52,328	$ 38,953	$ 43,200	$ 0	$ 0	$ 0
OTHER FINANCING SOURCES						
Use of Reserve Funds to balance Budget				(60,483)	(50,401)	(37,976)
Changes in Fund Balance	$52,328	$38,953	$43,200	($60,483)	($50,401)	($37,976)
Beginning Fund Balance	$77,575	$129,903	$168,856	$212,056	$151,573	$101,172
Fund Balance — Ending	$129,903	$168,856	$212,056	$151,573	$101,172	$ 63,196

Financing Corporation

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08
REVENUE				
Interest	$ 80,895	$ 139,201	$ 171,168	$ 156,178
Total Revenues	**$ 80,895**	**$ 139,201**	**$ 171,168**	**$ 156,178**
EXPENDITURES				
Expenditures	$ 0	$ 0	$ 0	$ 0
Total Expenditures	$ 0	$ 0	$ 0	$ 0
Difference of revenues over expenditures	**$ 80,895**	**$ 139,201**	**$ 171,168**	**$ 156,178**
OTHER FINANCING SOURCES				
Changes in Fund Balance	$ 80,895	$ 139,201	$ 171,168	$ 156,178
Beginning Fund Balance	3,152,295	3,233,190	3,372,391	3,543,559
Fund Balance — Ending	**$3,233,190**	**$3,372,391**	**$3,543,559**	**$3,699,737**

	Actual 2008-09	Actual 2009-10	Actual 2010-11	Projected 2011-12
REVENUE				
Interest	$ 90,203	$ 37,907	$ 19,679	$20,000
Total Revenues	**$ 90,203**	**$ 37,907**	**$ 19,679**	**$20,000**
EXPENDITURES				
Expenditures	$ 0	$ 0	$ 0	$ 0
Total Expenditures	$ 0	$ 0	$ 0	$ 0
Difference of revenues over expenditures	$ 90,203	$ 37,907	$ 19,679	$20,000
OTHER FINANCING SOURCES				
Changes in Fund Balance	$ 90,203	$ 37,907	$ 19,679	$ 20,000
Beginning Fund Balance	3,699,737	3,789,940	3,827,847	3,847,526
Fund Balance — Ending	**$3,789,940**	**$3,827,847**	**$3,847,526**	**$3,867,526**

The SACOG Financing Corporation does not have an annual budget. In May 2011, the SACOG Board of Directors approved the use of approximately $1 million of these funds, if necessary, to cover FY 2010-11 and FY 2011-12 operations, if certain grant funding does not come in as anticipated.

The SACOG Financing Corporation was created to purchase an ownership interest in the Meridian Plaza complex in conjunction with a local developer. During 2004-05, the Meridian Plaza complex was sold, resulting in a net gain to the Financing Corporation of $1.2 million for the initial investment of $2 million. Since then the proceeds have been invested in the Sacramento County investment pool and have accumulated interest earnings, bringing the total cash and investment pool to $3.8 million at June 30, 2009. During 2006-07, the Board of Directors designated the resources in this fund for the funding of the retiree health benefits. In 2009 the funds in SACOG's post-retirement medical trust were transferred to the CalPERS Employer Retiree Benefit Trust (CERBT). While the funds in the Financing Corporation were not transferred into the CERBT, the Board has no immediate plans for the use of these funds.

Summary of Changes in Fund Balance Compared to Budget

	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Projected Budget for Fiscal Year 2010-11	Projected Budget for Fiscal Year 2011-12
Final Projected Budget Change in Fund Balance	$(944,818)	$(1,195,380)	$(674,737)	$(105,811) very preliminary	$(894,976)
Actual Change in Fund Balance	(84,125)	(243,334)	269,840	not know yet	
Difference	$(860,693)	$ (952,046)	$(944,577)		
Break-out of Actual Change in Fund Balance					
Planning and Administration Fund	(123,078)	(286,534)	330,323		(857,000)
Board and Advocacy Fund	38,953	43,200	(60,483)		(37,976)
	$ (84,125)	$ (243,334)	$ 269,840		$(894,976)

FY 2008, 2009, 2010 project budget Change in Fund Balance number (deficits)

Due to the budget OWP format requirements of our Federal/State Funding partners, the final Projected Change in Fund Balance can be substantially different from the actual results as noted in in these three years, where the variance is ($860,693),($952,046)and ($944,577). This is because SACOG has to include entire amounts of grant funding (beyond the needs for the year),which required a higher amount of matching funds (TDA) for the budget to balance; that in reality are not really going to happen in the fiscal year; causing a large difference between budget and actual.

SACOG's operations are mostly reimbursement based due to its funding structure. Expenditures drive the offsetting revenues, which in most cases results in a net zero effect. However, every year SACOG does receive a significant stream of revenue that is not reimbursement-based. These are the TDA funds for planning and administration which are used as match for our federal grants and can be used to overmatch project costs, if deemed necessary.

A deficit can occur when SACOG spends more than this annual stream of money, and dips into its reserves to cover operating costs. Reasons for this could include: 1) a project used more TDA funds than another; or 2) less TDA funds are received during the year because of a decrease in sales taxes, in which case, SACOG may decide to still expend the funds and use reserves to cover the costs.

OVERALL WORK PROGRAM

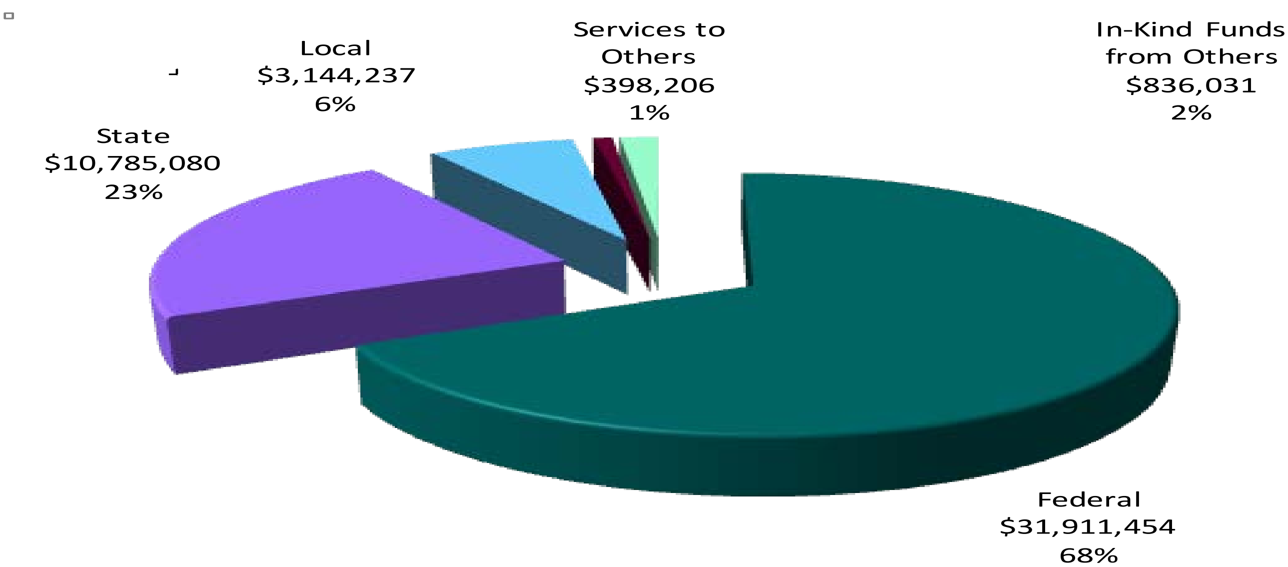
Section Contents:

- Overall Work Program Revenue and Expenditure Graphs
- Overall Work Program Revenues
- Overall Work Program Expenditures
- Overall Work Program Units and Goals

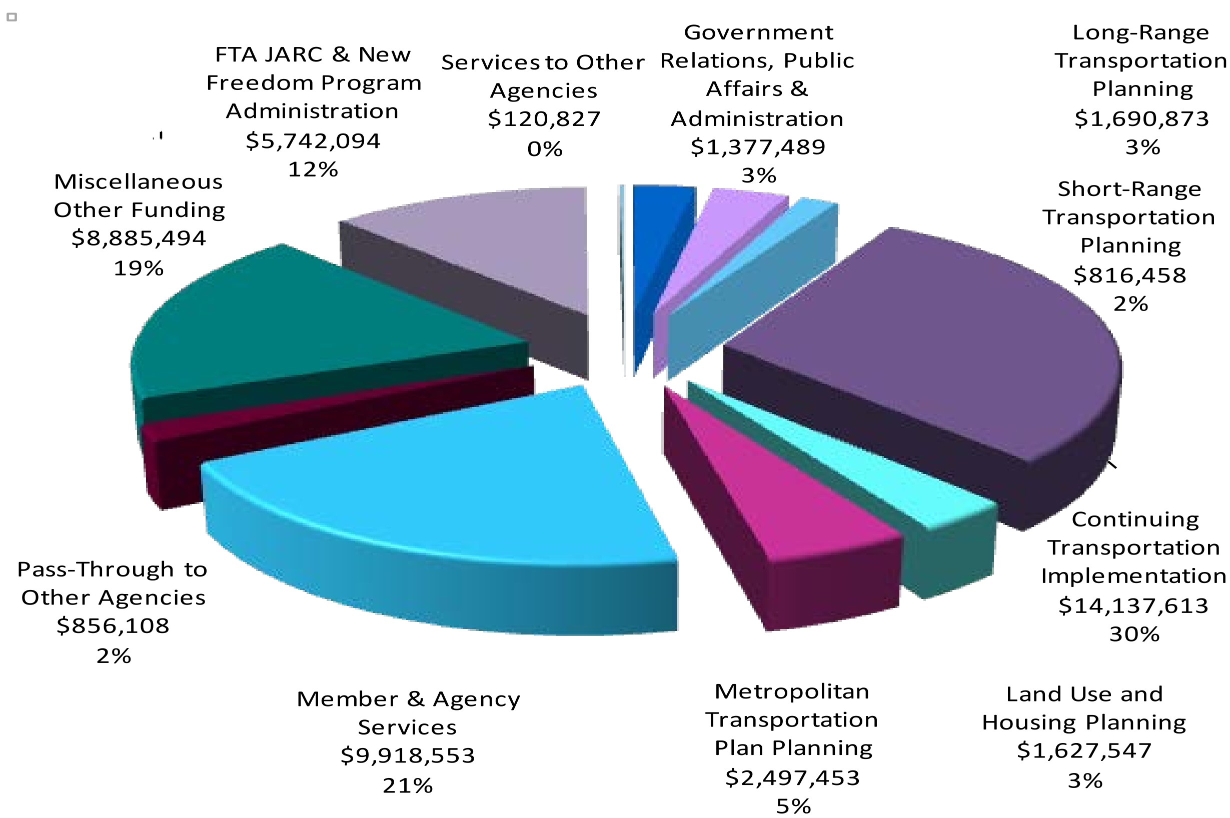
Sacramento Area Council of Governments
Fiscal Year 2011-12

Overall Work Program Revenue and Expenditures Graphs

OWP Revenues
$47,075,408



OWP Expenditures by Work Element
$47,670,509



Overall Work Program Revenues

ACCT #	ELEMENT	TOTAL BUDGET REVENUE	FHWA PL	FTA 5303	FTA 5304	FTA 5316/17	FHWA State Planning & Research (SPR Special Studies)	FHWA State Planning & Research (SPR Partnership Planning)	CMAQ	RSTP
12-001	**Government Relations, Public Affairs, & Administration**	**$1,377,489**	**$460,000**	**$160,000**	**0**	**0**	**0**	**0**	**$125,000**	**0**
01	Interagency Relations	260,204	115,000	40,000						
02	Program Management	530,346	200,000	40,000						
03	Multi-Agency Planning & Coordination	197,463	120,000	40,000						
04	Legislative Analysis	110,806	25,000	40,000						
05	Education, Outreach, & Marketing	278,670							125,000	
12-002	**Long-Range Transportation Planning**	**1,690,873**	**416,065**	**64,085**	**39,390**	**0**	**290,982**	**200,000**	**24,509**	**0**
01	Model Development	278,376	180,000	40,000						
02	Bicycle/Pedestrian Planning	55,998	25,000						24,509	
03	Regional Forecasting	162,629	120,584	15,000						
04	Highway Planning & Operations	65,227	48,572	9,085						
05	Human Services Transportation Coordination and Paratransit Monitoring	32,453	15,000							
06	Goods Movement / Freight Planning	30,443	26,909							
07	Regional Household Travel Survey	13,076								
08	Sacramento Emergency Transit Response Plan	44,493			39,390					
09	Statewide Development of Transportation/Land Use Tools	363,727					290,982			
10	Model Development-Fine Grained Networks	83,393								
12	Interregional Truck Operations I-5 & SR99 STAA Truck Route Improvements	250,000						200,000		
13	Transportation Pricing Improvements to the Regional Travel Model	311,058								
12-003	**Short-Range Transportation Planning & Studies**	**816,458**	**7,500**	**27,000**	**350,306**	**0**	**0**	**0**	**71,663**	**0**
01	CalTraction	2,742								
02	Complete Streets	17,145	7,500	2,000						
03	Sacramento Regional Transit District Planning	32,940		25,000						
04	Downtown Sacramento Transit Circulation & Facilities Plan	244,701			195,759					
06	Safe Routes to School	170,561								
07	South County Transit LINK Management Transition Plan	80,000			70,824					
08	Wheatland & Live Oak Transit Marketing Assistance	25,000			20,000					
09	City of Folsom SRTP	72,034			63,723					
11	After Nine Transit Study and Implementation	44,179								
14	Online Bike Trip Planner	89,579							71,663	
15	Paratransit, Inc. SRTP	37,577								
12-004	**Continuing Transportation Implementation**	**14,137,613**	**224,295**	**205,150**	**0**	**0**	**0**	**0**	**5,787,497**	**180,000**
01	Regional Air Quality Planning	164,271	83,378	40,000						
02	Federal and State Programming	472,209								180,000
03	Regional Transportation Monitoring	119,880	66,120	40,000						
04	Regional Transportation Planning Coordination	6,791	5,000							
05	Passenger Rail Improvements	46,855	6,420	35,000						
06	Connect Card Implementation	13,058,105							5,787,497	
07	Transit Technical Assistance and Programming	250,322	63,377	90,150						
08	JARC/New Freedom Administration	19,180								
12-005	**Land Use and Housing Planning**	**1,627,547**	**308,900**	**87,000**	**0**	**0**	**0**	**0**	**0**	**0**
01	Sacramento Region Blueprint Implementation	72,181	63,902							
02	Regional Land Use Monitoring	136,146	74,998	29,000						
03	Regional Housing Needs Planning	150,898	95,000	29,000						
04	Community Design Program	77,575								
05	Rural-Urban Connections Strategy	218,734	75,000	29,000						
06	Airport Land Use Commission - General	33,980								
07	ALUC - Yuba County - BAB & MYV	107,738								
08	ALUC - Sacramento County - SMF & MCC	152,153								
09	Rural-Urban Connections Strategy/ Sustainable Communities Strategy Implementation	678,142								

Sacramento Area Council of Governments
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Overall Work Program Revenues

					Current Year Use 6-County TDA Local Funds					
HUD Revenue for SCI Grant	Planning/ Programming/ Monitoring	Prop 84 Funding	Funding from the SACOG Managed Fund	In-Kind Match from Others	Required Minimum Match for FHWA PL,5303, 5304 and TDA Admin Costs	Required Minimum Match - All Other Grants	Over Match Applied to Projects	Use of Prior Year Funds	PTMISEA Matching Funds	Other Funding
$0	**$0**	**$0**	**$0**	**$0**	**$ 80,328**	**$ 16,195**	**$ 535,966**	**$0**	**$0**	**$0**
					20,082		85,122			
					31,095		259,251			
					20,730		16,733			
					8,421		37,385			
					0	16,195	137,475			
0	**0**	**305,039**	**0**	**38,000**	**67,310**	**15,175**	**54,180**	**0**	**0**	**176,138**
					28,503		9,873			20,000
					3,239	3,175	75			
					17,566		9,479			
					7,470		100			
					1,943		15,510			
					3,486		48			
					0		13,076			
					5,103					
										72,745
										83,393
				38,000		12,000				
		305,039					6,019			
0	**0**	**0**	**0**	**16,173**	**59,668**	**26,751**	**13,915**	**37,577**	**0**	**205,905**
					0		2,742			
					1,231		6,414			
					3,239		4,701			
					48,939		3			
										170,561
				9,176						
				2,409	2,591					
				4,588	3,668		55			
						8,835				35,344
						17,916				
								37,577		
0	**272,985**	**0**	**0**	**0**	**55,639**	**23,321**	**98,938**	**0**	**6,733,608**	**556,180**
					15,985		24,908			
	268,888					23,321				
					13,749		11			
					648		1,143			
					5,366		69			
					0				6,733,608	537,000
	4,097				19,891		72,807			
										19,180
0	**0**	**571,657**	**0**	**0**	**51,293**	**0**	**348,806**	**0**	**0**	**259,891**
					8,279					
					13,474		18,674			
					16,066		10,832			
					0		77,575			
					13,474		101,260			
					0		33,980			
					0					107,738
					0					152,153
		571,657					106,485			

Sacramento Area Council of Governments
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Overall Work Program Revenues
(Continued)

ACCT #	ELEMENT	TOTAL BUDGET REVENUE	FHWA PL	FTA 5303	FTA 5304	FTA 5316/17	FHWA State Planning & Research (SPR Special Studies)	FHWA State Planning & Research (SPR Partnership Planning)	CMAQ	RSTP
12-006	**Metropolitan Transportation Plan Planning**	**2,497,453**	**729,173**	**120,915**	**0**	**0**	**0**	**0**	**0**	**0**
02	MTP Education & Outreach	287,177	104,951	40,915						
03	MTP Regional EIR	490,667	200,001							
04	MTP Planning	767,129	424,221	80,000						
05	Sustainable Communities Regional Planning Grant Program	952,480								
12-007	**Member & Agency Services**	**9,918,553**	**431,444**	**110,000**	**0**	**0**	**0**	**0**	**5,542,022**	**1,770,760**
01	Project Delivery	257,381	75,000	35,000						
02	Regional Information Center	322,470	72,345	75,000						
03	Transportation Development Act Administration	469,458								
06	511/ STARNET Capital Improvements	2,000,180								1,770,760
07	Transportation Demand Management	1,355,473							1,200,000	
08	511/STARNET Operations	190,836								
09	511 Automated Transit Trip Planning	104,576							92,582	
10	SECAT Program	4,802,500							4,249,440	
11	I-PLACE^{3}S and SACSIM Training	28,318	25,061							
12	Sacramento County Transit Technical Assistance	0								
13	Sustainability and Climate Action Planning Assistance	62,390	54,690							
14	Integrated Basemap Program	307,483	204,348							
15	I-PLACE^{3}S Training for San Joaquin Valley MPOs	8,174								
16	I-PLACE^{3}S Training for City of Fresno	3,570								
17	I-PLACE^{3}S Training for Maricopa Association of Governments	5,744								
12-008	**Pass-Through to Other Agencies**	**798,907**	**0**	**0**	**628,982**	**0**	**80,838**	**0**	**0**	**0**
01	Professional Development; Transit Internship, Woodland, Yolo County	35,000			30,985					
02	Unitrans Transit Signal Priority Implementation Study	48,910			43,300					
03	SRTD Professional Development Program	35,066			31,043					
04	YCTD Service Implementation Training	32,359			28,647					
06	Phase 3 of State Economic Land Use Model Development	101,048					80,838			
08	Regional Transit Comprehensive Operational Analysis	546,524			495,007					
12-009	**Miscellaneous Other Funding**	**8,885,494**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
01	Unitrans CNG Fueling Facility Study	20,018								
03	Unitrans Parking Lot Study for Downtown Davis	200,018								
04	SRTD Downtown-Natomas-Airport Rail Project	8,665,458								

Sacramento Area Council of Governments
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Overall Work Program Revenues
(Continued)

HUD Revenue for SCI Grant	Planning/ Programming/ Monitoring	Prop 84 Funding	Funding from the SACOG Managed Fund	In-Kind Match from Others	Current Year Use 6-County TDA Local Funds: Required Minimum Match for FHWA PL,5303, 5304 and TDA Admin Costs	Current Year Use 6-County TDA Local Funds: Required Minimum Match - All Other Grants	Current Year Use 6-County TDA Local Funds: Over Match Applied to Projects	Use of Prior Year Funds	PTMISEA Matching Funds	Other Funding
736,626	**0**	**0**	**0**	**0**	**0**	**30,229**	**322,586**	**557,924**	**0**	**0**
					0	10,229	29,839	101,243		
					0	0	53,461	237,205		
					0	20,000	32,286	210,622		
736,626							207,000	8,854		
0	**130,515**	**0**	**0**	**717,013**	**539,608**	**1,014**	**238,433**	**0**	**0**	**437,744**
	130,515				14,252		2,614			
					19,090		156,035			
					469,458					
					0					229,420
				155,473	0					
					0					190,836
				10,980	0	1,014				
				550,560	0		2,500			
					3,247		10			
					0					
					7,086		614			
					26,475		76,660			
										8,174
										3,570
										5,744
0	**0**	**0**	**0**	**64,845**	**4,015**	**0**	**17**	**0**	**0**	**20,210**
					4,015					
				5,610	0					
				4,023	0					
				3,712	0					
										20,210
				51,500			17			
0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**8,885,494**
										20,018
										200,018
										8,665,458

Overall Work Program Revenues
(Continued)

ACCT #	ELEMENT	TOTAL BUDGET REVENUE	FHWA PL	FTA 5303	FTA 5304	FTA 5316/17	FHWA State Planning & Research (SPR Special Studies)	FHWA State Planning & Research (SPR Partnership Planning)	CMAQ	RSTP
12-012	**FTA Job Access Reverse Commute and New Freedom Program Administration**	**5,742,094**	**0**	**0**	**0**	**5,742,094**	**0**		**0**	**0**
01	SRTD JARC Operating Assistance	1,676,583				1,676,583				
02	Roseville Transit JARC Operating Assistance	219,228				219,228				
03	Sacramento County DOT JARC Transit Services	29,505				29,505				
04	Paratransit, Inc. JARC Mobility Management	177,853				177,853				
05	County of Sacramento Department of Health JARC operating Assistance	1,458,537				1,458,537				
06	Yolo County Transportation District JARC Operating Assistance	130,000				130,000				
07	City of Roseville South Placer County New Freedom One-Stop Call Center	249,432				249,432				
08	Paratransit, Inc. New Freedom Mobility Management	580,717				580,717				
09	SRTD New Freedom Capital Improvements	603,552				603,552				
10	Western Placer CTSA New Freedom Operating Assistance	324,412				324,412				
11	County of Sacramento Department of Health New Freedom Assistance	152,275				152,275				
12	Yolo County Transportation District New Freedom Operating Assistance	140,000				140,000				
12-015	**Services to Other Agencies**	**120,827**	**0**	**0**	**0**		**0**	**0**	**0**	**0**
01	Capitol Valley SAFE	118,443								
02	Glenn County SAFE	2,384								
	TOTAL REVENUE for OWP Purposes	**47,613,308**	**2,577,377**	**774,150**	**1,018,678**	**5,742,094**	**371,820**	**200,000**	**11,550,691**	**1,950,760**
	Less: Carry forward costs from FY 2009/10 included in the indirect costs calculation above, but not part of annual SACOG budget	**191,499**								
	TOTAL EXPENDITURES for SACOG Budgeting Reporting Purposes	**$47,804,807**	**$2,577,377**	**$774,150**	**$1,018,678**	**$5,742,094**	**$371,820**	**$200,000**	**$11,550,691**	**$1,950,760**

Overall Work Program Revenues

(Continued)

					Current Year Use 6-County TDA Local Funds					
HUD Revenue for SCI Grant	**Planning/ Programming/ Monitoring**	**Prop 84 Funding**	**Funding from the SACOG Managed Fund**	**In-Kind Match from Others**	**Required Minimum Match for FHWA PL,5303, 5304 and TDA Admin Costs**	**Required Minimum Match - All Other Grants**	**Over Match Applied to Projects**	**Use of Prior Year Funds**	**PTMISEA Matching Funds**	**Other Funding**
0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**120,827**
										118,443
										2,384
736,626	**403,500**	**876,696**	**0**	**836,031**	**857,861**	**112,685**	**1,612,841**	**595,501**	**6,733,608**	**10,662,389**
								191,499		
\$736,626	**\$403,500**	**\$876,696**	**\$0**	**\$836,031**	**\$857,861**	**\$112,685**	**\$1,612,841**	**\$787,000**	**\$6,733,608**	**\$10,662,389**

Sacramento Area Council of Governments

Fiscal Year 2011-12

Overall Work Program Expenditures

ACCT #	ELEMENT	TOTAL BUDGET	Salaries & Benefits	Indirect Services	Consultants/ Membership/ Legal	Consultants for HUD
				40.81%		
12-001	**Government Relations, Public Affairs, & Administration**	**$ 1,377,489**	**$ 956,458**	**$ 390,331**	**$ 0**	**$ 0**
01	Interagency Relations	260,204	181,595	74,109		
02	Program Management	530,346	375,574	153,272		
03	Multi-Agency Planning & Coordination	197,463	137,961	56,302		
04	Legislative Analysis	110,806	78,692	32,114		
05	Education, Outreach, & Marketing	278,670	182,636	74,534		
12-002	**Long Range Transportation Planning**	**1,690,873**	**534,390**	**218,084**	**937,799**	**0**
01	Model Development	278,376	133,936	54,659	89,531	
02	Bicycle/Pedestrian Planning	55,998	39,591	16,157		
03	Regional Forecasting	162,629	115,495	47,134		
04	Highway Planning & Operations	65,227	46,252	18,875		
05	Human Services Transportation Coordination and Paratransit Monitoring	32,453	22,266	9,087	1,100	
06	Goods Movement / Freight Planning	30,443	21,620	8,823		
07	Regional Household Travel Survey	13,076	9,286	3,790		
08	Sacramento Emergency Transit Response Plan	44,493	31,598	12,895		
09	Statewide Development of Transportation/Land Use Tools	363,727	17,869	7,292	338,566	
10	Model Development-Fine Grained Networks	83,393	59,224	24,169		
12	Interregional Truck Operations I-5 & SR99 STAA Truck Route Improvements	250,000	22,504	9,184	218,312	
13	Transportation Pricing Improvements to the Regional Travel Model	311,058	14,749	6,019	290,290	
12-003	**Short-Range Transportation Planning & Studies**	**816,458**	**221,437**	**90,369**	**504,191**	**0**
01	CalTraction	2,742	1,876	766		
02	Complete Streets	17,145	12,034	4,911		
03	Sacramento Regional Transit District Planning	32,940	23,393	9,547		
04	Downtown Sacramento Transit Circulation & Facilities Plan	244,701	17,542	7,159	220,000	
06	Safe Routes to School	170,561	34,209	13,961	122,391	
07	South County Transit LINK Management Transition Plan	80,000	0	0	80,000	
08	Wheatland & Live Oak Transit Marketing Assistance	25,000	16,362	6,677	1,800	
09	City of Folsom SRTP	72,034	51,157	20,877		
11	After Nine Transit Study and Implementation	44,179	31,375	12,804		
14	Online Bike Trip Planner	89,579	6,803	2,776	80,000	
15	Paratransit, Inc. SRTP	37,577	26,686	10,891		
12-004	**Continuing Transportation Implementation**	**14,137,613**	**954,200**	**389,409**	**386,000**	**0**
01	Regional Air Quality Planning	164,271	116,129	47,392		
02	Federal and State Programming	472,209	322,036	131,423	15,000	
03	Regional Transportation Monitoring	119,880	85,136	34,744		
04	Regional Transportation Planning Coordination	6,791	4,823	1,968		
05	Passenger Rail Improvements	46,855	33,204	13,551		
06	Connect Card Implementation	13,058,105	202,188	82,513	370,000	
07	Transit Technical Assistance and Programming	250,322	177,773	72,549		
08	JARC/New Freedom Administration	19,180	12,911	5,269	1,000	
12-005	**Land Use and Housing Planning**	**1,627,547**	**761,456**	**310,750**	**495,728**	**0**
01	Sacramento Region Blueprint Implementation	72,181	51,084	20,847		
02	Regional Land Use Monitoring	136,146	75,835	30,948		
03	Regional Housing Needs Planning	150,898	107,164	43,734		
04	Community Design Program	77,575	55,092	22,483		
05	Rural-Urban Connections Strategy	218,734	144,687	59,047		
06	Airport Land Use Commission - General	33,980	24,132	9,848		
07	ALUC - Yuba County - BAB & MYV	107,738	5,495	2,243	100,000	
08	ALUC - Sacramento County - SMF & MCC	152,153	37,038	15,115	100,000	
09	Rural-Urban Connections Strategy/Sustainable Communities Strategy Implementation	678,142	260,929	106,485	295,728	
12-006	**Metropolitan Transportation Plan Planning**	**2,497,453**	**1,216,642**	**496,511**	**663,000**	**0**
02	MTP Education & Outreach	287,177	136,480	55,697		
03	MTP Regional EIR	490,667	197,193	80,474	213,000	
04	MTP Planning	767,129	523,492	213,637	10,000	
05	Sustainable Communities Regional Planning Grant Program	952,480	359,477	146,703	440,000	

Sacramento Area Council of Governments
Fiscal Year 2011-12

Overall Work Program Expenditures

Printing	Meetings/Other/ In-Kind	Pass-Through	Supplies/ Data/ Telecommunication	Equipment/ Software	Marketing/ Advertising
$ 22,500	**$ 6,500**	**$ 0**	**$ 1,700**	**$ 0**	**$ 0**
2,000	2,000		500		
500	1,000				
	2,000		1,200		
20,000	1,500				
0	**600**	**0**	**0**	**0**	**0**
	250				
	250				
	100				
361	**100**	**0**	**0**	**0**	**0**
	100				
200					
161					
3,750	**1,600**	**0**	**0**	**12,402,654**	**0**
750					
3,000	750				
	100				
	750			12,402,654	
15,150	**15,100**	**0**	**29,363**	**0**	**0**
150	100				
			29,363		
15,000					
	15,000				
20,000	**101,300**	**0**	**0**	**0**	**0**
	95,000	**might change to $50K if needed**			
20,000					
	6,300				

Sacramento Area Council of Governments

Fiscal Year 2011-12

Overall Work Program Expenditures

(Continued)

ACCT #	ELEMENT	TOTAL BUDGET	Salaries & Benefits	Indirect Services	Consultants/ Membership/ Legal	Consultants for HUD
12-007	**Member, Agency, & Transportation Services**	**9,918,553**	**1,151,423**	**469,897**	**2,232,921**	**0**
01	Project Delivery	257,381	146,040	59,599	51,492	
02	Regional Information Center	322,470	226,525	92,445		
03	Transportation Development Act Administration	469,458	151,593	61,865	250,000	
06	511/ STARNET Capital Improvements	2,000,180	48,790	19,911	1,928,479	
07	Transportation Demand Management (formerly called Rideshare)	1,355,473	219,190	89,451		
08	511/STARNET Operations	190,836	58,118	23,718		
09	511 Automated Transit Trip Planning	104,576	6,282	2,564		
10	SECAT Program	4,802,500			2,500	
11	I-PLACE^{3}S and SACSIM Training	28,318	20,111	8,207		
12	Sacramento County Transit Technical Assistance	0	0	0		
13	Sustainability and Climate Action Planning Assistance	62,390	43,988	17,952	450	
14	Integrated Basemap Program	307,483	218,367	89,116		
15	I-PLACE^{3}S Training for San Joaquin Valley MPOs	8,174	5,805	2,369		
16	I-PLACE^{3}S Training for City of Fresno	3,570	2,535	1,035		
17	I-PLACE^{3}S Training for Maricopa Association of Governments	5,744	4,079	1,665		
12-008	**Pass-Through to Other Agencies**	**856,108**	**26,462**	**10,799**	**93,180**	**0**
01	Professional Development; Transit Internship, Woodland, Yolo County	35,000				
02	Unitrans Transit Signal Priority Implementation Study	48,910	548	224		
03	SRTD Professional Development Program	35,066	964	393		
04	YCTD Service Implementation Training	32,359	548	224		
06	Phase 3 of State Economic Land Use Model Development	101,048	5,588	2,280	93,180	
08	Regional Transit Comprehensive Operational Analysis	603,725	18,814	7,678		
12-009	**Miscellaneous Other Funding**	**8,885,494**	**0**	**0**	**0**	**0**
01	Unitrans CNG Fueling Facility Study	20,018				
03	Unitrans Parking Lot Study for Downtown Davis	200,018				
04	SRTD Downtown-Natomas-Airport Rail Project	8,665,458				
12-012	**FTA Job Access Reverse Commute and New Freedom Program Administration**	**5,742,094**	**0**	**0**	**0**	**0**
01	SRTD JARC Operating Assistance	1,676,583				
02	Roseville Transit JARC Operating Assistance	219,228				
03	Sacramento County DOT JARC Transit Services	29,505				
04	Paratransit, Inc. JARC Mobility Management	177,853				
05	County of Sacramento Department of Health JARC operating Assistance	1,458,537				
06	Yolo County Transportation District JARC Operating Assistance	130,000				
07	City of Roseville South Placer County New Freedom One-Stop Call Center	249,432				
08	Paratransit, Inc. New Freedom Mobility Management	580,717				
09	SRTD New Freedom Capital Improvements	603,552				
10	Western Placer CTSA New Freedom Operating Assistance	324,412				
11	County of Sacramento Department of Health New Freedom Assistance	152,275				
12	Yolo County Transportation District New Freedom Operating Assistance	140,000				
12-015	**Services to Other Agencies**	**120,827**	**74,215**	**30,012**	**1,000**	**0**
01	Capitol Valley SAFE	118,443	72,522	29,321	1,000	
02	Glenn County SAFE	2,384	1,693	691		
	TOTAL EXPENDITURES for OWP Reporting Purposes	**47,670,509**	**5,896,683**	**2,406,162**	**5,313,819**	**0**
	Less: Carry forward Costs from FY 2009/10 included in the indirect costs calculation above, but not part of annual SACOG budget	191,499		191,499		
	TOTAL EXPENDITURES for SACOG budgeting reporting purposes	**$47,862,008**	**$5,896,683**	**$2,597,661**	**$5,313,819**	**$ 0**

Overall Work Program Expenditures

(Continued)

Printing	Meetings/Other/ In-Kind	Pass-Through	Supplies/ Data/ Telecommunication	Equipment/ Software	Marketing/ Advertising
80,000	**13,500**	**5,674,860**	**32,750**	**0**	**263,202**
	250				
	1,500		2,000		
5,000	250		750		
	3,000				
75,000	2,000	779,130			190,702
	6,500		30,000		72,500
		95,730			
		4,800,000			
0	**0**	**725,667**	**0**	**0**	**0**
		35,000			
		48,138			
		33,709			
		31,587			
		577,233			
0	**0**	**8,885,494**	**0**	**0**	**0**
		20,018			
		200,018			
		8,665,458			
0	**0**	**5,742,094**	**0**	**0**	**0**
		1,676,583			
		219,228			
		29,505			
		177,853			
		1,458,537			
		130,000			
		249,432			
		580,717			
		603,552			
		324,412			
		152,275			
		140,000			
100	**0**	**15,000**	**500**	**0**	**0**
100		15,000	500		
141,861	**138,700**	**21,043,115**	**64,313**	**12,402,654**	**263,202**
$ 141,861	**138,700**	**$ 21,043,115**	**$ 64,313**	**$ 12,402,654**	**$ 263,202**

Overall Work Program Units and Goals

ELEMENT 12-001: GOVERNMENT RELATIONS, PUBLIC AFFAIRS, & ADMINISTRATION—$1,377,489

Objective: To provide coordinated support for the Board of Directors and its committees; to interact and coordinate with outside partners and agencies; to analyze, comment, and offer recommendations on legislation related to transportation and land use issues; and to provide to the region public outreach related to SACOG activities and issues.

Discussion: This element provides the overall management, coordination, and direction for the Overall Work Program and its activities, including public and partner outreach related to those activities. Activities in this element will provide interaction with the Board of Directors and its committees, coordination with partner agencies and committees and Native American tribal councils as they relate to the project activities included in the Overall Work Program, and will further the public participation in SACOG activities so crucial to implementing the OWP. Issues and policies related to transportation and land use planning will be discussed.

1. INTERAGENCY RELATIONS *Project #12-001-01*
(Board Policy – State and Federal Requirements)
Interagency relations covers consultations and coordination of SACOG activities with other local agencies in the region and with state and federal agencies, tribal governments, and other agencies outside the region. It includes discussion and development of cooperative activities, meetings to share information, presentations of SACOG policy to other agencies, communications with elected officials and executive staff in member jurisdictions, and attendance at educational conferences, sessions of a general policy nature, and tribal meetings.

Goals:
a. Telephone calls and attendance at meetings
b. Staff memos and communications
c. Minutes documenting consultations with tribal governments

2. PROGRAM MANAGEMENT *Project #12-001-02*
(Board Policy – State and Federal Requirements)
Program management encompasses internal direction of staff activities and preparation of materials for the Board and its committees. It includes development of the OWP itself, coordination and oversight of staff work within the OWP, execution of policy direction and cooperative agreements, and preparation of agenda materials, staff reports, and recommendations to the SACOG Board and its committees.

Goals:
a. Highlight summary/Chief Executive Officer's Report (Monthly)
b. Updated cooperative and funding agreements (Available upon request)
c. Board committee agendas and staff reports (Monthly)
d. Board agendas and staff reports (Monthly)
e. Overall Work Program (March, May 2012)
f. Overall Work Program quarterly reports (Quarterly)
g. Overall Work Program amendments (Available upon request)

Overall Work Program Units and Goals
(Continued)

3. MULTI-AGENCY PLANNING AND COORDINATION *Project #12-001-03*
(Board Policy)
Liaise with outside partner agencies, committees and their related staffs; attend meetings with SACOG advisory and technical committees such as the Regional Planning Partnership, Transit Coordinating Committee, Goods Movement Advisory Group, and Planners Committee; and attend meetings at various partner and tribal agencies. Input from these committees will be used by SACOG implementing the MTP 2035 and Regional Blueprint Plan; completing various transit studies and projects; performing other transportation planning activities; maintaining regular contact with partner agency staff; review and preparation of agendas; and participating in transportation studies led by others.

Goals:
a. Preparation of meeting agendas and staff reports for SACOG advisory and technical committees
b. Attendance at local jurisdictional meetings
c. Meeting summaries and comments on studies by partner organizations (Available upon request)
d. Documentation of tribal government-to-government relations (i.e., coordination, consultation, and collaboration efforts) (Available upon request)

4. LEGISLATIVE ANALYSIS *Project #12-001-04*
(Board Policy)
SACOG needs to understand the contents and implications of various bills moving through the state Legislature and Congress each year, as well as track progress of all bills of interest. The SACOG Board adopts individual state and federal advocacy strategies each year reflecting core legislative policy principles to guide efforts throughout the year for tracking legislation for impacts to local and regional governments in SACOG's core policy areas. Staff canvasses bills that are introduced, reads and analyzes bill language to understand its requirements and consequences, tracks the progress of bills, and reports on bills to committees and to the Board. This work task covers these analytic activities. Advocacy activities are funded under Lobbying and Advocacy in non-Overall Work Program activities elsewhere in the agency budget.

This project also includes reinforcing relations with our member jurisdictions, public agencies, and service providers within the six-county area by regularly monitoring websites, agendas, and public meetings and maintaining a staff presence on projects and issues related to our core policy areas. Staff will continue to provide regular updates to all interested government agencies and elected officials on SACOG Board actions and staff activity as appropriate with publications, website information, press releases, and other communication tools. Staff will also work closely with our state lobbyist and federal lobbyist to provide appropriate and timely information to the SACOG Board and member jurisdictions.

Goals:
a. Monthly tracking and bill analysis reports to SACOG committees and Board during legislative sessions
b. Monitor and attend public meetings in member jurisdictions (As needed)
c. Legislative Action Summaries (Available upon request)
d. Year-end report to Board on status and final disposition of tracked bills (November 2011)

Overall Work Program Units and Goals

(Continued)

5. EDUCATION, OUTREACH, AND MARKETING *Project #12-001-05*

(Federal Requirement – Board Policy)

This project includes public outreach and marketing efforts and expanded consultation and cooperation, which are aimed at the general public, stakeholder groups and specific constituencies, such as elected officials, neighborhood associations, special-interest advocacy groups, and Native American tribal governments.

Specific outreach and marketing techniques include special events, such as the annual regional awards known as "*SACOG Salutes!*," as well as open houses, working groups, workshops, forums, and ribbon-cutting ceremonies for major transportation projects; direct-mail products, such as fliers or brochures, that communicate particular information to particular constituencies; media outreach, including news releases, opinion editorials, targeted meetings with local and regional newspaper editors, appearing on radio and television, public affairs shows; some print and radio advertising; website and new media communications on specific agency projects and special events or education activities; and scheduled publications, such as the *Regional Report* newsletter, and SACOG's *Annual Report*. Products from these projects maintain uniformity in the visual aspect of our publications and media outreach program and highlight the value that SACOG adds to the region.

Ongoing documentation of outreach efforts with traditionally underrepresented and underserved populations (i.e., elderly, disabled, low-income, and minority communities: Black, Hispanic, Asian American, American Indian/Alaskan Native, and Pacific Islander), and other groups that have not traditionally participated in SACOG's planning efforts.

Goals:

a. Special publications for SACOG's planning projects (Available upon request)
b. Press releases (Available upon request)
c. Website information on individual projects and programs (Available upon request)
d. Advertisements in print and radio (Available upon request)
e. SACOG Salutes! Annual Awards Event (December 2011)
f. SACOG Annual Report (March 2011)
g. Regional Report (Bi-monthly)

Overall Work Program Units and Goals

(Continued)

ELEMENT 12-002: LONG-RANGE TRANSPORTATION PLANNING—$1,690,873

Objective: To support long-range planning efforts that relate to, but do not directly support, the fiscal year 2011-12 tasks to develop the new Metropolitan Transportation Plan (MTP).

Discussion: This element identifies projects that further the planning efforts of the MTP as it relates to various aspects of MTP 2035 implementation. This element also identifies projects that are longer-term planning projects dictated by SAFETEA-LU.

1. MODEL DEVELOPMENT *Project #12-002-01*

(State and Federal Requirements)
This project is the continuation of a multi-year travel and land use model improvement program. Major improvements to SACOG regional travel demand model (SACSIM) are funded through grants and listed as discrete projects in the Overall Work Program. This project covers more modest improvements undertaken by staff year-by-year. For FY 2011-12, this project will focus on integration of SACOG's GIS street centerline and the travel demand model roadway networks maintained in Citilabs® software.

The PECAS economic land use model started a development project in FY 2007-08. Since then, development has proceeded as time and resources permitted. In FY 2009-10, final system integration with SACMET and calibration work was completed. Work this year will focus on validating the model system and developing scenarios to assess its role in the regional planning process.

Goals:

a. Status report on GIS/travel model integration (June 2012)
b. Status report on PECAS model evaluation (January 2012)

2. PEDESTRIAN AND BICYCLE PLANNING *Project 12-002-02*

(State and Federal Requirements)
SACOG will continue to serve as a forum for bicycle and pedestrian planning activities throughout the region. Staff will be available to local jurisdictions and partner organizations to collaborate on bicycle and pedestrian planning, advocacy, and education efforts. The SACOG Bicycle and Pedestrian Advisory Committee will continue to meet regularly to discuss bicycle and pedestrian issues affecting the region and will continue to function as an advisory committee to the SACOG Board of Directors. Staff will continue to support increased funding for bicycle and pedestrian projects, provide technical assistance to local jurisdiction for grant applications, review local Bicycle Transportation/Master Plans for consistency with Caltrans, and coordinate regional efforts. SACOG will maintain its role in planning and coordinating *May Is Bike Month*.

Goals:

a. Bicycle & Pedestrian Advisory Group meetings (Quarterly)
b. *May Is Bike Month* activities (May 2012)

Overall Work Program Units and Goals
(Continued)

3. REGIONAL FORECASTING *Project #12-002-03*
(State and Federal Requirements)
SACOG uses regional growth projections (population, housing, and employment) and travel and vehicle emissions forecasts for the MTP, the MTIP, and other corridor and sub-area plans. This project will provide technical assistance to our planning partner agencies in the region through the use of SACOG data and forecasting tools. Staff will provide assistance on an as-needed basis and through periodic technical committee meetings and training sessions.

Training and orientation meetings for the regional modeling community will be held for the SACSIM activity-based travel model and for I-PLACE^{3}S land use planning model.

Standard tabulations, maps, and charts will be prepared for member jurisdictions from SACOG's forecasting work and be made available via SACOG's website. Special reports or analyses requested by member agencies, based on completed regional forecasts, will be prepared as time permits.

Goals:
a. Travel model assistance to partner organizations – Summary report (June 2012)
b. Forecasting datasets and standard tabulations, maps and charts (January 2012)
c. Special tabulations and analyses – Summary report (June 2012)

4. HIGHWAY PLANNING AND OPERATIONS *Project #12-002-04*
(State and Federal Requirements)
Regional transportation planning encompasses all modes, including coordination and analytic work related to highways, streets, and roads. In FY 2011-12, SACOG will examine the chemistry between road improvements and Blueprint infill and redevelopment and will assist partner organizations in understanding these relationships. SACOG will analyze road-related issues, such as High- Occupancy Vehicle (HOV) lanes and ITS effectiveness, the integration of bicycles and transit into existing roadway design, road tolls and parking charges, the degree and spread of congestion, and how changing travel demands affect bottleneck points on the road system. Topics explored will inform the regional transportation plan and programming processes. These activities may in some cases yield a report, but in general, the output will be used in the development of the new MTP.

Goals:
a. Topical reports or issue papers in support of MTP 2035 Update (April 2012)
b. Participate in Caltrans' Project Development team to develop improvements for the SR-51 corridor (Through June 2012)
c. Review and comment on proposed project study reports that are regionally significant efforts in an ad-hoc role or advisory committee member role (Through June 2012)

Overall Work Program Units and Goals
(Continued)

5. HUMAN SERVICES TRANSPORTATION COORDINATED PLAN AND PARATRANSIT, INC., MONITORING *Project #12-002-05*

(State and Federal Requirements/Board Policy and Local Agreement)
This work will monitor and assist with the implementation of the Human Services Transportation Plan (HSTP) completed in the summer of 2007 as well as provide the first major update of that plan since 2007. The HSTP fulfills planning requirements contained in the SAFETEA-LU in Section 5316 Job Access and Reverse Commute, Section 5317 New Freedom programs, and Section 5310 Elderly and Disabled Transit Project. This update will build upon both the 2007 HSTP as well as the Lifeline Transit Study completed in FY 2010-11 and will continue efforts into a broader range of agencies that were included in the 2007 planning effort. SACOG will continue to work with the Transit Coordinating Committee, regional partners, tribal governments, representatives of the region's human service agencies, private non-profit service providers, consumers, and social service programs to implement the HSTP and to identify critical follow up tasks. SACOG will coordinate these activities with Caltrans and other partners.

This work element also includes work that was formerly carried out under the Paratransit, Inc., Monitoring and Evaluation work element. This work continues to be conducted following Board Policy and ongoing local agreements. During FY 2011-12, SACOG will continue to monitor and evaluate the performance of Paratransit, Inc., and follow-up on the recommendations contained in the performance audit. The preparation of the first Paratransit, Inc., Short-Range Transit Plan is contained in Project #12-003-15.

Goals:

a. Form a Human Services Transportation Coordinated Planning Working Group and hold meetings (September 2011)
b. Documentation of tribal government-to-government relations (i.e., coordination, consultation, and collaboration efforts) (December 2011)
c. Disadvantaged populations map and transit accessibility index (February 2012)
d. Updated Human Services Transportation Plan (June 2012)

6. GOODS MOVEMENT/FREIGHT PLANNING *Project #12-002-06*

(State and Federal Requirements)
SACOG participates in and leads a number of planning activities related to freight hauling and goods movement on the region's roads, freeways, railways, airports, and seaways/ports. As requested, SACOG monitors and engages in local government land use evaluations as they relate to transportation facilities, to maximize the utility of the transportation facility in an attempt to benefit the public while supporting adjacent land uses. Further, SACOG evaluates the effect of freight haulers on the transportation infrastructure in the region and works with partner organizations and local officials to evaluate and promote the most effective methods of moving the maximum amount of goods within and through the region.

As one of the fastest growing segments of the economy, goods movement will have a tremendous impact on the region's highways, railroads, and airports. SACOG will help ensure that freight continues to move given the constraints of the current transportation infrastructure and the simultaneous increase in growth in all other modes of transportation.

Overall Work Program Units and Goals
(Continued)

SACOG will also continue to participate in the state's Proposition 1B Trade Corridor Improvement Fund (TCIF) implementation efforts. SACOG will coordinate this activity with Caltrans, the California Transportation Commission, and other partners.

Goals:

a. Assist partners and member agencies with the implementation of goods movement projects identified in the regional goods movement study and the Metropolitan Transportation Plan
b. Participate in meetings and workshops related to the state's TCIF program and assist local TCIF project sponsors as needed
c. Continue to work with the Port of Sacramento in implementing projects and studies consistent with the region's overall goods movement strategies
d. Participate with Caltrans in the development of the statewide *California State Rail Plan* and the development of the statewide *California Freight Mobility Plan* (via partnership with California State University, Long Beach)

7. REGIONAL HOUSEHOLD TRAVEL SURVEY *Project #12-002-07*

(Board Policy)

This project will monitor the development and implementation of the Caltrans Statewide Travel Behavior Survey. That survey is funded to develop statewide profiles of travel behavior stratified by the demographic characteristics used in the travel demand models in California. The survey includes the minimum number of surveys needed to provide a profile for our region and is not funded to show differing geographic characteristics with in our region.

While no funding is available to add more surveys from households in the SACOG region (beyond the Caltrans-funded samples), staff will continue to look for funding to expand the Caltrans Survey to include more responses within our region. Due to the startup expenses of designing the survey, selecting the sample, and administering the survey, commitments to expand the survey for our region will need to be found early next fiscal year to increase the number of responses within our region.

Goals:

a. Status on Survey Activity for FY 2011-12 (June 2012)

8. SACRAMENTO EMERGENCY TRANSIT RESPONSE PLAN *Project #12-002-08*

(Board Policy – State and Federal Requirements)

The SACOG Transit Emergency and Safety Planning Coordination Program will address transit emergency and safety priorities throughout the SACOG region with guidance from the Transit Coordinating Committee and the Sacramento Transit Emergency Response Plan Committee. Additional guidance for SACOG and the Transit Coordinating Committee will be obtained through the Federal Transit Administration, Federal Highway Administration, California Office of Homeland Security, California Office of Emergency Services, California Department of Transportation, the National Transit Institute, the National Center for Transit Research, local airport representatives, and local city and county resources, among others. The program will inform the Transit Coordinating Committee and members of local, tribal, and state organizations of national efforts in emergency and safety planning best practices.

The program will also coordinate efforts with the California Office of Homeland Security to convey funding and training opportunities to the transit and human service providers in the SACOG region. The

Overall Work Program Units and Goals
(Continued)

program will determine emergency and safety priorities to assist in the planning process through the development of the Sacramento Transit Emergency Response Plan.

Goals:

a. Use the Transit Coordinating Committee framework to share transit emergency and safety knowledge between transit service providers within the region (Ongoing)
b. Identify emergency and safety training opportunities on a continuing basis (Ongoing)
c. Coordinate with Caltrans to seek safety, security, and emergency training opportunities for small urban and rural transit partners at location(s) in the Sacramento area (Ongoing)
d. Coordinate with Sacramento Transit Emergency Response Plan stakeholders to inventory transit assets and human resources of the operators participating in the Emergency Response Plan (October 2011 – December 2011)
e. Design an improved interoperable communications concept, solidify operational procedures, and define the interaction between emergency operations centers and transit operators (October 2011 – December 2011)
f. Delineate the operational procedures of responding to an event and form a methodology for and develop a sustained training plan (December 2011 – January 2012)
g. Present a sustainable reporting, testing, and exercise program for the participating transit operators (February 2012 – March 2012)
h. Documentation of tribal government-to-government relations (i.e., coordination, consultation, and collaboration efforts) (Ongoing)
i. Sacramento Emergency Transit Response Plan through the Transit Coordinating Committee to facilitate preparedness among transit service providers to produce plans, training materials, and exercises to strengthen the emergency preparedness of the SACOG region (July 2011 - June 2012)

9. STATEWIDE DEVELOPMENT OF TRANSPORTATION/LAND USE TOOLS *Project #12-002-09*

(Board Policy – Local Agreement)

SACOG, in partnership with Caltrans, U.C. Davis, and Fehr & Peers Associates, will develop a set of transportation/land use planning tools which would be available to planners across the state. SACOG has two roles in this project: (1) serve as contractor to the state for purposes of the various funding grants; and (2) serve as lead on developing a parcel-level analysis tool for transportation-and-built-environment (a.k.a. the "Ds"). As part of this project, the parcel-level Ds analysis tool would be integrated into SACOG's I-PLACE^{3}S software. U.C. Davis will be adapting the parcel-level analysis tool for use in the "UPLAN" software, which is used by many smaller MPOs and counties in the state. Fehr & Peers will undertake basic research on the Ds for several MPOs in the state and use the research results to prepare a post-processor for conventional travel demand models. The project will convene two groups, a group of experts to discuss the Ds research and their application in the tools and post-processor, and a group of practitioners from around the state to provide feedback on the creation and use of the tools.

Goals:

<u>For Fiscal Year 2010-11:</u>

a. Literature Review (June 2010)
b. Data sets of travel survey, land use, and transportation network data for participating MPOs (April 2011)
c. Interim report on Ds elasticities development (April 2011)
d. Parcel-level Ds analysis tool and documentation (June 2011)

Overall Work Program Units and Goals
(Continued)

For Fiscal Year 2011-12:
a. I-PLACE^{3}S and UPLAN Ds tools (September 2011)
b. Final report on elasticities development (September 2011)
c. I-PLACE^{3}S and UPLAN Ds tools with associated documentation (June 2012)
d. Final report on elasticities development (June 2012)

10. MODEL DEVELOPMENT – FINE-GRAINED NETWORKS *Project #12-002-10*
(Board Policy)
This project is funded by the Strategic Highway Research Program (SHRP 2) Project C10, *Partnership to Develop an Integrated, Advanced Travel Demand Model and a Fine-Grained, Time-Sensitive Network*. The project was initiated in October 2009 and will be completed in April 2012. The overall project budget is $2.6 million. The project team is led by Cambridge Systematics, Inc. The purpose of the project is to integrate an advanced travel demand simulation model (for this project, SACOG's SACSIM model) with an advanced microsimulation of a road and transit transportation network (for this project, University of Arizona's DynusT software).

SACOG's roles in the project are: (1) to serve as a test bed for developing the integrated software; (2) provide access to SACSIM and all its supporting data files; (3) comment on the design, development, and testing activities; and (4) to serve as a test bed for initial applications of the integrated software. Other members of the project team are: Fehr & Peers, University of Arizona, University of Illinois at Chicago, and Sonoma Technologies.

Goals:
a. Build and test a full scale integration of the models (October 2011)
b. Prepare model and test data sets for dissemination (February 2012)
c. Communications strategy (April 2012)

12. INTERREGIONAL TRUCK OPERATIONS ON I-5 AND SR 99 AND STAA TRUCK ROUTE IMPROVEMENTS *Project #12-002-12*
(Board Policy – Local Agreement)
This project will address the lack of continuity in Surface Transportation Assistance Act (STAA) designated routes throughout the Sacramento and San Joaquin County regions and the operational degradation on the I-5/SR 99 goods movement corridors between the city of Sacramento in the north and the city of Stockton in the south. SACOG and the San Joaquin Council of Governments (SJCOG) will work in conjunction with jurisdictions in both regions, and with Caltrans Districts 3 and 10, California Highway Patrol, Sacramento Metropolitan Air Quality Management District and San Joaquin Valley Air Pollution Control Districts, Federal Highway Administration, the California Trucking Association and trucking industry stakeholders (e.g., economic development organizations, West Coast Corridor Coalition, and Class I railroads) to address the STAA truck movement and highway operation challenges. The project will use consistent and consolidated information to improve regional and interregional transportation system performance.

Overall Work Program Units and Goals
(Continued)

Goals:

a. Release RFP for Consultant Services Assistance (July 2011)
b. Identify and document existing Interstate, state, county, and city STAA designated truck routes; survey and establish existing STAA routes considering key origination and destination surveys; and identify de facto truck routes outside STAA systems (August 2011)
c. Assemble and review of studies/literature on the I-5/SR 99 corridors between Sacramento and Stockton (August 2011)
d. Develop consolidated electronic versions of Sacramento/San Joaquin region STAA truck route maps (August 2011)
e. Analyze STAA routes, I-5/SR 99 operations emerging requirements, and begin stakeholder input to document unmet needs (November 2011)
f. Assess and identify gaps in the existing system, potential STAA routes (e.g., infrastructure upgrades, potential costs, financial considerations and possible timelines) (January 2012)
g. Identify and document existing Interstate, state, county, and city STAA designated truck routes; survey and establish existing STAA routes considering key origination and destination surveys; and identify de facto truck routes outside STAA systems (March 2012)
h. Analyze STAA routes, I-5/SR 99 operations emerging requirements, and stakeholder input to document unmet needs and identify potential improvements with an implementation strategy (April 2012)
i. Draft Plan (STAA and I-5 and SR 99 improvement strategies) (May 2012)

13. TRANSPORTATION PRICING IMPROVEMENTS TO THE REGIONAL TRAVEL MODEL *Project #12-002-13*

(Board Policy)
This project was initiated in FY 2010-11, and includes the following major components:

Task 1 – Road Pricing Policy Analysis Enhancements: This improvement focuses on building the capacity to evaluate a range of pricing policies, including tolls, HOT lanes, transit fares, vehicle miles traveled (VMT) fees, etc. The project includes the following: enhancements to SACOG highway networks to allow for differentiating skims for tolled vs. non-tolled routes, and to differentiate low and high value-of-time routes; reprogramming of SACSIM to include tolled vs. non-tolled options in various choice models; reprogramming of SACSIM to utilize distributed, disaggregate values-of-time; and robust calibration, validation and testing of the new pricing functionality.

Task 2 – Transit Enhancements: SACSIM currently represents transit generically, with no systemic differentiation between transit submodes, other than the differences in alignment, travel time and station/stop spacing associated with specific projects and alignments. This improvement includes the following: refinement of transit networks; specification of key sub-modes (e.g., bus rapid transit (BRT), commuter bus, commuter rail, streetcar, etc.); re-estimation of mode choice models to include nested sub-modes; revision of transit skimming and assignment to support the nested modes; and revisions to treatment of transit fares to take advantage of the disaggregate, person-level modeling framework of SACSIM (e.g., instead of representing single-point average transit fares by operator, fare would vary by person type, with student and senior discounts represented).

Overall Work Program Units and Goals
(Continued)

Goals:
For Fiscal Year 2010-11:
a. Consultant Selection (August 2010)
b. Task 1 working paper (February 2011)
c. Task 2 working paper (February 2011)
d. Status Report (May 2011)

For Fiscal Year 2011-12:
a. Task 2 working paper (October 2011)
b. Final Report (December 2011)

Overall Work Program Units and Goals
(Continued)

ELEMENT 12-003: SHORT-RANGE TRANSPORTATION PLANNING & STUDIES—$816,458

Objective: To identify certain transportation planning projects that are shorter in term or are related to specific studies.

Discussion: This element identifies certain projects that are designed to have a finite term of one to two years or are studies related to specific planning projects. Projects of high importance are the transit planning assistance for operators in the SACOG region, as well as coordinating and planning Intelligent Transportation Systems in the region and several transit planning projects for transit operators and grant-related activities.

1. CENTRAL CALIFORNIA TRACTION COMPANY RAIL PRESERVATION AND PURCHASE PLAN STUDY — *Project #12-003-01*

(Board Policy - Discretionary)
In FY 2011-12, staff will document the activities of the different interest groups involved in the discussions to purchase the Central California Traction Company (CCTC) Rail Corridor from Woodbridge Road in Lodi to Elder Creek Road in Sacramento County. SACOG will provide a report on the negotiations with the railroad companies to purchase and preserve right-of-way. The CCTC Rail corridor is one of two alignments that will be studied under the Merced to Sacramento High-Speed Train Project.

Goals:

a. Reports and materials for Executive Technical Advisory Committee and Board (Available upon request)

2. COMPLETE STREETS — *Project #12-003-02*

(State and Federal Requirements)
SACOG will serve as an information clearinghouse and technical assistance provider for complete streets activities in the region. Staff will support member agencies and local groups working to develop policies, implement programs and projects, and disseminate information about roadway designs that facilitate the creation of streets that are accessible to all users (auto, transit, bicycle, pedestrian, and special needs). SACOG will continue the development of a complete streets technical assistance program to highlight how implementation of complete streets concepts can benefit smart growth corridor development or redevelopment efforts. Staff will maintain the Complete Streets Resource Toolkit. Staff will track state and federal activities that relate to complete streets and pursue new funding opportunities.

Goals:

a. Collaborate and share pertinent information with member agencies and local groups (Ongoing through June 2012)
b. Provide technical assistance to SACOG's member agencies and other stakeholders (Ongoing through June 2012).
c. Maintain partnership in local Complete Streets Coalition (Ongoing through June 2012)
d. Maintain Complete Streets Resource Toolkit (Ongoing through June 2012)

Overall Work Program Units and Goals
(Continued)

3. SACRAMENTO REGIONAL TRANSIT DISTRICT TRANSIT PLANNING *Project #12-003-03*

(Board Policy - Local Agreement)
SACOG will continue working with SRTD on a number of efforts. Key initiatives include implementation of an online trip planning system coordinated with SACOG and the other transit operators in the six-county region.

SACOG's ongoing work under this work element includes participation in FTA Quarterly Review meetings, SRTD Board meetings, and periodic SRTD project-related technical advisory committees. SACOG staff also provides consultation and assistance to RT staff on issues related to programming and project delivery and related transportation funding issues, including but not limited to, relations with the California Transportation Commission and the Federal Transit Administration.

Goals:

a. Coordinated On Line Trip Planning (June 2012)
b. Review SRTD Board Items (Monthly)
c. Review SRTD Draft Short Range Transit Plan (June 2011)
d. Review SRTD Fleet Plan & Vehicle Replacement Plan (June 2012)
e. Review CTSA coordination efforts & Agreements (June 2012)
f. Review SRTD Capital Improvement Program & Ten Year Plan Updates (June 2012)
g. Review SRTD Financial Model updates (June 2012)

4. DOWNTOWN SACRAMENTO TRANSIT CIRCULATION AND FACILITIES PLAN *Project # 12-003-04*

(State and Federal Requirements)
This project is intended to be part of, and/or complementary to, a more comprehensive downtown circulation study and analysis of streetcar alternatives in the city of Sacramento. This component of the overall study will focus on the routing and circulation of the more than eight public transit operators that serve the downtown area and evaluate and develop recommendations for routing, bus stops, transfer facilities, layover points, and other transit improvements within the downtown area. Alternatives that will be explored include, but are not limited to, exclusive bus lanes, peak hour bus-only lanes, contra-flow lanes, signal pre-emption, queue jumps, and other measures to improve the operating speed and reduce customer travel time on transit serving the downtown area.

The study will be conducted through a project technical advisory committee. SACOG will prepare a work program with the committee, prepare an RFP, and engage the services of a consultant to conduct the actual study.

Goals:

a. Prepare Request for Proposal (RFP), release RFP, evaluate proposals, select consultant, and award contract (Work to be started in the fourth quarter of FY 2010-11)
b. Establish project management team and project advisory committee (Work to be started in the fourth quarter of FY 2010-11)
c. Review and analyze existing and ongoing studies—refine study area boundaries
d. Review existing conditions in the downtown study area
e. Review of future conditions in the downtown study area

Overall Work Program Units and Goals
(Continued)

f. Public participation and community outreach, including outreach efforts with traditionally underrepresented and underserved populations such as the elderly, disabled, low-income, and minority (i.e., Black, Hispanic, Asian American, Native American/Alaskan Native, and Pacific Islander) communities and community leaders (November/December 2010)
g. Develop, analyze and evaluate project alternatives (December 2011/January 2012)
h. Develop financial analysis of recommendations and summary evaluation of financing alternatives (January/February 2012)
i. Develop Downtown Sacramento Transit Circulation and Facilities Plan (March-April 2012); Draft Report (April 2012); Final Report (May-June 2012)
j. Support inter-agency and community consensus building (Ongoing)
k. Coordinate/facilitate meetings, presentations, minutes, progress reports, inter-agency agreements, etc. (Ongoing)

5. AGRICULTURAL WORKER TRANSPORTATION PROGRAM/ CALVANS JPA *Project #12-003-05*

(Board Policy)
In FY 2009-10 and FY 2010-11, SACOG implemented an Agricultural Worker Transportation Program Grant Project funded through a grant from the state of California. As part of that process, SACOG voted to join the newly forming CalVans Joint Powers Agency, a statewide JPA for the provision of vanpool services for agricultural workers and the general public.

Goals:
a. Monitor and evaluate the startup of the CalVans JPA, the continued operation of the Agricultural Worker Vanpool Program, and the roll out of CalVans general public van pool services. Coordinate with other SACOG transportation, transit and rideshare programs as necessary and appropriate (Ongoing)
b. Provide staff support to the SACOG Board member of the CalVans JPA in evaluating the operation and services of the JPA, both in the Sacramento region and statewide, and in developing recommendations on CalVans programs and activities (Ongoing)

6. SAFE ROUTES TO SCHOOL *Project 12-003-06*

(Board Policy)
Safe Routes to School is included as a mitigation measure and Transportation Control Measure as part of the MTP 2035. As such, SACOG is responsible for developing a regional policy for safe routes to school including coordination of infrastructure, education, and encouragement programs. This project will support the creation of regional tools, programs, and materials as well as local implementation via outreach and education partners.

The project will focus on elementary schools (K-6) and middle schools with appropriate presentations and message for children 5 to 14 years old within the six-county region (Sutter, Yuba, Yolo, Sacramento, Placer, and El Dorado counties). SACOG will work in coordination with local governments, school districts, county offices of education, and transportation management associations as outreach partners. Education and encouragement activities will include presentations to elementary schools as well as special events in conjunction with SACOG's travel behavior change campaign, *May is Bike Month*. The schools element of the campaign will include student-targeted incentives, collateral materials, and web tools. SACOG staff is outreaching to community-based organizations, schools, and other volunteer and advocacy groups to establish a safe routes network for further education and encouragement activities at the local level.

Goals:

a. Educational materials and presentations for schools in the six-county SACOG region (Ongoing)
b. Tools for Internet web site targeted to school-age bicyclists integrated into MayisBikeMonth.com (May 2012)
c. Increased awareness by school staff of bicycle safety habits and health benefits from bicycling for ongoing youth education
d. Incentive items for participating students (e.g., bookmarks and pencils) (May 2012)
e. Collateral materials targeting school audiences (staff, students, and parents) (May 2012)

7. SOUTH COUNTY TRANSIT/LINK MANAGEMENT TRANSITION PLAN *Project #12-003-07*

(State and Federal Requirements)

SCTLink is the contract transit provider for southern Sacramento County and the city of Galt. SCTLink provides service in and around the small urban setting of Galt and also in the suburban/rural area of Sacramento County and San Joaquin County, by providing service along the Highway 99 corridor from Lodi through Galt to Elk Grove and the southern part of the Sacramento metropolitan area. SCTLink also provides a lifeline service to the rural Sacramento/San Joaquin Delta area.

Sacramento County has historically been the lead agency for SCTLink with the city of Galt acting in a subordinate, ancillary role.

This study will evaluate and provide recommendations for the administration of the SCTLink services. In addition, the study will evaluate maintenance facility options as well as fuel facility improvements. For the administration of the SCTLink services, the study will evaluate various agencies' capability to administer transit services, develop, and recommend cost allocation plans and funding alternatives. The study will prepare an option for a Joint Powers Authority (JPA) to administer the services and compare this option with other alternatives. As part of the evaluation of costs and funding, the study will include a plan to fund fleet and capital replacement and expansion.

Goals:

a. RFP and contract with consulting team (September 2011)
b. Planning and information meetings with stakeholders (Ongoing)
c. Prepare draft technical memorandums
d. Review with Project Steering Group (March 2012)
e. Prepare draft final report (May 2012)
f. Present report to Policy Boards
g. Prepare final report (May 2012)
h. Project management (Ongoing)
i. SCTLink Transition Management Plan (June 2012)

Overall Work Program Units and Goals
(Continued)

8. WHEATLAND AND LIVE OAK TRANSIT MARKETING ASSISTANCE *Project #12-003-08*
(State and Federal Requirements)
The project is designed to apply public outreach techniques to attract additional transit riders in the cities of Live Oak and Wheatland. To accomplish this goal, the project will hold a series of public workshops to educate the public about the transit services available to them. The project will also fund advertising the transit services to the residents of the city. Specifically, the advertising will target core groups of senior citizens and transit-dependent populations.

The Yuba-Sutter Transit Authority operates service for the cities of Wheatland and Live Oak using State Transit Assistance funds apportioned to Wheatland and Live Oak. With the recent state budget revisions, the State Transit Assistance Fund may again be eliminated starting in FY 2011-12. This leaves Live Oak and Wheatland with enough STA reserves to operate the service for two more years until July 2013. The Wheatland service operates on Tuesdays and Thursdays with three round trips connecting to fixed route services in Marysville and Yuba City. The Live Oak service operates three days a week with three round trips connecting to fixed route services in Marysville and Yuba City. The grant funds will be used to develop and implement a marketing effort in both communities to boost ridership and build support for this lifeline service. An increase in ridership will benefit Wheatland and Live Oak by reducing the operating costs of the service and increasing its viability despite the loss of State Transit Assistance Funds.

The anticipated accomplishments for this project are:

- Increase transit ridership in Live Oak and Wheatland to offset the loss of State Transit Assistance funding
- Maintain the service as it is today, thus providing a lifeline service to its current ridership
- Improve the service farebox recovery ratio to lessen the impact on local funding to maintain the current service
- Build an ongoing relationship with the communities to provide for continued communications to improve the service in the future
- Address concerns found through public outreach efforts by consultation with the Yuba- Sutter Transit Authority

Goals:

a. Kick off meeting with Yuba-Sutter Transit and Live Oak and Wheatland City stakeholders (October 2011)
b. Advertisement of community outreach meetings in Live Oak and Wheatland
c. Community outreach meetings in Live Oak and Wheatland
d. Recommendations to Yuba-Sutter Transit from the community outreach meetings
e. Regular service advertisement and marketing by SACOG staff for a period of one year
f. Monitoring of the service metrics to measure success of the outreach and advertising efforts
g. Performance review of routes in Live Oak and Wheatland (June 2012)

9. CITY OF FOLSOM SHORT-RANGE TRANSIT PLAN *Project #12-003-09*

(State and Federal Requirements)

The proposed project is an update of the FY 2005-06 City of Folsom Short-Range Transit Plan (SRTP). The project study area consists of the city of Folsom, city of Folsom Sphere of Influence (SOI), and Sacramento County and the cities within. A majority of the areas and cities within the urbanized area but outside of the central business districts of Sacramento County, including the city of Folsom, can generally be categorized as suburban in nature. Geographically, the city of Folsom is located in the far northeastern portion of Sacramento County and also has Folsom Lake at its northern edge. Folsom is generally flat topographically, with mountains/foothills to the north and east.

The SRTP is the vehicle through which the continuing comprehensive and coordinated transit planning process is implemented, and it provides essential information, analysis, and recommendations regarding future operations. There is a significant need for the city of Folsom SRTP to be updated. The needs are outlined below:

- A need to examine the basic elements of the SRTP in a timely way to ensure that the system is operating in the most efficient and effective manner possible. In addition, the primary five-year planning horizon for the existing SRTP ended in FY 2009-10, and most major recommendations should have been implemented by that time. Due to changing economic conditions, there has been some interim restructuring of both the Folsom Stage Lines services as well as the Sacramento Regional Transit District (SRTD) light rail train contract service to the city.
- A need to study in-depth special issues that have come up since the last update, including:
  - Development and possible expansion of fixed route services—the SRTP will look Folsom Stage Lines' ability to adequately provide services to residential areas, employment centers, the community college, and feeder service to SRTD light rail service. The possibility of expanded service to the job and retail centers of Rancho Cordova, Citrus Heights, and Roseville will also be reviewed.
  - Fiscal issues—financial requirements and potential funding mechanisms, such as fare structure changes and development impact fees, necessary to respond to this issue and must also be evaluated as options helping the city of Folsom meet the required farebox recovery ratios.
  - Coordination of Folsom Dial-A-Ride service with light rail transit—in October 2005, after the completion of the last City of Folsom Short-Range Transit Plan, light rail service came to the city of Folsom. This light rail service is operated by the SRTD and paid for by the city of Folsom and allows city of Folsom residents and visitors to connect to Sacramento County and the cities of Rancho Cordova and Sacramento.
  - Expansion of Dial-A-Ride service area and hours of operation (after light rail hours)—expand Dial-A-Ride service hours to operate after light rail (operated by the SRTD) stops running to/from Folsom at 7 p.m. Another option would be to use the Dial-A-Ride vehicles in the evening to shuttle people from the light rail stations to the next nearest light rail station that operates beyond 7 p.m. at Sunrise Blvd.
  - Explore institutional alternatives for the operation of Folsom transit services including, but not limited to the evaluation of expanding the CTSA operated by Paratransit, Inc. to serve the city of Folsom in coordination with or in place of Folsom demand responsive services.

Overall Work Program Units and Goals
(Continued)

Goals:

a. Introduction/background and description of system
b. Folsom Transit system analysis
c. Review of city of Folsom transit goals, policies, and objectives
d. Financial analysis (October/November 2011)
e. Develop service alternatives (December 2011)
f. Community meetings (January 2012/June 2012)
g. Prepare recommendations (March 2012)
h. Draft SRTP (May 2012)
i. Final SRTP (June 2012)

11. AFTER NINE TRANSIT STUDY *Project #12-003-11*

(State and Federal Requirements)
This project was selected for funding in the Summer 2010 JARC Funding Round. It is a study of alternative methods of providing transit services in the Sacramento region after 9:00 p.m. This concept for this study was developed in cooperation with several of the transit operators in response to community concerns to the large scale reductions in bus service that were implemented in FY 2010-11 by the Sacramento Regional Transit District and other operators because of reduced funding levels caused by the long term economic downturn.

This study will propose transit alternatives for workers affected by SRTD and other operators after 9 p.m. service cuts. The study's scope includes defining and evaluating a number of alternatives to address the needs for after 9 p.m. service, and identifying the target population and geographic area for such service alternatives. The alternatives to be reviewed include, but are not limited to: (1) dual use of paratransit services already operating during the late night hours; (2) use of private sector taxi and or limousine companies; (3) flexible extensions of service by public operators still operating late night service; (4) phased return of targeted, limited levels of late night service in selected areas using low-cost operating alternatives; (5) vanpooling or other ridesharing opportunities; (6) volunteer driver and/or community car-sharing programs; (7) collaborative partnerships with employers for targeted, limited service provision; and (8) other service alternatives yet to be determined.

SACOG's Transit Coordinating Committee (TCC) will be directly involved in the process, and in response to TCC interest, the study will be run through TCC or a special sub-committee of TCC which will act as a project steering committee. This work will be coordinated with the ongoing work efforts on SRTD's Comprehensive Operational Analysis and any other ongoing operator service planning and delivery processes.

Goals:

a. Establish project management team and project advisory committee (Work to be started in the fourth quarter of FY 2010-11)
b. Document, review and analyze the existing and possible upcoming service cuts made in FY 2010-11; review, discuss and refine, as necessary study area scope and boundaries (July 2011)
c. Identify the target population and geographic area for development of service alternatives
d. Prepare list of service cuts to be evaluated as part of the study (July/August 2011)
e. Develop and alternatives for providing service after 9 p.m. (August/September 2011)

f. Develop evaluation and selection process for demonstration program after 9 p.m. service alternatives (September 2011)
g. Develop funding plan to provide limited service using funds provided through JARC funding round (September 2011)
h. Conduct project selection process (October 2011)
i. Assist in project implementation, as necessary (October – December 2011)
j. Goal for implementation of selected demonstration projects (January 2012)

14. ONLINE BICYCLE TRIP PLANNER *Project #12-003-14*

(State and Federal Requirements)
SACOG staff will continue to update and refine the online bicycle trip planner using new software, working with local agencies, and through local users' input. The Bicycle & Pedestrian Advisory Committee will continue to advise SACOG staff on the direction of the trip planner project and will provide guidance on developing and applying suitability measures. The Online Trip Planner is now accessible through www.mayisbikemonth.com or directly through www.sacregion511.org/bicycling.

Goals:
a. Maintain and update web-based bicycle trip planner (Ongoing through June 2012)
b. Development and application of suitability measures (Ongoing through June 2012)
c. Development of mapping features (Ongoing through June 2012)

15. PARATRANSIT, INC., SHORT-RANGE TRANSIT PLAN *Project #12-003-15*

(State and Federal Requirements)
The proposed project is the development of the first Short-Range Transit Plan (SRTP) for Paratransit, Inc., since a draft plan was developed in the 1990s. The project study area consists of the current and potential boundaries of Paratransit, Inc., which is the Consolidated Transportation Services Agency (CTSA) for an area that is coterminous with the activated boundaries of the Sacramento Regional Transit District. Currently, the cities of Citrus Heights, Folsom and Elk Grove are not a part of the CTSA service area.

The SRTP is the vehicle through which the continuing comprehensive and coordinated transit planning process is implemented, and it provides essential information, analysis, and recommendations regarding future operations. It also provides the planning analysis and documentation for a transit operator to be eligible to receive certain state and federal funds.

Goals:
a. Introduction/background and description of system
b. Paratransit, Inc., service, system and program analysis
c. Review of Paratransit, Inc., business plan, service plan, goals, policies, and objectives
d. Financial analysis (December 2011)
e. Develop service alternatives (January 2012)
f. Community outreach and meetings, as necessary (February 2012)
g. Prepare recommendations (March 2012)
h. Draft SRTP (April 2012)
i. Final SRTP (June 2012)

Overall Work Program Units and Goals
(Continued)

ELEMENT 12-004: CONTINUING TRANSPORTATION SERVICES IMPLEMENTATION—$14,137,613

Objective: To identify those projects which are ongoing and span multiple years. These projects support efforts related to programming of federal and state funding, regional air quality planning activities, and Metropolitan Transportation Plan implementation.

Discussion: This element brings together a number of projects that continue from one year to another, such as the selection of transportation projects eligible for federal and state programming; the monitoring of the regional transportation system in order to provide the technical tools required of SACOG and members for land use, transportation, air quality planning; and the implementation of the MTP 2035. Also included in this element are those ongoing projects related to transit assistance and monitoring and implementation of state and federally-mandated climate change and greenhouse gas reductions.

1. REGIONAL AIR QUALITY PLANNING *Project #12-004-01*
(State and Federal Requirements)
This project will continue the coordination with the local air districts, California Air Resources Board (CARB), Environmental Protection Agency (EPA), and other stakeholders on interagency consultation matters. Specific emphasis will be place in the development of a $PM_{2.5}$ Attainment Plan. In FY11-12, the local air quality district is expected to start a $PM_{2.5}$ State Implementation Plan. This plan will establish transportation conformity budgets. SACOG will also coordinate with partner agencies in responding to new pollutant regulations and plan development as they arise.

SACOG will prepare ozone, PM_{10}, $PM_{2.5}$ and CO conformity determinations for amendments to the MTP 2035 and the 2011-14 MTIP for the Yuba-Sutter and Sacramento air quality planning areas. As part of the air quality consultation process, SACOG will continue to hold meetings of the Regional Planning Partnership (RPP) to review procedures, assumptions, timelines, and completed conformity determinations.

SACOG will continue to monitor the implementation of TCMs as part of each conformity update. On an as-needed basis, staff will work to educate local agencies on the required implementation of the project/policies. Additionally, staff will provide any necessary consultation in TCM substitution.

SACOG will educate project sponsors on the new/expanded requirements affecting project level conformity. All project sponsors of federally funded, non-exempt projects located in the PM_{10}/$PM_{2.5}$ Conformity Boundaries will need to bring their projects before the RPP to determine whether they have a Project of Air Quality Concern, or present a PM_{10}/$PM_{2.5}$ Hot Spot Analysis.

Goals:
a. Participate in the regional Air Pollution Control Officers' meetings (Bi-monthly)
b. Conformity determinations on amendments to the MTP or MTIP (April 2012)
c. Interagency Consultation on Plans and Determinations (November 2011)
d. Monitoring of TCMs (April 2012)
e. Assistance on Projects of Air Quality Concern (Available upon request)

Overall Work Program Units and Goals
(Continued)

2. FEDERAL AND STATE PROGRAMMING *Project #12-004-02*
(Federal and State Requirement)
The 2011-12 SACOG federal and state programming activities will involve administering existing programs and taking advantage of any funding opportunities, be they a new stimulus act, reauthorization of a new federal transportation bill or a new transportation bond measure. SACOG will prepare 2011 MTIP amendments on a quarterly basis and make administrative modifications to the MTIP.

In FY 2011-12, programming activities include participation in guideline development and reviews, liaison to support partner organizations on programming requirements for both state and federal programming, collaborating with others for developing positions for the reauthorization of a new federal transportation act, participating with the California Federal Programming Group (CFPG), and liaising with the FHWA and FTA.

In the fall of 2011, SACOG will evaluate and select projects for federal and state programming to coincide with the next STIP cycle.

SACOG will also continue implementation, improvements, and maintenance of its SACTrak database, with an emphasis on linking SACTrak to federal funding databases to enhance the SACOG MPO and Designated Recipient role, and the associated reporting and financial management capabilities. Hosting and maintenance of the database will be provided by the consultant throughout FY 2011-12.

SACOG staff will continue to work with its city, county, transit operator, and state partners to complete the analysis on the Transportation Programming Transparency and Equity Study that was initiated in FY 2008-09. That study includes an internal analysis of the SACOG programming process, a peer group analysis of other MPOs, and a thorough interactive review process with our local and state partners.

Goals:
a. Regular MTIP amendments (Quarterly)
b. Administrative modifications to the MTIP (Periodically)

3. REGIONAL TRANSPORTATION MONITORING *Project #12-004-03*
(State and Federal Requirements)
This project involves assembly of observed transportation data collected by others and the coding and integration of that data to make it useful for various other SACOG projects and member agencies. Key observed transportation data are: changes to the region's roadway, transit, and bikeway systems; vehicle volumes on roadways (traffic counts); transit passenger boardings and alightings; ongoing Census-related surveys (e.g., American Community Survey); special surveys conducted by other agencies (e.g., employee surveys by TMAs and passenger surveys at airports) and research institutions; accident statistics from the State-Wide Integrated Traffic Record Systems (SWITRS); congestion surveys by Caltrans and the Texas Transportation Institute; and speed and volume data from the States Freeway Performance Measurement System (PeMS).

This project includes SACOG's activities for coordination with Caltrans and assembly of local data for the national Highway Performance Monitoring System (HPMS) as Caltrans begins to redesign its reporting process to the Federal Highway Administration. SACOG is serving as a pilot for how to relate local Geographic Information System (GIS) street information to a new statewide system.

Overall Work Program Units and Goals
(Continued)

Goals:
a. Biannual update of the "Regional Transportation Monitoring Report" (June 2012)

4. RURAL TRANSPORTATION PLANNING AND COORDINATION *Project #12-004-04*
(Board Policy)
SACOC will implement recommendations of the Rural-Urban Connections Strategy (RUCS) Transportation Working group and coordinate with and support efforts of other RUCS working groups. Staff will work with stakeholders from the rural and small urban areas of the SACOG region to identify transportation planning challenges, help formulate solutions and strategies, and seek the necessary resources to implement programs and/or technical assistance. Work will also include leading or collaborating with partner agencies and other stakeholder groups on technical studies; liaising with outside partner agencies, committees, and their related staffs; and meeting with SACOG advisory and technical committees such as the Regional Planning Partnership, Transit Coordinating Committee, Planners Committee, and other stakeholder groups.

Goals:
a. Consult with rural and small urban stakeholders
b. Attend SACOG committees and local jurisdictional meetings
c. Deliver technical assistance as recommended by the Transportation Committee

5. PASSENGER RAIL IMPROVEMENTS *Project #12-004-05*
(State and Federal Requirements)
SACOG will participate in planning, programming, and operations activities of the Capitol Corridor Joint Powers Authority (CCJPA) through its membership on the Staff Coordinating Group (SCG). The main focus of this participation will be to identify funds and resolve issues related to supporting the current sixteen weekday and eleven weekend round trips and to improve travel times and reliability. In this regard, obtaining additional locomotives and coaches and performing needed track upgrades are the highest priority items. The agency will also monitor and participate in the efforts to implement regional rail (i.e., commuter) service between Auburn and Oakland.

SACOG will also participate in the Central Valley Regional Rail Working Group, a collection of Central Valley jurisdictions working with the California High-Speed Rail Authority to enhance regional rail in the Central Valley corridor between Sacramento and Merced. In addition, SACOG will monitor the work of the California High-Speed Rail Authority and provide input to the Authority as it proceeds with its plans for implementing a high-speed rail system between northern and southern California. SACOG staff will actively participate in the planning activities connected with development of the downtown Sacramento Intermodal Project. SACOG will also attend San Joaquin Valley Rail Committee meetings, working with Caltrans and others to enhance the San Joaquin Rail service. Finally, SACOG responds to various passenger rail proposals, which are reviewed for potential connectivity to the SACOG region.

Goals:
a. Coordination of Capitol Corridor Service with Regional Commuter Rail Proposals (Throughout FY 2011-12)
b. Meeting Reports to SACOG Committees and/or Board on passenger rail development efforts (Periodic)

Overall Work Program Units and Goals
(Continued)

c. Progress Reports on the efforts of the Central Valley Regional Rail Group to implement a regional rail service between Sacramento and Merced (Periodic)

6. CONNECT CARD IMPLEMENTATION *Project #12-004-06*
(State and Federal Requirements)
This project is the implementation planning, procurement, and deployment of a regional universal transit fare card system (Connect Card). A new electronic fare system is expected to simplify transit system operations, improve system connectivity, contribute to regional air quality goals, and increase the attractiveness of transit to new patrons.

In April 2011, the SACOG Board approved a contract with a primary vendor for the Connect Card System. The successful conclusion of this procurement process began Phase 3 (Implementation) of the project. A memorandum of understanding (MOU) to govern the project through Phase 3 was executed in March 2011. The consortium consists of six transit operators and SACOG. SACOG is managing the vendor contract on behalf of the consortium.

Phase 3 involves full system design, deployment, integration, and testing. This third phase of the project will be guided by the Implementation Plan and the MOU. Included in this latter phase is the establishment of a regional financial and management clearinghouse, the development of the regional maintenance and supply systems, and the implementation of smart card technology on the participating transit properties. Full system deployment and acceptance is anticipated by December 2012.

Goals:
a. Preliminary System Design (August 2011)
b. Final System Design (October 2011)
c. System Pilot (April 2012)
d. System Roll Out, Phase 1 (June 2012)

7. TRANSIT TECHNICAL ASSISTANCE AND PROGRAMMING *Project #12-004-07*
(State and Federal Requirements)
SACOG provides general technical and analytical support for the region's transit operators, as broadly directed by the Transit Coordinating Committee (TCC). Activities may include data analysis, digital mapping, survey work, research, the hiring of an intern at the graduate school level funded by an FTA Section 5304 Discretionary Grant, and interagency consultations.

SACOG will continue to execute its role as the designated recipient for the Davis and Yuba City Urbanized Areas and as the designated recipient for FTA 5316 Jobs Access Reverse Commute and 5317 New Freedom Program funds for the Sacramento Urbanized Area

SACOG will continue to conduct the programming activities necessary to ensure that the projects of region's transit operators are properly programmed in the SACOG MTIP and MTP so that the operators can file the grant applications necessary to operate, maintain, and carry out the programs of their systems.

This task also includes all of the work of the transit team staff and finance staff necessary to implement, monitor, process payments, and report on the Public Transportation, Modernization, and Service Enhancement Account (PTMISEA)/State Transit Bond fund program. SACOG is responsible for the programming, project selection process, application, monitoring, payment of invoices for reimbursement, and reporting process for all regional PTMISEA funds for the four-county RTPA area. These activities include a twice-a-year call for projects, project selection process, application process and execution of sub-recipient agreements with selected transit agencies. The transit operators file semi-annual reports and corrective action plans, as needed. When projects are completed, close-out reports are prepared and filed.

SACOG's TCC will continue to serve as the FTA fund programming committee associated with the SACOG/transit operator MOUs and will prepare the recommended project lists for SACOG Board action in the MTIP and RTIP programming process. Through the TCC, SACOG will continue to improve the integration of financial planning and the development and integration of short-range transit planning with the region's long-range transportation plan. TCC will continue to improve its programming process and implement the recommendations of the Transportation Programming and Transparency and Equity Study through the ongoing refinement of the project selection process and the timely delivery of projects.

Goals:

a. Annual FTA fund programming process (5307, 5309, 5310, 5316, and 5317) (February 2012)
b. Annual PTMISEA Transit Bond Act call for projects and funding request submittals (May 2012)
c. Reporting required by PTMISEA Transit Bond Act, including semi-annual reports, corrective action plans, close out reports, ten year expenditure plan, and other documentation required by the program (Available upon request)

8. JOBS ACCESS REVERSE COMMUTE (JARC)/NEW FREEDOM ADMINISTRATION — *Project #12-004-08*

(Federal Requirement)
SACOG will continue to execute its role as the designated recipient for the FTA 5316 Jobs Access Reverse Commute and 5317 New Freedom Program funds for the Sacramento Urbanized Area

Under this project, transit team staff will continue to conduct the programming activities necessary to ensure the region's transit operators projects are properly programmed in the SACOG MTIP so that SACOG can file JARC and New Freedom grant applications on behalf of the region's transit operators and any other qualified applicants.

Goals:

a. Annual FTA fund programming process (5316 and 5317) (September 2011)
b. Draft selection criteria and process guidelines for the annual FTA fund programming process (5316 and 5317) (July 2011)
c. Administer the JARC and New Freedom grants for the Sacramento Urbanized Area (5316 and 5317) (Ongoing)

Overall Work Program Units and Goals
(Continued)

ELEMENT 12-005: LAND USE AND HOUSING PLANNING—$1,627,547

Objective: To promote meaningful public discussions and provide planning, analysis, and other technical support to housing and land use efforts in the region. These land use activities are designed to gather data and information from around the region to further the activities of MTP 2035 implementation and to set the stage for the next MTP update.

Discussion: This element will continue the updating of current and alternative future land use patterns and their impacts on the transportation system; provide the technical monitoring data for analysis critical to that planning; and complete the housing allocation plan for the region. One key project for this fiscal year will be the continuation of work begun last year on a rural-urban connections study to develop regional policies and tools to sustain the economic health and quality of life for the region's rural areas, as well as assess the transportation needs of the rural areas within the SACOG region. Also included is the continuation of the work related to the Airport Land Use Commission and new Airport Land Use Compatibility Plans.

1. SACRAMENTO REGION BLUEPRINT IMPLEMENTATION *Project #12-005-01*
(Local Agreement)
SACOG staff will continue to update the Blueprint regional land use database with the most recent land use plans and zoning codes for each jurisdiction. The 2035 and 2050 land use data will be updated to a new parcel file. These activities will support ongoing regional Blueprint implementation efforts. SACOG staff will continue to provide educational presentations on Blueprint (as requested), respond to Blueprint data and information requests, and maintain up-to-date content on the Blueprint website. SACOG will organize up about nine two-hour weekday seminars geared toward local government, planning, and public works staffs on topics of Blueprint implementation, including the MTP and the next Regional Housing Needs Allocation. The topic areas will be developed in consultation with the Planners Committee.

SACOG staff will continue, at the request of a jurisdiction, review and comment on major developments and their alignment to Blueprint principles. These developments are in various stages of the development review process. In most cases, SACOG staff examines modeling data from SACSIM and I-PLACE^{3}S to summarize how the idea or site plan compares with the Blueprint in a comment letter. Sometimes this service includes meetings with local government staff and/or representatives from the applicant and/or public testimony at the council/board hearing for the project. SACOG will also continue to coordinate with the other area Joint Power Authorities (JPAs) and transit districts that frequently comment on development proposals.

Goals:

a. Update parcel-level land use database (Available upon request)
b. Blueprint presentations, response to data and information requests, maintain website content (Available upon request)
c. Review of development proposals, upon request (Available upon request)
d. Planners Committee seminars on Blueprint Implementation and topics of regional interest (Approximately nine during the year)
e. Development review letters, upon request (Available upon request)

Overall Work Program Units and Goals
(Continued)

2. REGIONAL LAND USE MONITORING *Project #12-005-02*
(State and Federal Requirements)
This project maintains up-to-date inventories of available data on housing, employment, land use, and local agency general plans in the region. The inventories developed under this project are primarily for internal use. The Integrated Basemap project (Member, Agency and Transportation Services, Project #12-007-14) provides our planning partners, the public, and various researchers with these data on an ongoing basis. A number of ongoing monitoring programs are included in this project, and each year, several are highlighted for special attention and included as separate projects. The ongoing monitoring programs included in this project integrate the housing, employment, and general plan information with parcel data sets and land development economic data (including the Performance Monitoring System for the six-county region).

Goals:
a. Information and research for agencies and the public (Available upon request)

3. REGIONAL HOUSING NEEDS ALLOCATION (RHNA) *Project #12-005-03*
(State Requirement)
State housing element law requires each council of governments to prepare a Regional Housing Needs Plan (RHNP) for all cities and counties within its jurisdiction. The RHNP provides each city and county with a measure of its share of the region's projected housing need by household income group over the eight-year period of each jurisdiction's updated housing element. For the fifth cycle of the RHNP, SACOG will prepare the plan for El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties for adoption in the second half of 2012.

The emphasis in FY 2011-12 will be on working with stakeholders to review and possibly revise the prior methodology for the next update with consideration of the SB 375 and the update of the Metropolitan Transportation Plan.

Goals
a. Draft Methodology (Early 2012)
b. Final Regional Housing Needs Plan (October 2012)

4. COMMUNITY DESIGN PROGRAM *Project #12-005-04*
(Local Agreement)
SACOG will release the application and program guidelines for the fifth round of program funding. It will also continue monitoring and assisting with the approximately 70 grants distributed in the four rounds of funding in prior years. This cycle will place an emphasis on smart growth implementation, appropriate timeline programming and delivery.

Goals:
a. Program application guidelines (Summer 2012)
b. Project funding recommendations (End of 2012)
c. Monitoring of award program-awarded projects (Ongoing through June 2012)

Overall Work Program Units and Goals
(Continued)

5. RURAL-URBAN CONNECTIONS STRATEGY *Project #12-005-05*
(Board Policy)
The Rural-Urban Connections Strategy (RUCS) is a mitigation measure and Transportation Control Measure for the MTP 2035 and a complementary effort to Blueprint implementation. It approaches the region's growth and sustainability objectives from a rural perspective, emphasizing the challenges and opportunities in rural areas. The project will develop policy recommendations and technical tools to support local and regional objectives for enhancing agriculture and rural economies, resource conservation, recreation, quality of life, and regional sustainability. Working groups have informed the study of challenges, opportunities, innovations, and implementation strategies for issue areas including land use, transportation, local markets/agritourism, and forestry. Reports from these working groups draw upon local and national case studies to demonstrate potential for various innovations and strategies. Additional topics, including water, labor, processing, distribution, and local food demand will be initiated in the 2011-12 fiscal year. The majority of this work will be associated with the execution of the Strategic Growth Council grant work (see project #12-005-09). Research findings will be presented to the SACOG Board, including elected representatives of the six-county region, to address growth and sustainability objectives for rural areas. Data and I-PLACE^{3}S modeling support is needed to evaluate and compare strategies. These activities will support Board policy discussion, inform local governments, and support the development of a "toolkit" of policy, planning, funding, regulatory, economic, data, and modeling techniques that can be used to implement the innovations.

Goals:
a. Collect or create data and maps to support the project (Ongoing)
b. Conduct specific research as needed to support the project and its partners (Ongoing)
c. Data, maps, and modeling to support the project (Ongoing)
d. Reports on innovations and strategies for rural sustainability (Ongoing)
e. Summary of RUCS Forum event outcomes (June 2011)
f. Toolkit of policy, planning, funding, regulatory, economic, and modeling techniques (August 2011)

6. AIRPORT LAND USE COMMISSION (ALUC) *Project #12-005-06*
(State Requirement)
SACOG is the designated ALUC for Sacramento, Sutter, Yolo, and Yuba counties and is responsible for developing and maintaining Airport Land Use Compatibility Plans (ALUCPs) for the areas around each airport and working with cities and counties to ensure consistency between the ALUCPs and local land-use decisions. Staff will continue to review development proposals for consistency with adopted ALUCPs and provide consistency determinations for member cities and counties. ALUC planning boundary maps will also be updated using GIS tools. During the fiscal year, regional airport operators may request SACOG to update the Airport Land Use Compatibility Plans for their airports. Such updates will be added as contracts.

Goals:
a. Consistency reviews of development proposals (Ongoing)
b. Up-to-date ALUC planning boundary maps for individual airports (As appropriate)

Overall Work Program Units and Goals
(Continued)

7. YUBA COUNTY AIRPORT LAND USE COMPATIBILITY PLANS— BEALE AIR FORCE BASE AND YOLO COUNTY AIRPORT *Project #12-005-07*

(State Requirement)
SACOG serves as the Airport Land Use Commission for Yuba County. Two airports—Yuba County Airport and Beale Air Force Base—will have updated their Airport Land Use Compatibility Plans (ALUCP) by the end of FY 2010-11. The updated plans will have considered current and project airports operations, airport layout, noise impacts and the County's draft General Plan update. This FY, SACOG will distribute the adopted plans and assist jurisdictions and agencies in the plans' implementation.

Goals:

a. Assistance with Implementation of Updated ALUCPs (As needed)

8. SACRAMENTO COUNTY AIRPORT LAND USE COMPATIBILITY PLANS— MCCLELLAN FIELD AND SACRAMENTO INTERNATIONAL AIRPORT *Project #12-005-08*

(State Requirement)
SACOG serves as the Airport Land Use Commission for Sacramento County. Two airports—McClellan Field and Sacramento International Airport—are both updating their Airport Land Use Compatibility Plans (ALUCP). The ALUCP for McClellan has been ongoing and is expected to be completed and adopted by the end of FY 2011-12. The updated plan for Sacramento International Airport is expected to be adopted in 2012 or 2013. The updated plans will consider current and project airports operations, airport layout, noise impacts and the County's draft General Plan update.

Goals:

a. Draft updated ALUCP for McClellan Field and Sacramento International Airport
b. Conduct Public Review Process for Review of Plans
c. Final adopted McClellan ALCUP

9. RURAL-URBAN CONNECTIONS STRATEGY/SUSTAINABLE COMMUNITIES STRATEGY IMPLEMENTATION *Project # 12-005-09*

(Board Policy)
The Sacramento region is planning for sustainable communities, from the urban centers to rural edges in the region. This project includes work activities that address goals of Senate Bill 375 and Assembly Bill 32, including creating economically, environmentally, and equitably sustainable rural communities with direct and indirect land use benefits throughout the entire region. A Strategic Growth Council grant award will be used as part of SACOG's implementation of the Sustainable Communities Strategy. In line with SACOG's approach of balancing urban growth planning with rural economic and environmental sustainability, work for this project will mainly focus on ways to support the agriculture industry and rural communities.

Building upon the RUCS project, the work will assess ways to support agriculture with employment, housing, transportation and access to services. Distribution and processing infrastructure needs will be determined and feasibility and pro forma work will help craft strategies for deploying facilities. Project work also includes supporting rural communities with tools to assist in quantifying cost and fiscal constraints of infrastructure and service improvements. The project work includes identifying market demand in the six-county area for local growers and suppliers to expand markets to benefit reducing the occurrences of food deserts.

Overall Work Program Units and Goals
(Continued)

This work on rural economic viability is supported by additional tasks covered by the grant. Support will come from work on CEQA streamlining, which will design a tiering instrument and toolkit by and for local partners and stakeholders. SACOG will also develop outreach strategies for the updated MTP2035 including information sessions and public hearings. There will also be technical outreach via an expanded interface for assessing land use changes with key travel changes.

Future work will include data development and research on an I-80/Capitol Corridor Strategic Plan. This plan will address goods movement and strategies to reduce interregional VMT, including smart growth land use policies along the corridor. The work will help coordinate air quality, land use and travel demand assumptions and models for each region. Other future work includes assembling rural policies and plans into a toolkit to help jurisdictions with land use plan updates that protect agricultural lands and reduce VMT.

Goals:

a. Identify unmet demand for healthy locally grown food (November 2011 – July 2012)
b. Determine needs for agriculture infrastructure to support more locally consumed food (June 2011 – October 2012)
c. Identify needs to support adequate agricultural labor in the region (January 2012 – May 2012)
d. Determine agricultural labor needs (February 2012 – May 2012)
e. Determine infrastructure and service needs for rural communities and estimate the cost and sources of revenue (March 2012 – June 2012)
f. Build CEQA Streamlining/Tiering tools (May 2012 – June 2012)
g. Conduct Public Outreach and Visualization (Ongoing)
h. Survey of diets for various community groups and a regional food consumption summary, including a food desert profile report (June 2011 – June 2012)
i. Inventory of current processing and distribution facilities and assessment of facilities that can be supported by various regional crop production patterns (June 2011 – June 2012)
j. Performance measures, funding strategies and gap assessment to implement the Agricultural Worker Transportation Program (January 2012 – May 2012)
k. Estimate number of agriculture laborers needed and location of that demand for current crop production and agriculture infrastructure as well as for scenarios (February 2012 – June 2012)
l. I-PLACE^{3}S model update with an infrastructure cost and fiscal analysis module (January 2012 – March 2012)
m. Work with rural communities, counties and housing agencies to assess infrastructure needs, costs and municipal revenues for rural communities and other locations where agricultural facilities and labor housing may be sited (March 2012 – June 2012)
n. A CEQA tiering instrument and toolkit designed by SACOG and its public and private sector partners to design an instrument that is objective and consistent with the SCS (May 2012 – June 2012)
o. Develop an expanded open-source web-based interface for the direct application of Ds elasticities to changed land use files, providing changes to key travel metrics (July 2011 – June 2012)
p. Public outreach for Updated MTP2035 including six county-scale information sessions and three public hearings (Ongoing)

Overall Work Program Units and Goals
(Continued)

ELEMENT 12-006: METROPOLITAN TRANSPORTATION PLAN PLANNING—$2,497,453

Objective: To build and document consensus in a dynamic forum on policies, strategies and projects to address the transportation needs of the region and to balance state and federal mandates with the needs and interests of our member jurisdictions.

Discussion: This element brings together the various projects that directly support the development of the new Metropolitan Transportation Plan (MTP). Ongoing work in various other transportation planning, research, and analysis activities will continue under other work elements.

2. METROPOLITAN TRANSPORTATION PLAN EDUCATION & OUTREACH *Project # 12-006-02*
(State and Federal Requirements)
To support the update of the MTP 2035, SACOG will facilitate a public outreach and education component to coincide with the preparation of technical research and planning. Effective transportation decisions cannot fully meet community needs without the active participation of well-informed, empowered individuals, community groups, and other nongovernmental organizations such as businesses and academic institutions.

Goals:

a. Outreach and education materials to support all public workshops/meetings to provide baseline education pertaining to the MTP update (Available upon request))

3. METROPOLITAN TRANSPORTATION PLAN REGIONAL ENVIRONMENTAL IMPACT REPORT *Project # 12-006-03*
(State Requirement and Board Policy)
This is a continuation of work from FY 10-11 on a two-tiered Environmental Impact Report (EIR) for the new MTP in compliance with the California Environmental Quality Act (CEQA). The EIR will include program-level analysis of the entire MTP/SCS as well as project-level analysis of four or five specific Transit Priority Areas identified through the Sustainable Communities Planning Grant Program (see project # 12-006-05). The purpose of the EIR is to provide local decision-makers and the public with an objective analysis of the potential environmental consequences of the implementation of the MTP.

The EIR will analyze potential impacts to the following resource areas: aesthetics, agricultural resources, air quality, biological resources, cultural resources, geology and soils, greenhouse gas emissions, hazards and hazardous materials, hydrology and water quality, land use planning, mineral resources, noise, population and housing, public services, recreation, transportation and traffic, and utilities and service systems. A new focus for the EIR will be to develop it within the SB 375 framework that will include the region's first "Sustainable Communities Strategy" (SCS) that integrates transportation and land use planning and that meets, to the extent feasible, the regional greenhouse gas reduction targets for the automobile and light truck sector established by the California Air Resources Board. Projects consistent with a SCS qualify for relief from some CEQA requirements, which will reduce project costs, processing time, and legal risks. SB 375 also establishes a new environmental process—a sustainable community's environmental assessment—to streamline the review of transit priority projects.

Overall Work Program Units and Goals
(Continued)

Furthermore, the Regional EIR will examine environmental impacts in the context of regional transportation and land development. While the MTP is not subject to the National Environmental Policy Act (NEPA), subsequent federally-funded individual projects or projects requiring federal approval will require a NEPA evaluation. It is anticipated that the program-level EIR will help to expedite subsequent project-level NEPA and CEQA studies and approval of those projects by completing initial environmental analyses that can be tiered in subsequent project-level environmental reviews.

Goals:

a. Prepare Draft EIR for SACOG MTP/SCS with Mitigation Measures (November 2011)
b. Respond to comments on Draft EIR (March 2012)
c. Prepare Final EIR for SACOG MTP/SCS (April 2012)

4. METROPOLITAN TRANSPORTATION PLAN PLANNING *Project # 12-006-04*

(State and Federal Requirements)
The update to the 2008 plan is timed to coincide with the implementation of SB 375 and the region's first Sustainable Communities Strategy. Efforts will include the development of plan alternatives, policies and strategies, project lists, a financial plan, and a Sustainable Communities Strategy and/or Alternative Planning Scenario that aligns with the outcomes from the technical scenario and outreach efforts conducted in FY 2010/11. SACOG's advisory committees will be involved in every step.

Development of the MTP/SCS model networks and land use assumptions will include technical analysis using SACOG's land use and travel demand models to test the various components of the plan and apply the range of performance measures to them. Staff will scale the level of infrastructure, maintenance, operational, and programmatic investments in the plan to be consistent with the revenue assumptions contained in the financial plan. A preferred MTP/SCS scenario will be defined with transportation projects, land use development patterns, and regional policy options that reflect the input of the SACOG Board of Directors, the general public and stakeholders, and local member and partner agencies.

SACOG will develop a draft MTP and SCS in the summer and fall of 2011. The draft MTP/SCS will be presented in six information meetings with local elected officials in the fall of 2011, followed by three public hearings on the draft MTP/SCS. The SCS development will also be coordinated with the development of the Regional Housing Needs Plan per SB 375.

Goals:

a. Develop Draft MTP (November 2011)
b. Develop Draft SCS (November 2011)
c. Hold six county-level information meetings with local elected officials on Sustainable Communities Strategy (Fall 2011)
d. Hold 3 public hearings on draft Sustainable Communities Strategy (Winter 2011/2012)
e. Respond to comments on Draft MTP and SCS (March 2012)
f. Complete Final 2035 MTP and SCS (April 2012)

Overall Work Program Units and Goals
(Continued)

5. SUSTAINABLE COMMUNITIES REGIONAL PLANNING GRANT PROGRAM *Project #12-006-05*
(Board Policy)
The U.S. Department of Housing and Urban Development (HUD) awarded the Sacramento Regional Consortium $1.5 million to build a Regional Plan for Sustainable Development (RPSD) for the six-county Sacramento region. This grant award recognizes that the Sacramento region has moved onto the leading edge in the nation in the type of regional scale, integrated, and inclusive planning that is central Sustainability Communities Grant Program.

Three work activities will build an enhanced planning process to expand the MTP into HUD grant's RPSD. The first activity will increase the opportunity for housing and employment in transit-oriented sustainable communities through new performance metrics, enhanced and more inclusive analysis, an expanded environmental review process for the MTP, and a screening process to identify and activate portions of the MTP transit priority area. The second activity will improve the integration of the housing, land use, and transportation components of the existing regional plans and cross-connect the Regional Plan for Sustainable Development to federal, state, and local housing programs. The third activity will integrate natural resources planning with the RPSD to protect valuable environmental assets and increase housing opportunities near employment centers.
A core team of six grant partners will broaden the foundation from SACOG to build and sustain the new Sacramento Regional Consortium as we develop the region's first SCS and RPSD.

Goals:
a. Expand MTP Performance Metrics with input from the Sacramento Regional Consortium (June 2011)
b. Conduct Screening Process to identify the areas of the Transit Priority Areas most ready for development, Prepare a Report on the Screening Process and Public Charrette (June 2011)
c. Report on Permitting Strategies for Six-County Aquatic Resources Inventory (September 2011)
d. Prepare Draft EIR for SACOG SCS/MTP with Mitigation Measures (December 2011)
e. Assessment of Existing Affordable Housing Conditions, Inventory of Policies, and Funding (December 2011)
f. Regional Analysis of Impediments to Fair Housing (March 2012)
g. Develop Action Plans for the Transit Priority Areas (Available upon request)
h. Regional Plan for Sustainable Development (June 2012)

ELEMENT 12-007: MEMBER, AGENCY, AND TRANSPORTATION SERVICES—$9,918,553

Objective: To inform local government decisions with impacts to the region's transportation system, SACOG provides core services to its member jurisdictions, local cities, and counties. The agency is responsible for planning, funding, and supporting transportation project delivery within federal requirements for reducing vehicle miles traveled, air quality emissions, and some consideration for impacts of transportation and land use on greenhouse gases. Beyond the core transportation services, there are a variety of data collection, analysis, and regional services that SACOG is in a position to provide to local governments at an economy of scale based on the shared interests of the region's local governments.

Discussion: This element supports projects that include planning consideration for regional amenities such as: Airports, STARNET, Intelligent Transportation Systems Operations, Transportation Development Act Administration, 511 Services, Rideshare Services, I-PLACE^{3}S and SACSIM Training, Transit Assistance, Integrated Basemap Program, Sacramento Emergency Clean Air and Transportation Program, Regional Information Center, Climate Action Planning, Transit Trip Planning, Civic Engagement Grants, Airport Land Use Commissions, McClellan Airport Land Use Compatibility Plan Update, Multi-Agency Project Study Reports, Capitol Valley Service Authority for Freeways and Expressways, Glenn County Service Authority for Freeways and Expressways, and Safe Routes to School.

This element includes reinforcing relations with our member jurisdictions, public agencies, and service providers within the six-county area by regularly monitoring websites, agendas, and public meetings and maintaining a staff presence on projects and issues related to our core policy areas. Staff will continue to provide regular updates to all interested government agencies and elected officials on SACOG Board actions and staff activity and attend regular meetings with jurisdictional staff through advisory committees and regional city and county managers groups. It includes identifying areas of shared needs for new data collection, analysis, and research services to help inform member jurisdiction staff and elected officials. This element may also include pursuing a financing structure or shared staff positions for areas of common interest and need.

1. PROJECT DELIVERY *Project #12-007-01*

(State Requirement – Board Policy)
Emphasis for FY 2011-12 will be to continue to foster timely use of funds, provide assistance to member jurisdictions in delivering projects, and improve project readiness. Managing project delivery in the region will ensure that projects in the Metropolitan Transportation Improvement Program (MTIP) reflect the regional priorities established in the MTP. In addition, state legislation has established provisions concerning timely use of funds for projects adopted into the State Transportation Improvement Program (STIP) and for federal funding programmed by the local agencies. SACOG will ensure that project delivery is successful by assisting project sponsors through the project scoping, environmental, design, right-of-way, and construction phases of these projects. Particular emphasis will be placed on large scale projects with the potential to be delayed by environmental issues.

In cooperation with the project sponsors, SACOG will track projects and ensure that appropriate funding is available to ensure timely completion. SACOG will aggressively work with project sponsors, as it has since 2004, to ensure that all state and federal projects ready for delivery are delivered, irrespective of the years they are programmed, to ensure maximum use and benefit from federal and state funds. Reports will be made to the SACOG Board, regional partners, and the state on the status of projects.

In FY 2011-12, project delivery work will include review of requests for fund allocations, time extensions, STIP amendments, and participation at the CTC, RTPA, and Rural Counties Task Force meetings and monitoring projects funded under the American Recovery and Reinvestment Act of 2009 (ARRA).

Additionally, SACOG will work with SACOG Proposition 1B bond project sponsors to ensure that all projects are delivered.

Periodic project delivery field visits will be made, and workshops will be developed and presented as needed throughout the region.

Goals:

a. Workshops and training sessions (Available upon request)
b. Tracking and monitoring projects for delivery issues and timely use of funds (Through June 2012)
c. Attendance at RTPA, RCTF and CTC meetings (Through June 2012)
d. Reports on delivery status for Regional Surface Transportation Plan and Congestion Management and Air Quality programs (Available upon request)
e. Approved STIP allocation requests (When submitted by sponsoring agencies)
f. Annual Report on Status of 2011 Project Delivery for Federal Funding (January 2012)
g. Annual Obligation Plan to Caltrans for 2012 Delivery (April 2012)

2. REGIONAL INFORMATION CENTER *Project #12-007-02*

(Federal Requirement – Board Policy)

SACOG provides information for public access through three channels: the Information Center staff, the SACOG library, and our electronic media. The library is primarily used by SACOG staff, but outside users may also view materials. Electronic media include SACOG's website and e-mail. The Information Center receives most of its data requests by telephone and e-mail, but occasionally users visit in person. Available information ranges from current estimates and forecasts of detailed demographics including population and employment, to detailed U.S. Census data on the region's population. SACOG's Information Center staff also provides references to sources of information available at other organizations.

Much of SACOG's information is available in both written and electronic format, for the convenience of the person requesting it. This year, SACOG staff will poll our members' data requests to make the most frequently requested data and regional profile information accessible on the agency's website. New member interaction tracking tools will help staff be more proactive with information and services that can assist in their planning programs and studies. The information is updated regularly as needed.

Goals:

a. Data summaries (Available upon request)
b. Updated website (Available upon request)

Overall Work Program Units and Goals
(Continued)

3. TRANSPORTATION DEVELOPMENT ACT ADMINISTRATION *Project #12-007-03*

(State Requirement)
As the Regional Transportation Planning Agency (RTPA) for 4 counties and 15 cities, SACOG provides the review and approval of claims submitted for authorized uses. As part of this process, SACOG prepares and releases Findings of Apportionments for Local Transportation Funds and State Transit Assistance funds.

SACOG conducts the annual unmet transit needs process with public hearings throughout the RTPA region regarding transit needs and supports the development of short-range transit plans to assist in defining unmet transit needs. Based on hearing results, SACOG performs analyses of transit needs to determine whether or not they are reasonable to meet using adopted SACOG criteria. Meetings are held with the Sutter, Yuba, Yolo, and Sacramento County Social Service Transportation Advisory Councils to receive input on the staff analysis. Findings and recommendations are then made to the SACOG Board.

SACOG is also responsible for providing necessary annual fiscal and triennial performance audits of all claimants. Performance audits of the operators and SACOG were prepared in FY 2009-10; follow-up activities based on the recommendations in the performance audits will continue to be carried out in FY 2011-12.

Goals:

a. Approve claims and file documentation (Available upon request)
b. Newspaper notices, fliers, and posters (November 2011)
c. Minutes of Social Service Transportation Advisory Council Meetings (Available upon request)
d. Fiscal and compliance audits of all claimants (January 2012)
e. Minutes of Public Hearings (March 2012)
f. Local Transportation Fund (LTF) Findings of Apportionment for FY 2012-13 (February 2012)
g. Unmet Transit Needs Findings for each jurisdiction (April 2012)
h. STA Findings of Apportionment for FY 2012-13 (Quarterly)

6. 511/STARNET CAPITAL IMPROVEMENTS *Project #12-007-06*

(Board Policy)
The SACOG 511/STARNET Capital Improvements project will continue to develop and deploy modules for the purpose of regional coordination and data collection and for providing traveler information. These activities will be coordinated with our regional partner agencies through the Intelligent Transportation Systems committee.

The work will be managed by SACOG staff and the programming will continue as part of the contract with Castle Rock Associates. It is anticipated that this work will reach conclusion in the FY 2013-14 budget cycle. The funds for this work have been fully encumbered as of FY 2009-10.

Goals:

a. Continued discussion of design and deployment options with partner agencies within the Intelligent Transportation Committee (Through 2014)
b. Manage contract with Castle Rock Consultants (Through 2014)

c. Continued interaction with partner agencies as modules are developed for specific individual applications. Review of Interface Control Documents (ICDs), Concept of Operations (ConOps) Testing, and Verification Plans (Continuous, based on module implementation schedule)
d. Develop Testing and Verification Plans for each delivered element (Based on implementation of modules)
e. Identify future opportunities with additional partner agencies and within the design contract to best serve the needs of the public (Quarterly)
f. STARNET and 511 website deployment for data input and display to the public (Fall 2011, 2012, 2013, 2014)
g. 511 telephone system incorporating real-time data as input by partner agencies in STARNET application (Dependent on implementation of modules and systems readiness)

7. TRANSPORTATION DEMAND MANAGEMENT *Project #12-007-07*
(Board Policy – Local Agreement)
SACOG's Regional Rideshare Program promotes alternative mode use (carpooling, vanpooling, public transit, bicycling, walking, and telecommuting). SACOG provides region-wide Internet ridematching and alternative mode information through the 511 telephone number and website. Outreach is done primarily through outreach partners (transportation management agencies and public agencies that work directly with employers). The emphasis for FY 2011-121 will be on working with the Transportation Demand Management (TDM) Task Force to market alternative modes through the 511 phone system and website. Staff support will be provided to the Task Force and its subcommittees, which will advise SACOG on the TDM program and on other related issues. SACOG will continue its role in planning and coordinating the Sacramento Regional *May Is Bike Month* campaign. For FY 2011-12, campaigns are planned throughout the year in addition to ongoing ride matching and TDM information services. Staff will also monitor memoranda of understanding with each of the transportation management associations that receive SACOG TDM outreach funds.

Goals:
a. TDM Task Force meetings (Ongoing)
b. Brochures and incentive items (Ongoing)
c. Contract for rideshare database services (Ongoing)
d. Contract for call center services (Ongoing)
e. Coordinate regional *May Is Bike Month* campaign (January – May 2012)
f. Wrap-up report for May Is Bike Month campaign (July 2010)
g. Annual Report on TDM Program to the SACOG Board (August 2010)

8. 511/STARNET OPERATIONS *Project #12-007-08*
(Board Policy – Local Agreement)
Travelers in the Sacramento region and beyond are able to dial one easy-to-remember telephone number for complete, comprehensive traveler information: 511. 511 provides access to information about all modes of travel: traffic conditions for commuters, bus and light rail information for more than 20 transit agencies, paratransit services for the elderly and disabled, ridesharing information, and information on commuting by bike in both English and Spanish.

Overall Work Program Units and Goals
(Continued)

The Sacramento region, which includes El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties, is the primary area for this service; however, the number also links callers to 511 services in the Bay Area, Nevada, Oregon, and Butte and Glenn counties.

In fiscal year 2011-12, the 511 system is being expanded to provide "511–Roadside Assistance" services to the public. At present this service is offered on most major providers of cellular service; efforts will continue to expand the list of active providers. This feature will allow access to the system through the use of cellular phones in the regions covered by the California Highway Patrol (CHP) Valley Division (Chico, Truckee, Sacramento, and Stockton communication centers).

In conjunction with the phone service, the website www.sacregion511.org helps users plan their daily commute, access transit providers, find a carpool partner, and learn about bicycling as a commute option. With the traffic information on this site, users can check their commute options and know the road before they go. In early 2011/12, users will be able to develop and save personal routes. Reporting along these routes will be available for scheduling based on route and time of day. Once behind the wheel, users can call 511 for traffic updates. If users have saved routes associated with their phone numbers, the system will inquire if they wish to hear updates on their personal routes or any other 511 option. Users will be able to have alerts on their routes pushed to their e-mail accounts or other personal devices. 511 is a joint project between SACOG, Caltrans, and other partners. The main emphasis during FY 2011-2012 will be launching both smart phone services and improved web services. In the first quarter of 2011/12, the re-launching of our 511 products is anticipated to undergo a major public media campaign. In addition, the 511 system for the Sacramento Region will be upgraded to full voice activation, and we will continue to supplement the real-time traffic information. This is the second step in a three-year program to greatly improve the quality of information provided to the public. Features scheduled for this release include 200 regional closed circuit televisions (full streaming video), display of Caltrans congestion management systems, highway speed data, weather information, Amtrak Capitol Corridor real-time location and arrival time prediction information, multiple transit providers information, and CHP incident data on state routes. Staff will also provide regular updates to our region's Geographic Information System street map that serves as background for both public and private sector traveler information efforts.

Goals:

a. 511 phone services (Ongoing)
b. 511 website services (Ongoing)

9. 511 AUTOMATED TRANSIT TRIP PLANNING *Project #12-007-09*

(Board Policy – Local Agreement)

This project is administering a regional Google Transit database for eleven transit operators in the Sacramento Region. The Sacramento Regional Transit District (SRTD) is managing the project with SACOG oversight and a performance-based funding agreement. The agreement will fund SRTD based upon delivery of information and successful implementation of each transit operator into the Google Transit database. SRTD is also maintaining relationships with each transit operator to maintain a stops manager database that will allow for updates to Google Transit as service changes are made by each transit operator.

Overall Work Program Units and Goals
(Continued)

Goals:
a. Staff support for database development, training, and technical assistance (Ongoing)
b. Current Bus/Light Rail information in Google Transit (Ongoing)

10. SACRAMENTO EMERGENCY CLEAN AIR AND TRANSPORTATION (SECAT) PROGRAM *Project #12-007-10*
(State Requirement)
SECAT funding through Traffic Congestion Relief Program has been exhausted and CMAQ funds have been programmed to SACOG for the continued SECAT program. SACOG will work with the Sacramento Metropolitan Air Quality Management District (SMAQMD) to award funding to regional truck operators and administer the program.

Goals:
a. Review and authorize SECAT recipient contracts (Ongoing)
b. Accounting and related activities for the CMAQ funds and contract awards (Ongoing)

11. I-PLACE^{3}S AND SACSIM TRAINING *Project #12-007-11*
(Board Policy/Local Agreement)
The project will hold training sessions for member and peer agency staff on SACOG's Land Use Analysis and Transportation Analysis tools. I-PLACE^{3}S allows users to construct and analyze parcel-based land use plans. SACSIM, SACOG's activity based travel model, provides detailed estimates of household travel characteristics based on the land use and transportation plans that are provided for an area. Both of these tools can provide our members or their technical advisors with detailed information on the impacts of their planning choices.

Goals:
a. Minimum of two I-PLACE^{3}S training sessions for member and peer agency staff
b. Minimum of one SACSIM training session and one user group meeting for member agency staff

12. SACRAMENTO COUNTY TRANSIT TECHNICAL ASSISTANCE *Project #12-007-12*
(Local Agreement)
Previously, the Sacramento County Department of Transportation requested that SACOG provide transit technical assistance to the county for the management and operation of the transit programs in southern and eastern Sacramento County. The services provided under this agreement are at a level above and beyond those normally provided by SACOG in its ongoing work with the region's transit operators. The scope of services may include the full range of transit management and administrative service required for the operation of a transit program, including grants management, contract and service monitoring, purchase of equipment and other related activities. This work is performed and paid for on an as-needed basis. Currently, there is not a contract or agreement with Sacramento County for these services.

Goals:
To be determined by discussion with and direction from Sacramento County based on a menu of services in the technical assistance services agreement.

Overall Work Program Units and Goals
(Continued)

13. SUSTAINABILITY AND CLIMATE ACTION PLANNING ASSISTANCE *Project #12-007-13*
(State and Federal Requirements)
This project supports a number of climate change efforts at SACOG and around the region. The climate change and sustainability projects that are acted upon by the Land Use & Air Quality Committee will be supported. Staff will continue the coordination with the member agencies, local air districts, California Air Resources Board (CARB), and other stakeholders toward the development of AB32 and SB 375 implementation projects. This project will have limited resources but will strive to provide as much coordination and support as possible to ongoing and new efforts to address climate change and sustainability.

Goals:
a. Participate in the regional climate change meetings (Summaries available upon request)

14. INTEGRATED BASEMAP PROGRAM *Project #12-007-14*
(State and Federal Requirements)
This project produces a regional Geographic Information Services (GIS) street and address file, a new housing construction and demolition permit database, and other regional layers that make up SACOG's portion of the Regional Integrated Basemap used by many of our members. Staff facilitates two formal GIS Cooperative groups in Sacramento and Yolo counties and works with members in El Dorado, Placer, Sutter, and Yuba counties to collect and standardize street and address information for our quarterly published file. The Regional Street and Address file is used by public safety agencies for local dispatch and regional emergency notification systems. The file also supports 511 operations and planning throughout the region.

This year, staff will be working with our members to designate basemap layers that SACOG will maintain and to identify maintenance processes for other information layers that will make up our region's basemap.

Goals:
a. Quarterly Publications of the Regional Street Address File (Available upon request)

15. I-PLACE^{3}S TRAINING FOR SAN JOAQUIN MPOS *Project #12-007-15*
(Local Agreement)
In order to broaden the base of I-PLACE^{3}S users, SACOG staff is assisting an I-PLACE^{3}S development project outside the SACOG region. The project started in FY 2010-2011 and will be completed this year. The San Joaquin Valley MPOs are developing I-PLACE^{3}S projects for each of their eight counties, which will be coordinated as their Blueprint planning moves into it next stage. SACOG staff, in cooperation with U.C. Davis, is training MPO staff and interested city and county staff as they build their planning projects.

Goals:
a. Final report to U.C. Davis and Fresno COG on training classes (June 2012)

16. I-PLACE^{3}S TRAINING FOR THE CITY OF FRESNO *Project #12-007-16*

(Local Agreement)
In order to broaden the base of I-PLACE^{3}S users, SACOG staff is assisting an I-PLACE^{3}S development project outside the SACOG region. The project started in FY 2010-2011 and will be completed this year. The city of Fresno is developing I-PLACE^{3}S projects for use in its General Plan update. SACOG staff will provide expert assistance to the city of Fresno on the application of I-PLACE^{3}S to General Plan development and related tasks.

Goals:
a. Status Report (June 2012)

17. I-PLACE^{3}S TRAINING FOR MARICOPA ASSOCIATION OF GOVERNMENTS *Project # 12-007-17*

(Local Agreement)
SACOG will provide technical assistance in the use of the I-PLACE^{3}S land use model for a Sustainable Transportation and Land Use Study by the Maricopa Association of Governments (MAG). SACOG will be a sub-consultant to ARUP, the lead consultant for the project. The project started in FY 2010-2011 and will be completed this year. SACOG will provide strategic advice and feedback about the overall modeling approach and the interface between I-PLACE^{3}S and any other modeling software used in the project.

The tasks include: (a) at the outset of the project, help MAG frame future efforts to better integrate land use and transportation; (b) provide review and feedback on the development of alternative strategies; (c) provide guidance and skill building on I-PLACE^{3}S application; and (d) provide review and feedback during the final strategy development.

Goals:
a. Status Report (June 2012)

Overall Work Program Units and Goals
(Continued)

ELEMENT 12-008: PASS-THROUGH TO OTHER AGENCIES—$856,108

Objective: To record grants awarded to partner agencies as subrecipients to SACOG.

Discussion: This element identifies those grants that are awarded to transportation partners but must flow through SACOG as the Regional Transportation Planning Agency for the region. SACOG exercises limited administrative duties, such as progress reporting and financial reimbursement on behalf of the grantee; however, the grantee has responsibility for managing the tasks associated with the grant.

1. PROFESSIONAL DEVELOPMENT/TRANSIT INTERNSHIPS, WOODLAND, YOLO COUNTY — *Project # 12-008-01*

(Board Policy – Local Agreement)
The Yolo County Transportation District (YCTD) will provide multiple internship opportunities for university students in the transit planning field and provide appropriate training and peer exposure for the professional development of the transit interns. The transit internships will allow students to gain a comprehensive overview of a small transit agency operation with an emphasis in planning. This should allow the interns to bridge the gap between classroom theory and real world problem resolution. This will also allow the YCTD agency to develop and implement more planning projects with this additional staffing.

Goals:

a. Transit Internship Program for FY 2009-10 starts
b. Internship program continues for next 11 months
c. Evaluation of program
d. Recruitment for FY 2010-11 Transit Internship Program (July 2010)
e. Internship program continues for next 11 months (July 2010 – June 2011)
f. Recruitment for FY 2011-12 Transit Internship Program (July 2011)
g. Internship program continues for next 11 months (July 2011 – June 2012)
h. Final Evaluation of program/Final Report (June 2012 – August 2012
i. Grant Administration/Quarterly Progress Reports

2. UNITRANS TRANSIT SIGNAL PRIORITY IMPLEMENTATION STUDY — *Project #12-008-02*

(Caltrans Transit Technical Assistance Discretionary Grant)
The Caltrans Discretionary Transportation Planning grant funded Transit Signal Priority (TSP) Implementation Study will provide technical assistance to determine the feasibility of a transit signal priority system in the city of Davis. Phase 1 of this study will provide professional expertise to assist Unitrans in screening an initial list of 32 intersections jointly identified by Unitrans and the city of Davis, prioritizing the top 10 to15 intersections for further study, and developing a cost estimate for each of these top-tier intersections. Phase 2 will use traffic signal computer software to study the top-tier intersections that could improve transit operations without undue impact on general traffic conditions.

Unitrans will assemble a Study Steering Committee that will include (at a minimum) Unitrans and city of Davis Public Works senior officials. This committee will be responsible for reviewing the request for proposal for this TSP Implementation Study, analyzing proposals, and assisting in the selection of the consultant team. The Study Steering Committee will then be responsible for reviewing interim study documents and providing recommendations to Unitrans senior staff (general manager and assistant general manager of administration). The Unitrans general manager will ultimately be responsible for ensuring grant contract compliance and successful implementation of the TSP program. The general manager will also be responsible for all public outreach activities presented in the Phase I discussion above.

Goals:

a. Assemble Study Steering Committee and select Consultant Team, including Yolo Bus staff (Completed)
b. RFP for professional services and contract for professional services (Completed)
c. Assess preliminary list of 32 Intersections (Completed)
d. Develop Working Paper #1 with comments from Steering Committee (July 2010)
e. Develop Phase I Draft Report with comments from Steering Committee, Davis Safety Advisory Commission, and Yolobus Board of Directors (March 2011)
f. Develop Phase I Final Report and preliminary contract (April 2011)
g. Execute contract for study of prioritized list of top-tier intersections (April 2011)
h. Develop Draft Plan and presentations adding comments from Steering Committee, Davis Safety Advisory Commission, Yolobus Board of Directors, ASUCD Senate and Public (May 2011 – June 2011)
i. Develop Final Plan (June 2011 – July 2011)

3. SACRAMENTO REGIONAL TRANSIT PROFESSIONAL DEVELOPMENT PROGRAM *Project #12-008-03*

(Caltrans Transit Professional Development Discretionary Grant)
There are no changes in the project description from FY 2011 to FY 2012. However, there are substantial changes in the task schedules.

This project will be located in Sacramento but will likely affect the entire Sacramento Regional Transit District (SRTD) service area, from the northern border of Sacramento County to Elk Grove in the south. The stakeholders in this case are the many communities that depend on SRTD for continued and growing transit service. SRTD staff currently comments on over two dozen development applications per month, in addition to city and county general plans and updates. The training will prepare the SRTD staff to comment on a holistic basis—from both land use and transportation planning perspectives—on future development reviews and general plans.

The following are courses taken and planned through this Professional Development grant project:

UC Davis Land Use and Planning Certificate Program:

- Environmental Planning and Site Analysis (2 people)
- Urban Planning Design Studio (2 people)
- Financial Aspects of Planning (2 people)
- Planning for Livable Communities (2 people)
- Bicycle Planning (1 person)
- Planning & Environmental Law (1 person currently enrolled)

Overall Work Program Units and Goals
(Continued)

National Charrette Institute: Charrette System Certificate and Management & Facilitation Certificate (3 people)

Local Government Commission Workshops:
- Complete Streets (3 people)
- SB375 (3 people)

APTA Conferences:
- Sustainability & Public Transportation Conference (1 person)
- Intermodal Operations Conference (1 person)

National Transit Institute:
- Paratransit Management & Operations workshop (1 person)
- TOD Webinar (3 people)

Traffic Safety Center Transportation Research Board (1 person)
Transportation Research Board Sustainability Committee (1 person)

The grant funds for SRTD Professional Development expire on June 30, 2011. While the benefits of having staff trained to implement transit services in growing areas and to review development plans for land use and transportation interactions and interdependencies will continue to benefit the SACOG Region, the grant funds will not be used to pay for training after June 30.

Goals:
<u>For Fiscal Year 2010-11:</u>
a. Urban Land Institute Training (March 2009, April 2009, and June 2009)
b. University of California Davis Certificate Program (April and September 2009, April and September 2010)
c. Caltrans/CSUS Planning and Project Management Training (March 2009 – April 2009)
d. National Charrette Institute, multi-participant training (September 2009)
e. APTA and CUTA Training (March 2009, July – August 2009 and October 2009)
f. Online GIS and Planning Training (March 2009 – September 2009)

<u>For Fiscal Year 2011-12:</u>
The following scope of work and task status was revised and updated during the period:

Multiple Land Use and Transportation Planning Courses

<u>Task 1</u>
1.1 Attend ULI Training (Complete)

<u>Task 2</u>
2.1 Attend UCD Certificate Program (April-May 2011; time may be extended because of staff workload or cancellation of classes)
2.2 Attend CSUS/Caltrans Planning & Project Management Certificate Program (program was canceled); Tech Transfer (course was canceled; cannot find any Caltrans courses to substitute)
2.3 Attend NCI Training (complete)

Overall Work Program Units and Goals
(Continued)

Task 3
3.1 Attend APTA Training (June 2011)
3.2 Attend CUTA-ACTU Training (out of country travel not possible); taking TRB, LGC and APA training in substitution (time extended because of staff workload – January 2012, February 2012, April 2012)

Task 4
4.1 Take online coursework in GIS through ESRI (time extended because of staff workload – June 2011-June 2012)
4.2 Take online coursework through Planetizen (time extended because of staff workload – June 2011-June 2012)

4. YOLO COUNTY TRANSPORTATION DISTRICT SERVICE IMPLEMENTATION TRAINING *Project #12-008-04*

(Board Policy – Local Agreement)
The transit planning service implementation training will allow the YCTD planning staff to develop a more comprehensive understanding of service implementation. The transit planning service implementation training will include workshops, seminars, and conferences concerning effective communication and community participation in service implementation, connection between land use and public transit, and the marketing of transit.

Goals:
a. Staff will attend training program courses (July 2009-June 2012)
b. Final evaluation of program/Final Report (June 2012)

6. PHASE 3 OF THE STATE ECONOMIC LAND USE MODEL DEVELOPMENT *Project #12-008-06*

(Board Policy – Local Agreement)
This project's objective is to assist Caltrans and its model development team at U.C. Davis. SACOG will act as the administrative agent only but will realize significant benefits when the model development is completed.

The project is the third stage of the statewide PECAS economic land use model, a full production version that will enable Caltrans and the MPOs to begin testing some major policy questions. This project is coordinated with the update of the state travel model, which is fully compatible with the economic land use model.

The project is a multi-year effort that will carry over to OWPs in subsequent years; previous tasks and end products are included for reference.

Goals:
a. Status report on PECAS activity allocation (AA) module (October 2011)
b. Status report on PECAS space development (SD) module (October 2011)
c. Status report on integration of travel model (October 2011)
d. Final report (October 2011

Overall Work Program Units and Goals
(Continued)

8. REGIONAL TRANSIT COMPREHENSIVE OPERATIONAL ANALYSIS *Project #12-008-08*
(Board Policy – Local Agreement)
In 2010, Sacramento Regional Transit District (RT) was awarded a Caltrans discretionary grant for a Comprehensive Operational Analysis (COA). Due to the dramatic loss of operating revenues that accompanied the downturn in the economy, RT significantly reduced revenue service in June 2010. This turn of events provides RT with an opportunity to reevaluate the way it currently provides service and look for ways to make it more effective and efficient, as well as planning for how to best reinstate service hours as funds become available for expansion. The COA includes a technical analysis of current service, demographics, and ridership and commute patterns, and looks at future transit needs. The technical analysis is supported with significant community input on the short-term service needs and preference for service options. The COA will guide RT management and policy leaders to better meet the transit needs in the RT region and lay the groundwork for the long-term implementation of the Transit Master Plan.

In 2009, RT was awarded grant funds for project #11-008-05, Transit Master Plan Implementation (MPI) to recommend short-term service changes tied to the implementation of the Transit Master Plan as well as to help plan for annual service changes. This project focused on service changes within selected community areas. The implementation of this project has not started. RT and SACOG staff met with Caltrans staff to explore ways to better coordinate these two projects, because many of the work tasks will be accomplished concurrently, and the TMP Implementation project will utilize the Comprehensive Operational Analysis as the methodology to recommend service changes. It was decided to combine these two projects into the Comprehensive Operational Analysis project. Because these two grants were awarded based on a competitive process, the work products initially included in the Master Plan Implementation grant award have been specifically included in the COA project.

A consulting team has been selected, a subrecipient agreement has been executed, and a contract and notice to proceed provided to the consulting team. The consulting team has completed the initial kickoff meeting and is gathering data for analysis. The COA will have a Phase I Short-Term Service Plan (5 years) and a Phase II Long-Term Service Plan that matches the Transit Master Plan horizon (10 years).

Goals:
<u>Phase 1:</u>
a. Task 1. Data Collection and Analysis (Phase 1)—Catalog of information collected for use in this analysis (April 2011)
b. Task 2. Data Analysis—Needs and opportunities report (June 2011)
c. Task 3. Review of Service Standards—Revised service standards (July 2011)
d. Task 4. Short Term Transit Service Plan—Short Range Transit Plan (October 2011)
e. Task 5. Community Participation—All meetings will be tied to a major deliverable
f. Task 6. Final Report—Final Report and Executive Summary January 2012)
<u>Phase 2:</u>
g. Task 7. Community Participation—All meetings will be tied to a major deliverable
h. Task 8. Long Term System Expansion—Long Term System Expansion Plan (December 2011)

Overall Work Program Units and Goals

(Continued)

ELEMENT 12-009: MISCELLANEOUS OTHER FUNDING—$8,885,494

Objective: To add required projects to the OWP which are funded and executed by partner agencies.

Discussion: Partner agencies receive certain funding from FTA for projects within their district. However, federal regulations require that SACOG carry these authorized projects in its OWP in order to meet the funding guidelines. These are projects over which SACOG has no authority except as the Regional Transportation Planning Agency for the region.

1. UNITRANS – CNG FUELING FACILITY STUDY *Project #12-009-01*

Unitrans completed its compressed natural gas fueling facility in 1996. This important facility provides primary fueling for Unitrans' fleet of almost 40 buses, as well as secondary/back-up fueling for Yolobus, Davis Community Transit, and U.C. Davis Fleet Services. A difficulty with the current facility is that it uses two of the only three Pignone Nuovo natural gas compressors in North America, and parts are becoming difficult to obtain. In fact, Unitrans maintenance staff has had to custom manufacture normal-wear parts, as well as major components, for these two compressors in order to keep the fueling facility online. As such, Unitrans is seeking professional advice from a natural gas fueling facility expert on methods to ensure continued long-term CNG capacity for Unitrans and its partners.

The start date for this project is unknown as this study currently does not have a source of funding. However, once funding is identified, Unitrans staff anticipates this project will take less than one year to complete.

Goals:

a. Project initiation and scoping meeting
b. Publish RFP and award contract
c. Begin study (September 2011)
d. Publish Recommendations Report (September 2012)

3. UNITRANS – PARKING LOT STUDY FOR DOWNTOWN DAVIS *Project #12-009-03*

The city of Davis has a vibrant downtown, within close proximity of the U.C. Davis campus. Travelers within the area, as well as those that travel to and from the area, are blessed with a relatively wide range of travel modes, including high-intensity Unitrans fixed route bus service, Amtrak trains, intercity and regional bus (Amtrak Thruway, Yolobus, Fairfield-Suisun Transit), extensive bicycling facilities and use, regional and local paratransit services, and a high degree of pedestrian travel. However, the interaction of these modes, capacity constraints, and access are often in conflict as the city and campus continue to expand. This study will address these conflicts and will attempt to ascertain the need for a long-term parking facility in the downtown area. Specifically, the study will detail the parking shortcomings in the downtown area, develop and review a list of potential parking facility sites, review the potential environmental impacts at each site, choose a locally-preferred site, and determine the funding that would be available from the various stakeholders (transit operators, redevelopment agency, city, etc.).

Overall Work Program Units and Goals
(Continued)

Goals:
a. Project initiation and scoping meeting
b. Publish RFP and award contract
c. Begin study (September 2011)
d. Publish Recommendations Report (September 2012)

4. SACRAMENTO REGIONAL TRANSIT DISTRICT DOWNTOWN-NATOMAS-AIRPORT RAIL PROJECT *Project #12-009-04*

(Federal Requirement)
The transitional analysis for the Green Line to the Airport has been completed. The Minimum Operating Segment (MOS)-1 to Richards Blvd is under construction with most of the design and utility work completed. The MOS-1 will be operational in 2012.

Goals:
a. Completion of MOS-1 (January 2012)

Overall Work Program Units and Goals
(Continued)

ELEMENT 12-012: FEDERAL TRANSIT ADMINISTRATION JOB ACCESS REVERSE COMMUTE AND NEW FREEDOM PROGRAM ADMINISTRATION—$5,742,094

Objective: To administer the FTA Job Access Reverse Commute (JARC) and New Freedom grant programs for the Sacramento Urbanized Area (5316 and 5317).

Discussion: SACOG will continue to execute its role as the designated recipient for the FTA 5316 Jobs Access Reverse Commute and 5317 New Freedom Program funds for the Sacramento Urbanized Area.

Under this project, SAOG staff will continue to conduct the programming and administrative activities necessary to ensure the region's transit operations projects are properly programmed in the SACOG MTIP so that SACOG can file JARC and New Freedom grant applications on behalf of the region's transit operators and any other qualified applicants, and SACOG can let subrecipient agreements with successful JARC and New Freedom applicants.

1. SACRAMENTO REGIONAL TRANSIT DISTRICT JARC OPERATING ASSISTANCE *Project #12-012-01*

(Federal Requirement)
The Sacramento Regional Transit District (SRTD) is using FFY 2006, 2007, 2009, 2010 JARC funds to fund extended service hours in the early morning (prior to 7 a.m.), evening (after 6 p.m.) and weekend (Saturday and Sunday). The Unmet Transit Needs process has identified gaps in services, including early morning and later evening service, additional/longer peak period service (for suburb-to-suburb commutes), and weekend services. In working with Sacramento County's various human services agencies, SRTD has found that many existing fixed route transit services do not run early enough or late enough to meet the needs of the many people who work outside of traditional Monday-Friday 8 a.m. to 5 p.m. work periods.

Goals:
a. Provide JARC program qualified transit services (Ongoing)
b. Annual FTA Reporting (May 2012)

2. ROSEVILLE TRANSIT JARC OPERATING ASSISTANCE *Project # 12-012-02*

(Federal Requirement)
The city of Roseville Transit is using FFY 2006 and 2010 JARC funds to extend their weekday revenue hours on core fixed routes, as well as an extension of the hours on their Dial-A-Ride (DAR) services (and operate DAR on three current non-service holidays) to provide transportation to employees getting off work in the evening. The additional hours will also allow employees to connect with Placer County Transit and Sacramento Regional Transit in the evening.

Goals:
a. Provide JARC program qualified transit services (Ongoing)
b. Annual FTA Reporting (May 2012)

Overall Work Program Units and Goals
(Continued)

3. SACOG JARC OPERATING AND CAPITAL ASSISTANCE *Project # 12-012-03*
(Federal Requirement)
The Late Night Alternative Transit Service is applying for JARC funds. Building off of the information learned in the "After Nine Transit Service Alternatives Study," SACOG intends to oversee the implementation of the recommended late night service operation, whether it is (1) dual use of Paratransit, Inc., services already operating during the late night hours; (2) use of private sector taxi and or limousine companies; (3) flexible extensions of service by public operators still operating late night service; (4) phased return of targeted, limited levels of late night service in selected areas using low-cost operating alternatives; (5) vanpooling or other ridesharing opportunities; (6) volunteer driver and/or community car-sharing programs; or (7) other service alternatives yet to be determined. The service would go into effect April 1, 2011. and continue for a two-year demonstration period (concluding March 31, 2013) with the purpose of providing an affordable, safe, reliable service to/from work for residents with non-traditional work shifts. SACOG will contract out the operation of this service to whichever agency, organization, or combination of agencies and/or organizations is deemed the most practical by the "After Nine Transit Service Alternatives Study."

Goals:
a. Complete Study of After Nine (late night) Transit Service Alternatives in the SACOG Region (July 2011)
b. Fund JARC program qualified transit services (Ongoing)
c. Annual FTA Reporting (May 2012)

4. PARATRANSIT, INC., JARC MOBILITY MANAGEMENT *Project # 12-012-04*
(Federal Requirement)
Paratransit, Inc., is using FFY 2006 JARC funds for mobility management activities including travel training and a "one-stop" call center.

Goals:
a. Provide JARC qualified mobility management services (Available upon request)
b. Annual FTA Reporting (May 2012)

5. COUNTY OF SACRAMENTO DEPARTMENT OF HEALTH JARC OPERATING ASSISTANCE *Project # 12-012-05*
(Federal Requirement)
The County of Sacramento, Department Human Assistance (Sacramento County) is using FFY 2007, 2008 and 2009 JARC funds to fund the following: (1) Foster Grandparents, which provides low-income seniors with a small stipend and transportation reimbursement provided they work 20 hours per week in service to children in their community; (2) Senior Companions, which provides a small stipend and transportation reimbursement to low-income seniors who provide light respite care and transportation assistance where traditional transit services are not available; and (3) Mather Community Campus (MCC), which serves qualified homeless families and single adults who believe employment is an essential part of building a new life. Because of transportation challenges faced by the residents, MCC currently has a contract with Volunteers of America to provide bus transportation to sites important to residents. Operating primarily on a fixed schedule, this core bus service supplements limited RT service to the Mather Light Rail station by making numerous trips throughout the day, starting as early as 5 a.m. and ending as late as 10:30 p.m.; provides direct service to the Charles A. Jones Skills Center and other job

training sites; provides service to nearby Alcoholic Anonymous meetings (required for residents recovering from substance abuse) to help residents stay sober and maintain their employability; and provides transportation for residents and their belongings when they move into MCC. As an ancillary service, the van provides transportation to nearby shopping locations so residents can purchase food and other necessities. On an emergency basis, the van occasionally provides transportation to individuals with urgent medical appointments. This service is ADA accessible.

Goals:
a. Provide JARC qualified operations (Ongoing)
b. Annual FTA Reporting (May 2012)

6. YOLO COUNTY TRANSPORTATION DISTRICT JARC OPERATING ASSISTANCE *Project # 12-012-06*
(Federal Requirement)
The Yolo County Transportation District (YCTD) is using FFY 2009 and 2010 JARC funds to operate early morning and later evening fixed route bus services targeting the transit dependent population is in Yolo and Sacramento counties.

Goals:
a. Provide JARC qualified operations (Ongoing)
b. Annual FTA Reporting (May 2012)

7. CITY OF ROSEVILLE SOUTH PLACER COUNTY NEW FREEDOM ONE-STOP CALL CENTER *Project # 12-012-07*
(Federal Requirement)
The city of Roseville is using FFY 2006, 2008 and 2010 New Freedom funds to operate a one-stop call center for call intake and trip dispatching for all participating public transit operators and private/non-profit transportation providers in South Placer County. This project involves the purchase and or leasing of equipment, furniture and facilities to handle at least five to seven dispatchers and customer service representatives to take calls and dispatch vehicles for demand-response transit trips.

Goals:
a. Provide New Freedom qualified mobility management services (Ongoing)
b. Annual FTA Reporting (May 2012)

8. PARATRANSIT, INC., NEW FREEDOM MOBILITY MANAGEMENT *Project # 12-012-08*
(Federal Requirement)
Paratransit, Inc., (PI) is using FFY 2007, 2008, 2009 and 2010 New Freedom funds for a project that will expand PI`s current services to include mobility management activities, including those activities outside of the current Paratransit, Inc. service area.

Goals:
a. Provide New Freedom qualified mobility management services (Ongoing)
b. Annual FTA Reporting (May 2012)

Overall Work Program Units and Goals
(Continued)

9. SACRAMENTO REGIONAL TRANSIT DISTRICT NEW FREEDOM CAPITAL IMPROVEMENTS *Project # 12-012-09*

(Federal Requirement)
The Sacramento Regional Transit District (SRTD) is using FFY 2007 and 2009 New Freedom funds for a projects to provide enhanced system access for persons with disabilities, including particularly, persons with limited mobility and visual impairments.

Goals:
a. Provide New Freedom qualified capital improvements (Ongoing)
b. Annual FTA Reporting (May 2012)

10. WESTERN PLACER CTSA NEW FREEDOM OPERATING ASSISTANCE *Project # 12-012-10*

(Federal Requirement)
Western Placer CTSA is using FFY 2008 and 2010 New Freedom funds to operate CTSA alternative public transportation service in the urbanized portion of Placer County.

Goals:
a. Provide New Freedom qualified operations (Ongoing)
b. Annual FTA Reporting (May 2012)

11. COUNTY OF SACRAMENTO DEPARTMENT OF HEALTH NEW FREEDOM OPERATING ASSISTANCE *Project # 12-012-11*

(Federal Requirement)
The County of Sacramento, Department Human Assistance (Sacramento County) is using FFY 2008 New Freedom funds to operate the Senior Companions and Senior Nutrition Services transport programs in Sacramento County; these services are ADA accessible.

Goals:
a. Provide New Freedom qualified operations (Ongoing)
b. Annual FTA Reporting (May 2012)

12. YOLO COUNTY TRANSPORTATION DISTRICT NEW FREEDOM OPERATING ASSISTANCE *Project # 12-012-12*

(Federal Requirement)
The County Yolo County Transportation District (YCTD) is using FFY 2008, 2009 and 2010 New Freedom funds to operate the Yolobus Special specialized public transportation services for elderly and disabled persons in Yolo, Sacramento and Solano counties.

Goals:
a. Provide New Freedom qualified operations (Ongoing)
b. Annual FTA Reporting (May 2012)

SUPPLEMENTAL DATA

Section Contents:

- Primary Revenue Sources – Ten-Year History
- Indirect Services Cost Comparison – Six-Year History
- Summary of Full-Time Equivalent Employees – Six-Year History
- Total Population by Jurisdiction – Ten-Year History
- Average Annual Wages by County – Five-Year History

Bridge over American River

Primary Revenue Sources – Eleven-Year History

Fiscal Year	FHWA PL	FTA 5303	FTA Discretionary	Federal Earmarks	STIP/ PPM RSTP	Memberships
2011/12 (projected)	$2,577,377	$774,150	$1,091,894	-	$2,891,260	$284,270
2010/11 (projected)	$2,986,249	$779,106	$879,302	$1,055,526	$3,616,019	$284,270
2009/10	$2,816,142	$1,202,575	$338,079	$867,206	$1,122,124	$284,270
2008/09	$2,299,746	$634,963	$110,243	$1,224,639	$1,646,313	$355,712
2007/08	$2,897,745	$672,553	$230,343	$716,583	$1,231,377	$333,416
2006/07	$3,359,656	$646,599	$403,217	$939,143	$791,794	$315,086
2005/06	$2,508,525	$645,527	-	$197,719	$909,898	-
2004/05	$1,919,885	$561,783	-	-	$326,046	$250,000
2003/04	$1,736,709	$499,217	-	-	$65,000	$246,559
2002/03	$1,828,516	$461,366	-	-	$296,000	$238,470
2001/02	$1,948,983	$433,570	-	-	$113,000	$221,984

Primary Revenue Sources – Eleven-Year History

Planning & Administration	PCTPA & EDCTC	SAFE	CMAQ	Strategic Growth Council - Prop 84 Funds	Housing and Urban Development (HUD)	PTMISEA	SP&R Partnership
$2,306,142	$334,446	$538,699	$11,550,691	$876,696	$736,626	$6,733,608	$571,820
$2,066,266	$308,595	$533,150	$14,992,873	$408,170	$1,500,000	$6,941,077	$1,450,260
$1,957,948	$276,285	$310,821	$5,708,557	-	-	-	$562,149
$2,301,584	$323,311	$373,467	$2,532,745	-	-	-	$178,175
$2,468,402	$390,549	$420,178	$1,193,594	-	-	-	$280,000
$2,918,782	$445,248	$451,330	$880,424	-	-	-	$531,694
$2,372,141	$389,074	$349,427	$639,875	-	-	-	$566,273
$2,138,226	$361,759	$353,692	$876,658	-	-	-	$315,990
$2,038,333	$322,962	$224,596	$143,061	-	-	-	$99,538
$1,910,600	$305,993	$214,687	$361,632	-	-	-	$538,497
$2,017,999	$309,401	$171,999	$278,086	-	-	-	-

Indirect Services Cost Comparison – Seven-Year History

	2004	2005	2006	2007	2008	2009	2010
INDIRECT COSTS							
Building Costs	$ 329,317	$ 573,947	$ 573,947	$ 641,863	$ 638,875	$ 677,089	$ 601,854
Career Development Program	-	-	-	49,690	52,408	89,195	42,699
Consultants	104,646	80,810	57,038	39,071	116,034	269,661	100,131
Depreciation	158,250	168,452	156,390	136,081	133,337	86,257	82,426
Insurance	6,418	15,828	68,658	67,478	69,959	68,903	68,251
Legal	96,444	88,481	178,649	257,799	320,942	259,557	242,566
Maintenance	22,416	15,579	44,048	6,176	13,295	11,580	14,590
Meetings	59,634	40,664	19,059	12,099	5,300	12,187	7,269
Memberships	44,765	21,219	42,139	42,794	25,377	25,511	17,246
Miscellaneous	2,618	3,157	12,265	676	2,530	3,719	4,664
Mileage	13,760	17,120	13,862	11,408	14,093	12,915	14,171
Office Equipment	-	-	-	16,825	19,591	11,044	2,823
Parking	4,700	5,950	6,525	7,400	7,550	9,450	10,376
Postage	25,540	30,458	24,197	22,605	21,367	9,014	17,998
Printing	7,528	-	-	16,671	1,762	9,081	(1,931)
Publications	4,422	5,013	3,425	4,227	4,869	3,567	2,264
Salaries and Benefits	936,415	1,130,960	1,186,651	1,164,671	1,337,701	1,423,539	1,496,208
Software & Maintenance	41,489	58,531	41,206	36,601	49,921	51,418	62,364
Supplies	70,335	72,979	75,394	38,499	45,429	53,275	70,105
Accounting Services	-	-	7,723	8,169	17,065	9,420	9,844
Unemployment Costs	-	-	8,469	-	-	-	-
Telephone/Telecommunications	32,486	29,356	28,693	32,906	34,114	39,244	37,349
Temporary services	681	6,673	580	2,119	409	132	384
Printing Cost offset	-	-	(71,048)	-	-	-	-
OPEB ARC	-	-	-	-	-	-	405,800
Total Indirect Costs	**$ 1,961,864**	**$2,365,177**	**$ 2,477,870**	**$ 2,615,828**	**$ 2,931,928**	**$ 3,135,758**	**$ 3,309,451**

Summary of Full-Time Equivalent Employees – Five-Year History

BY FUNCTION & PROGRAM

	2006	2007	2008	2009	2010
FUNCTION					
Chief Executive Officer*	1	1	1	1	1
Administration	6	6	6	9	8
Finance	5	5	5	5	4
Research Analysts**	8	11	13	9	10
Information Technology	2	1	2	2	2
Planning	21	20	18	19	19
Public Affairs and Communications	4	5	5	5	5
Interns	1	1	1	1	2
Total Approved Full-Time Positions	**48**	**50**	**51**	**51**	**51**

*Formerly called Executive Director
**Formerly called Geographic Information Systems

BY PROJECT

	2006	2007	2008	2009	2010
Direct Projects					
Interagency Relations and Program Management	1.2	1.4	n/a	n/a	n/a
Project Delivery and Programming	3.7	3.0	n/a	n/a	n/a
Multimodal Transportation Planning and Coordination	6.1	6.1	n/a	n/a	n/a
Air Quality Planning, Analysis & Coordination	0.8	2.0	n/a	n/a	n/a
Transit Planning and Coordination	4.0	4.0	n/a	n/a	n/a
Housing and Land Use	3.3	0.6	n/a	n/a	n/a
Regional Monitoring and Forecasting	10.5	5.7	n/a	n/a	n/a
Geographic Information Systems	n/a	n/a	n/a	n/a	n/a
Public Information/Outreach & Advocacy	4.0	3.8	n/a	n/a	n/a
Services	1.2	1.5	n/a	n/a	n/a
Special Projects and Local Technical Assistance	0.7	1.0	n/a	n/a	n/a
NEPA Linkages					
Regional Blueprint Programming	0.6	n/a	n/a	n/a	n/a
Metropolitan Transportation Plan	n/a	9.1	n/a	n/a	n/a
Services to Other Agencies	0.6	0.8	n/a	n/a	n/a
Board and Advocacy	0.3	0.5	n/a	n/a	n/a
Government Relations, Public Affairs & Administration	n/a	n/a	4.9	5.1	4.5
Long-Range Transportation Planning	n/a	n/a	10.1	3.5	6.0
Short-Range Transportation Planning & Studies	n/a	n/a	1.4	0.4	1.1
Continuing Transportation Implementation	n/a	n/a	5.7	11.0	8.9
Land Use & Housing Planning	n/a	n/a	8.7	11.1	10.2
Public Services	n/a	n/a	2.8	2.8	2.7
Member & Agency Services	n/a	n/a	4.9	4.7	3.7
Services to Other Agencies	n/a	n/a	0.9	0.5	0.5
Board and Advocacy	n/a	n/a	0.2	0.3	0.2
Subtotal - Direct Projects	37.0	39.5	39.6	39.4	37.8
Indirect	11.8	11.1	12.2	12.4	12.8
Total FTEs Based on Total Hours	**48.8**	**50.6**	**51.8**	**51.8**	**50.6**

Total Population by Jurisdiction – 10-Year History

	2001	2002	2003	2004
SACOG Region	**1,985,974**	**2,044,599**	**2,098,505**	**2,149,634**
El Dorado County	**160,495**	**164,079**	**167,252**	**170,456**
Placerville	9,959	10,270	10,299	10,282
South Lake Tahoe	23,983	24,023	24,037	23,934
Unincorporated	126,553	129,786	132,916	136,240
Placer County	**258,892**	**271,224**	**284,039**	**296,579**
Auburn	12,562	12,593	12,610	12,827
Colfax	1,576	1,713	1,790	1,806
Lincoln	13,628	16,835	19,977	23,413
Rocklin	6,310	6,306	6,353	6,322
Roseville	39,570	43,147	46,083	49,672
Loomis	83,237	87,667	93,534	98,407
Unincorporated	102,009	102,963	103,692	104,132
Sacramento County	**1,252,652**	**1,287,426**	**1,317,973**	**1,346,205**
Citrus Heights	86,375	87,698	87,744	87,714
Elk Grove	75,647	81,243	86,362	109,983
Folsom	56,748	60,968	64,155	66,046
Galt	20,106	21,392	22,153	22,325
Isleton	837	843	843	838
Rancho Cordova	N/A	N/A	N/A	54,676
Sacramento	414,674	426,595	435,510	444,395
Unincorporated	598,265	608,687	621,206	560,228
Sutter County	**80,209**	**81,913**	**84,166**	**86,604**
Live Oak	6,379	6,450	6,516	6,636
Yuba City	45,955	47,220	48,903	51,429
Unincorporated	27,875	28,243	28,747	28,539
Yolo County	**172,677**	**177,572**	**181,328**	**184,660**
Davis	61,853	63,349	63,843	64,533
West Sacramento	31,998	34,718	36,489	38,053
Winters	6,152	6,302	6,570	6,873
Woodland	50,821	51,360	51,630	52,570
Unincorporated	21,853	21,843	22,796	22,631
Yuba County	**61,049**	**62,385**	**63,747**	**65,130**
Marysville	12,353	12,589	12,715	12,876
Wheatland	2,306	2,394	2,729	3,194
Unincorporated	46,390	47,402	48,303	49,060

Source: California Department of Finance,E-1 Population Estimates for Cities, Counties and the State, California Department of Finance, Demographic Research Unit, as of January 1 of each year

Total Population by Jurisdiction – 10-Year History

2005	2006	2007	2008	2009	2010
2,192,359	**2,229,940**	**2,268,620**	**2,304,411**	**2,323,112**	**2,349,485**
173,407	**176,204**	**178,674**	**179,722**	**180,185**	**181,569**
10,350	10,171	10,237	10,271	10,373	10,429
24,059	23,594	23,704	23,725	23,896	24,087
138,998	142,439	144,733	145,726	145,916	147,053
305,675	**316,508**	**324,495**	**333,401**	**339,577**	**347,102**
12,849	12,975	13,112	13,273	13,432	13,578
1,822	1,825	1,838	1,855	1,878	1,993
27,356	33,589	37,410	39,758	40,060	41,111
6,274	6,480	6,529	6,624	6,677	6,743
50,494	50,920	51,951	53,843	54,754	56,019
102,191	104,655	106,266	109,154	112,343	115,781
104,689	106,064	107,389	108,894	110,433	111,877
1,369,855	**1,385,607**	**1,406,804**	**1,424,415**	**1,433,187**	**1,445,327**
87,549	86,883	87,017	87,321	87,565	88,115
121,609	130,874	136,318	139,542	141,430	143,885
68,033	69,445	70,835	72,590	71,018	71,453
22,955	22,982	23,469	23,913	24,133	24,264
820	813	815	817	818	822
55,145	56,355	59,056	60,975	61,817	62,899
452,959	457,514	467,343	475,743	481,097	486,189
560,785	560,741	561,951	563,514	565,309	567,700
88,945	**91,450**	**93,919**	**95,878**	**96,554**	**99,154**
6,785	7,475	8,126	8,539	8,571	8,791
58,368	60,507	62,083	63,338	63,647	65,372
23,792	23,468	23,710	24,001	24,336	24,991
187,743	**190,344**	**193,983**	**199,066**	**200,709**	**202,953**
64,401	64,585	64,938	65,814	66,005	66,570
40,206	43,183	44,928	47,068	47,782	48,426
6,979	6,867	6,885	7,052	7,052	7,098
53,382	52,972	54,060	55,867	56,399	57,288
22,775	22,737	23,172	23,265	23,471	23,571
66,734	**69,827**	**70,745**	**71,929**	**72,900**	**73,380**
12,628	12,591	12,713	12,719	12,838	12,867
3,432	3,465	3,513	3,510	3,548	3,558
50,674	53,771	54,519	55,700	56,514	56,955

Sacramento Area Council of Governments
For Years 2003 – 2007

Average Annual Wages by County – Six-Year History

Year	SACOG REGION	El Dorado	Placer	Sacramento	Sutter	Yolo	Yuba
2003							
Average Weekly Wages	**$ 696**	$ 598	$ 704	$ 730	$ 504	$ 640	$ 582
Average Annual Wages	**$36,817**	$ 31,114	$ 36,618	$ 37,953	$ 26,357	$ 33,285	$ 30,268
2004							
Average Weekly Wages	**$ 718**	$ 617	$ 740	$ 749	$ 531	$ 674	$ 572
Average Annual Wages	**$37,358**	$ 32,092	$ 38,477	$ 38,961	$ 27,612	$ 35,063	$ 20,841
2005							
Average Weekly Wages	**$ 751**	$ 658	$ 764	$ 784	$ 545	$ 699	$ 616
Average Annual Wages	**$39,041**	$ 34,200	$ 39,717	$ 40,786	$ 28,319	$ 36,326	$ 32,008
2006							
Average Weekly Wages	**$ 782**	$ 693	$ 797	$ 816	$ 580	$ 719	$ 627
Average Annual Wages	**$40,638**	$ 36,049	$ 41,431	$ 42,418	$ 30,183	$ 37,396	$ 32,627
2007							
Average Weekly Wages	**$ 808**	$ 719	$ 822	$ 842	$ 590	$ 753	$ 663
Average Annual Wages	**$41,992**	$ 37,384	$ 42,770	$ 43,773	$ 30,687	$ 39,170	$ 34,454
2008							
Average Weekly Wages	**$ 833**	$ 742	$ 824	$ 867	$ 608	$ 776	$ 701
Average Annual Wages	**$43,316**	$ 38,584	$ 42,848	$ 45,084	$ 31,616	$ 40,352	$ 36,452

Average Annual Wages based upon Average Weekly Wages

Source: California Employment Department Labor Market Information Database

Capitol Valley Regional Service Authority for Freeways And Expressways

Section Contents:

- About Capitol Valley SAFE
- Capitol Valley SAFE Budget
- 2010 SAFE Report

About SAFE

The Sacramento Area Council of Governments Service Authority for Freeway Emergencies (SAFE), also known as the Capitol Valley Regional Service Authority for Freeways and Expressways, is a legally constituted public entity created and established pursuant to the provisions of Chapter 14 of Division 3 of the Street and Highways Code of the State of California (the "Freeway Act") to serve as the service authority for freeway emergencies in the counties of El Dorado, Sacramento, San Joaquin, Sutter, Yolo, and Yuba. Under the Freeway Act, SAFE is authorized to impose a fee on vehicles registered in the six counties for the implementation, maintenance and operation of the motorist aid system of call boxes. SAFE is administered by a governing board consisting of members of SACOG's Board of Directors plus one member representing San Joaquin County and one member representing the cities of San Joaquin County. SACOG provides administrative services for SAFE. SAFE is included in SACOG's reporting entity because of the significance of its financial or operational relationship and its mutual governing board.

The SAFE Board adopts an annual budget for the Planning and Administration and Capitol Valley Regional SAFE Special Revenue funds based on anticipated projects at the beginning of the year. The Overall Work Program, a portion of the Planning and Administration fund budget, is approved by the California Department of Transportation after adoption by the Board of Directors. Annual budgets are adopted on a basis consistent with generally accepted accounting principles and are presented on the modified accrual basis of accounting.

Capitol Valley Regional SAFE Fund – Used to account for SACOG's administrative activities for implementing, operating and maintaining the motorist aid system of call boxes within the counties of El Dorado, Sacramento, San Joaquin, Sutter, Yolo and Yuba. Funds are derived from the vehicle registration fee imposed pursuant to the provisions of Chapter 14 of Division 3 of the Streets and Highways Code.

Glenn County SAFE Fund – Used to account for activities in accordance with the contract with the County of Glenn, for implementing, operating and maintaining the motorist aid system of call boxes within the County of Glenn pursuant to Street and Highways Code section 2553.

Capitol Valley Service Authority for Freeways and Expressways
Fiscal Year 2011-12

Budget

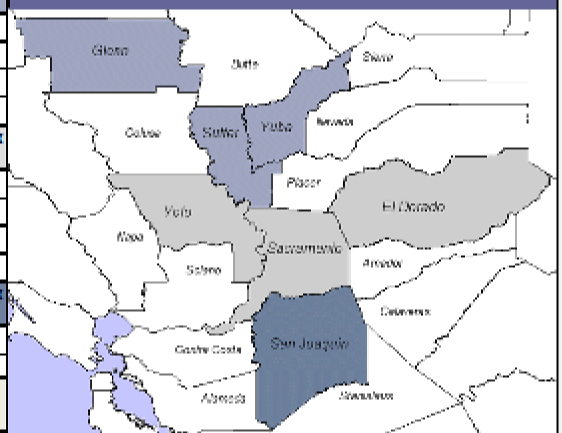
	FY 2010-11 Adopted Budget	FY 2010-11 Projected Actual	FY 2011-12 Proposed
REVENUE			
Interest	$ 60,000	$ 16,000	$ 16,000
Registration Fees	2,095,158	2,095,158	2,095,158
Reimbursements from Glenn County	13,000	13,000	13,000
Reimbursements from Placer County	2,500	2,500	2,500
Knockdown Recovery	8,000	16,000	16,000
TOTAL REVENUE	**2,178,658**	**2,142,658**	**2,142,658**
EXPENDITURES			
Call Box Maintenance (including Placer/Glenn County)	469,373	435,000	69,373
Freeway Service Patrol - Sacramento County	706,000	706,000	706,000
Freeway Service Patrol - San Joaquin County on I-205	113,000	113,000	113,000
Freeway Service Patrol - Yolo County	26,250	26,250	26,250
Freeway Service Patrol - El Dorado County	56,022	56,022	52,159
SAFE portion of Statewide CHP Coordinator	5,000	4,200	4,200
Private Call Answering Contract - Fixed call boxes (Voice & TTY)	37,389	21,000	37,389
Private Call Answering Contract - Bike Trail Boxes - TTY only	9,000	9,000	9,000
SACOG Services (staff time and indirect costs)	132,137	100,000	132,137
Cellular Phone Service (including Placer/Glenn County)	125,000	108,000	125,000
Consultant	76,000	45,000	84,480
Insurance	9,000	8,608	9,000
Public Information	5,000	2,500	5,000
Legal Services	2,000	2,000	2,000
DMV Fees	10,401	12,000	12,000
Meetings/Printing	2,500	1,500	4,000
511/STARNET - Capital Improvements Project	152,588	126,170	150,000
511/STARNET - Operations	212,230	125,000	125,000
511 Program Management - San Joaquin County	34,000	15,000	110,000
TOTAL EXPENDITURES	**2,182,890**	**1,916,250**	**2,175,988**
REVENUE LESS EXPENDITURES	**$ (4,232)**	**$ 226,408**	**$ (33,330)**
PROJECTED ENDING CASH BALANCE	**$ 3,234,351**	**$ 3,460,759**	**$ 3,427,429**

Capitol Valley Regional SAFE
Summary of Call Box Calls to Dispatch

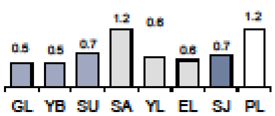
1,185 Call Boxes	11,388 Calls for Aid	559,162 Calls Since 1994

Chico Dispatch	Boxes	Calls	Calls / box / month
Glenn	34	205	0.5
Yuba	59	362	0.5
Sutter	89	781	0.7
TOTAL	182	1348	0.6
Sacramento Dispatch	**Boxes**	**Calls**	**Calls / box / month**
Sacramento	322	4741	1.2
Yolo	220	1634	0.6
El Dorado	67	460	0.6
TOTAL	609	6835	0.9
Stockton Dispatch	**Boxes**	**Calls**	**Calls / box / month**
San Joaquin	388	3116	0.7
TOTAL	388	3116	0.7
Placer County	*6*	*89*	*1.2*
Test / Unas.	*0*	*0*	*NA*
CVRS Total	1185	11388	0.8

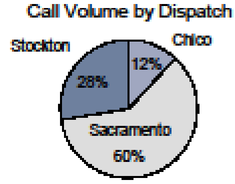
Capitol Valley Regional SAFE



Average calls per call box / month



Call Volume by Dispatch



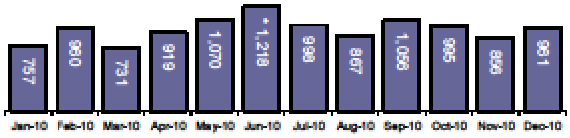
Average Call Box Call Length

3:26

Average Call Answer Delay

33 seconds

2010 Call Box Calls by Month



2010

Mobile Call Box Calls

275

Calls by CHP Shift		Calls	Percent	
A Shift	(06am - 02pm)	5,949	52%	A
B Shift	(02pm - 10pm)	4,117	36%	B
C Shift	(10pm - 06am)	1,322	12%	C
	TOTAL	11,388	100%	

The contents of this report reflect the views of the author who is responsible for the facts and the accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the SAFE. This report does not constitute a standard, specfication, or regulation.

Capitol Valley Summary

2010 Annual Call Box Report

2010 SAFE Report

(Continued)

Call Box Calls Grouped by Type of Assistance
2010 Annual Report

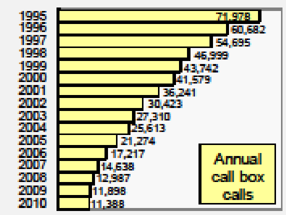
	Type of Assistance	Percent	
1	California Highway Patrol (CHP)	15%	*Road hazards, Fires, Accidents*
2	Auto Club (AAA)	5%	*Motorist patched through to AAA*
3	Auto Club (Other)	1%	*Motorist patched through to other auto club*
4	Friends & Family	6%	*Motorist patched through to friends or family*
5	Freeway Service Patrol	1%	*Motorist needs tow, FSP available*
6	Rotational Tow	6%	*Motorist needs tow, FSP not available, Motorist has resources*
7	No Resources - CHP dispatched to scene	9%	*FSP not available, motorist has no resources, CHP dispatched*
8	Informational	7%	*Motorist asking for directions or other information*
9	Duplicate Event	2%	*Motorist calling again for the same reason*
10	Dial Tone	7%	*Motorist connected to call center - disconnect before speaking*
11	Test calls from maintenance technician	41%	
	TOTAL	100%	

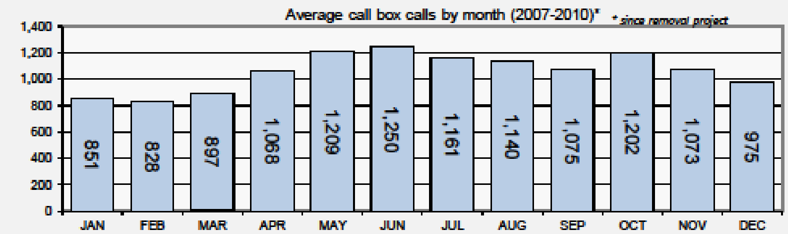
Note: This report only reflects calls received by the private call answer center. Bike trail call box calls are answered directly by the local law enforcement agencies.

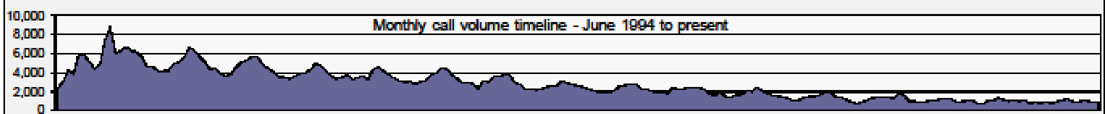
2010 SAFE Report

(Continued)

CVRS Call Box Call History







	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	AVG
Jan	*Callbox*	4,357	4,183	3,856	3,511	3,767	3,095	2,848	2,192	1,945	1,953	1,501	1,252	*** 886*	974	787	757	851
Feb	calls	4,851	4,198	3,602	3,353	3,265	2,758	2,353	2,298	1,882	1,791	1,392	1,023	*** 762*	919	672	960	828
Mar	*began*	7,488	4,229	3,882	3,581	3,451	3,029	3,162	2,462	1,943	2,459	1,636	1,090	*** 857*	892	1,108	731	897
Apr	*June*	*** 8,868**	4,874	4,620	3,913	3,631	3,147	3,001	2,610	2,133	2,229	1,693	1,360	1,098	1,141	1,113	919	1,068
May	*1994*	5,996	5,117	5,137	3,990	3,222	3,753	3,560	2,631	2,632	2,289	2,091	1,495	1,315	1,086	*** 1,365**	1,070	1,209
Jun	2,350	6,296	5,548	5,311	4,257	4,323	4,015	3,583	*** 3,176**	2,651	*** 2,462**	2,007	1,486	1,352	*** 1,295**	1,133	*** 1,218**	1,250
Jul	3,104	6,717	*** 6,645**	5,665	*** 4,936**	*** 4,610**	*** 4,464**	3,784	2,887	*** 2,835**	2,417	*** 2,439**	1,639	1,350	1,293	1,003	998	1,161
Aug	4,250	6,321	6,335	*** 5,702**	4,782	4,144	4,390	*** 3,720**	2,750	2,808	2,369	2,102	*** 1,946**	1,380	1,243	1,068	867	1,140
Sep	3,882	6,185	5,665	4,865	4,189	3,752	3,770	2,934	2,624	2,246	2,246	1,867	1,904	1,316	948	978	1,056	1,075
Oct	*** 5,934**	5,654	5,071	4,457	3,636	3,395	3,316	2,699	2,411	2,254	1,773	1,594	1,480	*** 1,751**	996	1,066	995	1,202
Nov	5,794	4,577	4,374	4,092	3,372	3,176	2,934	2,280	2,279	2,073	1,581	1,519	1,382	1,628	1,062	746	856	1,073
Dec	5,184	4,668	4,443	3,506	3,479	3,006	2,908	2,317	2,103	1,908	2,044	1,433	1,160	943	1,138	859	961	975
TOTALS	**30,498**	**71,978**	**60,682**	**54,695**	**46,999**	**43,742**	**41,579**	**36,241**	**30,423**	**27,310**	**25,613**	**21,274**	**17,217**	**14,638**	**12,987**	**11,898**	**11,388**	**33,042**
* Represents the highest number of calls for that year.															All time call total			**559,162**

The contents of this report reflect the views of the author who is responsible for the facts and the accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of the SAFE. This report does not constitute a standard, specification, or regulation.

** "Jan-07 to Mar-07 AT&T data was not available. CDSNet used as substitute source (bike trail calls not inculded in totals)

2010 SAFE Report
(Continued)

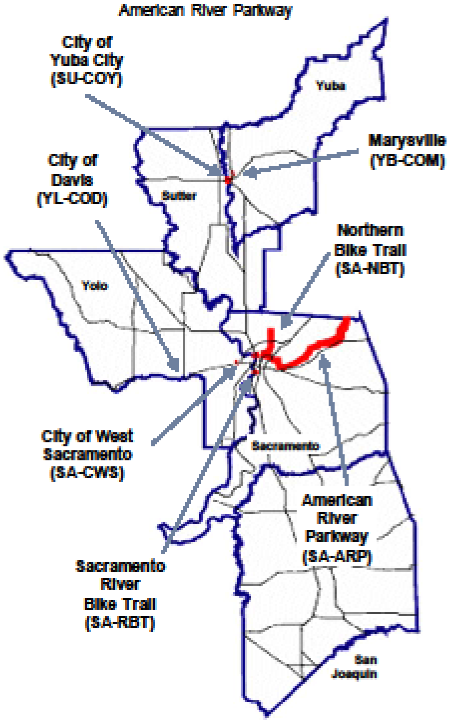
CVRS Bike Trail Call Boxes

CVRS Bike Trail Call Boxes

2010 Annual Call Box Report

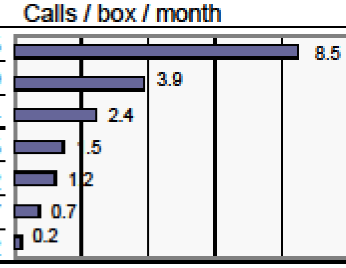
American River Parkway

SAFE



Sacramento River Bike Trail

Bike Trail	Number of Call boxes	Number of Calls to Dispatch	Average Calls / box / month
SA-NBT	9	918	8.5
SA-RBT	3	139	3.9
SA-ARP	27	789	2.4
SU-COY	6	105	1.5
YL-COD	3	44	1.2
YB-COM	5	44	0.7
SA-CWS	2	5	0.2
Total	55	2,044	3.1



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Appendix

Section Contents:

- Board Resolution Approving FY 2011-12 Budget
- Board Resolution Adoption the Overall Work Program for FY 2011-12
- Budget and Fiscal Policies
- GASB 54
- Chart of Accounts
- Salary Schedule – Effective August 1, 2010
- Air Quality Planning Boundaries and Population Map
- Glossary of Terms
- Directory of Acronyms
- GFOA Distinguished Budget Award for FY Beginning July 1, 2010

SACRAMENTO AREA COUNCIL OF GOVERNMENTS

RESOLUTION NO. 39 – 2011

ADOPTING THE BUDGET FOR FISCAL YEAR 2011-12

WHEREAS, the Sacramento Area Council of Governments must adopt an operating budget annually; and

WHEREAS, the Overall Work Program constitutes a large portion of that annual budget and is approved by separate resolution; and

WHEREAS, there are certain other costs not related to the Overall Work Program for which a budget must be approved;

NOW THEREFORE, BE IT RESOLVED, that the SACOG operating budget be approved and the Executive Director is authorized to implement the budget and is approved to make budget adjustments as authorized.

PASSED AND ADOPTED this 19th day of May 2011, by the following vote of the Board of Directors:

AYES:	Directors Allard, Anderson, Billeci, Budge, Cohn, Cosgrove, Davis, Hagen, Hanley, Jankovitz, Knight, Krovoza, Ledesma, MacGlashan, McBride, McCarty, Montna, Payne, Roberts, Saylor, Scherer, Serna, Stallard, West, Yuill, and Chair Peters
NAYS:	None
ABSTAIN:	None
ABSENT:	Directors Griego, Hodges, Holmes, Miklos, and Miller

Susan Peters
Chair

Mike McKeever
Chief Executive Officer

SACRAMENTO AREA COUNCIL OF GOVERNMENTS

RESOLUTION NO. 38 – 2011

APPROVING THE OVERALL WORK PROGRAM FOR FISCAL YEAR 2011-12

WHEREAS, the Sacramento Area Council of Governments (SACOG) is the Metropolitan Planning Organization (MPO) for the Sacramento Metropolitan area and the Yuba City/Marysville Urbanized area, the Regional Transportation Planning Agency for Sacramento, Yolo, Yuba and Sutter counties, the Areawide Clearinghouse for the cities and counties that are signatories of the SACOG Joint Powers Agreement, the Airport Land Use Commission for the counties of Sacramento, Sutter, Yolo and Yuba and a Joint Powers Agency with the purposes and functions defined in the Joint Powers Agreement; and

WHEREAS, the SACOG staff has prepared an Overall Work Program (OWP) for fiscal year 2011-12 which has been reviewed by member agencies and Board committees; and

WHEREAS, the OWP has been reviewed by the Federal Highway Administration, the Federal Transit Administration, the California Department of Transportation, and stakeholders through a public review process; and

WHEREAS, such OWP becomes the basis for the SACOG's activities and budget for fiscal year 2011-12; and

WHEREAS, 23 CFR 450.334 requires that the designated MPO certify each year that the planning process is being conducted in conformance with the applicable requirements,

NOW, THEREFORE, BE IT RESOLVED that SACOG does hereby adopt and approve the fiscal year 2011-12 OWP and certifies that its planning process will be implemented through this document in accordance with:

1. 49 U.S.C. Section 5323(k), 23 U.S.C. 135, and 23 CFR part 450.200;
2. Sections 174 and 176(c) and (d) of the Clean Air Act (42 U.S.C. 7504, 7506(c) and (d));
3. Title VI of the Civil Rights Act of 1964 and the Title VI assurance executed by each state under 23 U.S.C. 324 and 29 U.S.C. 794;
4. Public Law 109-59, *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users*, regarding the involvement of disadvantaged business enterprises in the FHWA and FTA funded project, Pub. L. 059.109 Page 119 STAT. 1156 and;

Board Resolutions
(Continued)

5. The provisions of the Americans with Disabilities Act of 1990 (Pub. L. 101-336, 104 Stat. 327, as amended) and USDOT regulations "Transportation for Individuals with Disabilities" (49 CFR Parts 27, 37, and 38).

BE IT FURTHER RESOLVED:

1. That SACOG hereby authorizes submittal of the OWP for fiscal year 2011-12 to the various participating State and Federal agencies;

2. That SACOG pledges to pay or secure in cash or services, or both, the matching funds necessary for financial assistance;

3. That SACOG's Executive Director is hereby designated and authorized to submit the OWP for fiscal year 2011-12 and to execute all necessary agreements and contracts on behalf of SACOG to implement the purposes of this resolution; and

4. That the Executive Director is hereby authorized to make and submit to the appropriate funding agencies necessary work program and budget modifications to the OWP based upon actual available funds, and to draw funds as necessary on a letter of credit or other requisition basis.

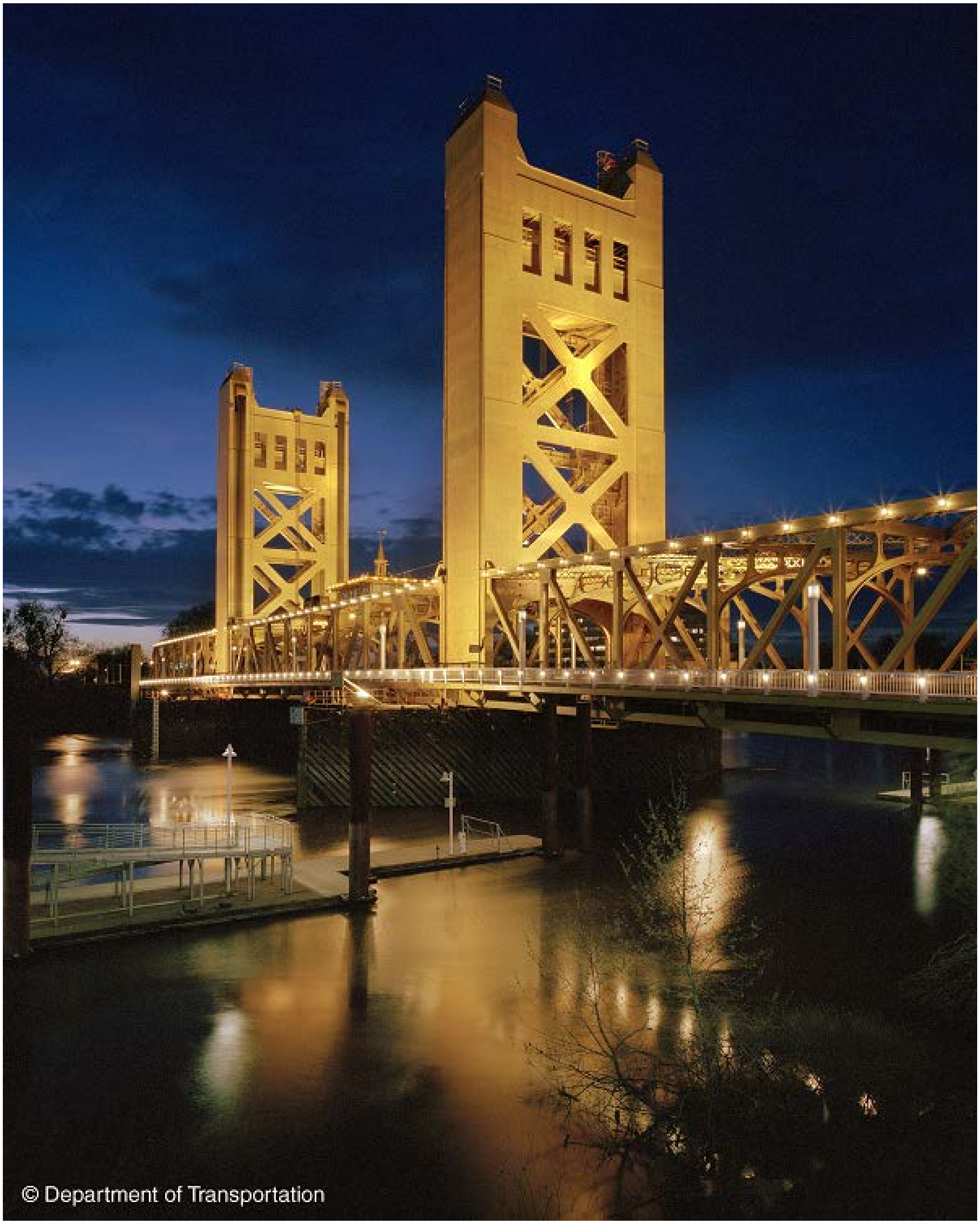
5. That the Executive Director is hereby authorized to make budget adjustments within the Overall Work Program Element accounts.

PASSED AND ADOPTED this 19th day of May 2011, by the following vote of the Board of Directors:

AYES:	Directors Allard, Anderson, Billeci, Budge, Cohn, Cosgrove, Davis, Hagen, Hanley, Jankovitz, Knight, Krovoza, Ledesma, MacGlashan, McBride, McCarty, Montna, Payne, Roberts, Saylor, Scherer, Serna, Stallard, West, Yuill, and Chair Peters
NAYS:	None
ABSTAIN:	None
ABSENT:	Directors Griego, Hodges, Holmes, Miklos, and Miller

Susan Peters
Chair

Mike McKeever
Chief Executive Officer



Tower Bridge over the Sacramento River

Budget and Fiscal Policies

Budget Policy:

1. SACOG exists to perform activities that local governments value and could not perform as effectively (quality) or efficiently (cost savings) on their own. If there is anything SACOG is doing that does not meet that test then SACOG should either stop doing the activity or do it differently.
2. Money must be spent as efficiently as possible.
3. SACOG has a small staff that provides high-value specialized services to its 28 member governments. SACOG must be able to recruit and retain high quality staff in order to provide value and efficiencies to its member agencies.
4. Strong partnerships with other governmental and non-governmental organizations increase the effectiveness and efficiency of activities that are central to SACOG's mission.
5. Pro-active advocacy for funds, programs, laws that are consistent with SACOG's core mission is necessary to ensure that the region's interests are protected and advanced.
6. Educational activities that expose the SACOG Board and Staff to the experiences of other local government and regions around the country facing similar challenges are beneficial.
7. The budget is complex and should be made as understandable as possible. For example, costs associated with managing our various programs should be funded from revenue streams directly associated with those programs.
8. The base budget should not rely on uncertain or speculative revenues.
9. Any increase in revenues that materialize throughout the year beyond those in the base budget can be used for specific services beyond those included in the OWP, but they must directly benefit our member local governments, and would require Board approval.
10. Finally, and most obviously, the budget must be consistent with the law, regulations and standard accounting practices.

Fiscal Policy:

1. SACOG will maintain an operating budget for the Planning and Administrative Fund which provides that revenues are equal to or greater than ongoing expenditures. For FY 10-11 the definition of a balance budget is that current year projected expenditures are being paid with current year operating revenues and from reserve funds from the Special Revenue SACOG Financing Corporation Fund.
2. SACOG has the option to fund post-employment health costs on the "pay as you go" basis depending on budgetary needs.
3. SACOG's general and administrative costs (called indirect costs) are allocated to direct projects through a cost allocation plan developed in accordance with federal requirements under OMB Circular A-102 and A-87. The cost allocation plan is approved annually by Caltrans. The allocation is computed on direct salary/benefit amount, which based on the employees fully-costed rate multiplied by hours worked.
4. SACOG will continue to pay competitive market level compensation to our employees.
5. SACOG will continue to comply with all the requirements of Generally Accepted Accounting Principles (GAAP).

Budget and Fiscal Policies
(Continued)

6. Capital Assets (expenditures) – Routine -- to support Planning and Administration Fund operating activities. Capital assets are recorded at historical cost or at estimated historical costs if actual historical cost is not available. Donated capital assets are valued at their estimated fair market value on the SACOG date of donation. Capital assets are defined by SACOG, as assets with an initial, individual cost of more than $5,000 and an estimated useful life of in excess of two years. Capital assets used in operations are depreciated using the straight-line method over their estimated useful lives in the government-wide financial statements. The estimated useful lives for furniture and equipment are 3 to 15 years. The estimated depreciation amount is found within the indirect cost structure of SACOG's Planning and Administration Fund.
7. Capital Assets (expenditures) – Non-routine as part of the Overall Work Program which is project specific – These are typically non-routine capital expenditures that are specific to a certain project, and not directly benefiting the Planning and Administration Fund operations. For FY 11-12, the most significant non-routine capital expenditure is for a project that SACOG is providing planning and assistance with, since it is of regional importance. The project is Connect Card Implementation, which will deploy a regional "smart card" transit fare system. The system will allow electronic fare payments on almost 500 buses and a light rail system on six different transit systems. The project is budgeted for a total of $12,867,350 through early FY 2013-14. Grant funds for Connect Card are fully programmed and obligated. These funds will be used primarily to purchase hardware, software, and engineering services. A primary vendor (INIT) was selected in June 2011 to procure and implement the system. Included in this work are system design, hardware design, hardware manufacturing, software design, installation, testing, and warrantees. Other supporting tasks that will be funded separately from the primary vendor include third party integration, light rail platform preparations, marketing, and program management. Upon final acceptance of the system from the vendor, the fare system will be turned over to the participating transit agencies, who will be responsible for future operations and maintenance costs. Therefore, the future equipment and upkeep of the system is expected to be borne by the transit agencies (using the system), and not by SACOG, when the system is finished.

Budget and Fiscal Policies
(Continued)

Typical Budgetary Process go for an OWP Amendment for a Project, Including Approval by the SACOG Board of Directors, FHWA (via Caltrans) and FTA:

When do we do an OWP amendment?

An OWP amendment is brought to the Board when it is necessary. The first OWP amendment typically takes place in August/September timeframe.

The August/September amendment has a couple of specific purposes. One specific purpose is to amend in select grant carryover balances, which is based on the amounts left (in the grants) at the previous June 30. Caltrans won't allow SACOG to bill (in the next FY) for those select carryover grants until the remaining grant carryover balance at June 30 has been finalized. Another specific purpose is to either correct/ update/modify project revenue or expense based on new information that is available, since the project totals are from the estimates made in March-May, with the budget being approved in May. Another specific purpose would be to add any new grants or projects.

Other OWP amendments can occur when necessary. Caltrans typically has a cutoff of no more OWP amendments after April; however, we can prepare an additional amendment if we obtain their permission. We typically contact Susan Wilson at Caltrans and request permission to amend. She will contact headquarters (HQ) with our request, and e-mail back to us that we can make the amendment. There have been situations when a new grant has come through in May or June, and Caltrans directs us to amend it into our OWP. They tell us they want us to do it! There have been instances when we have received additional PL or 5303 moneys (that we were not expecting) in May or June, and we have asked Caltrans if we could amend these into our OWP budget.

Impetus for project changes comes from a variety of sources:

- FHWA via Caltrans may want us to add a project to the OWP budget since the grant revenue is now available and Caltrans needs us to "book" the grant in a specific year. This can happen anytime, and has happened in June before.
- FTA may want us to add a project to the OWP budget since the grant revenue is now available and Caltrans needs us to "book" the grant in a specific year. This can happen anytime, and has happened in June before.
- From project managers within SACOG
- From directors and upper management with SACOG
- From other staff working on the projects
- At the behest of our Board members, where they want certain work to be performed.

What is the process for each amendment?

1. An e-mail is sent to staff requesting input of potential changes to the current OWP budget. We also contact Caltrans to if there any changes originating from them. The finance manager will also ask directors, project managers, and other management team members (during management meetings) if they know of any potential changes.

2. Thus, input by way of e-mails, word of mouth, or other means, potential amendment information is accumulated by the finance manager, accountant III, and the OWP clerical coordinator.

3. The OWP team meets monthly to discuss the various inputs (information) each has received to determine if an OWP amendment is really necessary at that time.

4. If the OWP team determines that an OWP amendment is necessary (material in amount, must do according to Caltrans, or new grant has to be inserted before work can begin, etc.), then action is begun to prepare a draft OWP document.

5. The draft and final OWP document typically includes a one page committee item, the revenue and expense OWP budget sheets, another work document more fully explaining the reason for each project change, and other documents that reflect updated project descriptions and project scope changes.

6. Next step is obtain the following types of information:

   A. New project: Obtain full description of the project, obtain a scope of work from the project manager that describes the new project with tasks and deliverables, staff time and labor that will be necessary for the current budget year, determine where the revenue comes from to cover the project costs, obtain and information on consulting, printing, legal, and etc., costs that will go with the project.

   B. If modifying a current project: Obtain a new description of the project if that is changing, obtain an updated scope of work from the project manager that describes the updated tasks and deliverables, obtain staff time and labor that will be necessary for the current budget year, determine where the revenue comes from to cover the project costs (see section c below), obtain and information on consulting, printing, legal, and etc., costs that will go with the project, especially if that has changed.

   C. With these changes, especially related to staffing movements, is the need to reconfigure staffing, because the employee staffing is a "closed system," which means that the employees have to work somewhere. So, if staff time planned for one project is now adjusted to work on another other project, then staff time is taken away from the project where it was originally planned. This involves updating the hours/dollars spreadsheet model for employee movements. The hours/dollars spreadsheet model is the basis for the salary/benefit and indirect costs that are allocated to each project in the OWP. Once this model is updated for the various staff movements, the salary/benefit and indirect costs project costs are then inserted into the primary OWP cost spreadsheet for all the projects involved. Note that the salary/benefit and indirect costs totals at the bottom of the original OWP cost spreadsheet should be the same as before, because we have just moved staff between projects.

7. Once all the cost data is gathered, the finance manager will insert all the project costs information into the primary OWP expense spreadsheet in the line for the new and amended projects.

8. The revenue that is associated with the new project or modified projects will be inserted into the primary OWP revenue spreadsheet, under the appropriate revenue columns. This portion of the OWP revenue balancing is tricky and can be confusing. The finance manager may be adjusting SACOG's primary annual revenue streams (PL and 5303) to match to the new expenses which then would affect the matching funds that go with the federal funds. The same is true for all the specific grants funded projects that use/need matching funds. If a project is already "overmatched" to begin with, it might need additional overmatching funds to match a higher project cost.

   A. Any matching funds needed (match or overmatch) will also be added to the revenue in order for the total revenue to match the total expenses.

   B. The project revenue must match the project expenses and costs in a specific project that were supported by a certain revenue stream may not now supported by revenues stream for the new projects. This can be true depending on if the project is specifically grant funded or funded from a more generic pot of SACOG's revenues.

   C. This could mean that a project may need additional local funds, or possible reserve funds, to now match revenues and expenditures, and specific grants revenue will not be needed as much as it was before.

   D. Most of revenue totals at the bottom of the primary OWP revenue spreadsheet should be unchanged except for anything effecting specific grants.

      i. The three columns for the current year local funds should remain approximately the same, unless some large expense activity is not now going to occur with those projects with discretionary funding (where not as much money is needed).

      ii. The column reflecting use of prior year funds (cash reserves) is the one to watch to determine the positive or negative effects on all the OWP changes. That total will go up or down. In order for costs to match revenue, the finance manager may need to use reserve funds to make the equation work, especially if due to the changes, SACOG can't now use as much specific grant funding as previously planned/budgeted for.

9. What happens when the finance manager has completed all the individual project balances (costs = revenues) and the bottom portion of both the OWP revenue and expenses are all in balance?

   A. The finance manager will e-mail the revenue and expense spreadsheets to Caltrans for review to see if there are any issues with the proposed changes to costs or revenues.

   B. At the same time, the finance manager sends out the proposed OWP amendment to employees on the budget team e-mail list (20+ people, which includes the CEO, COO, all three directors, and all project managers), asking them to review the information as to its correctness, and to respond back to the finance manager if they see any errors or problems with the numbers. They are asked to respond back by a certain date, so that any correction or changes can be made prior to the data being uploaded to the Government Relations & Public Affairs (GRPA) Committee agenda.

C. The proposed OWP can also be discussed at a management meeting, if there is a meeting scheduled.

D. The finance manager receives input on potential changes from all parties and makes correction as necessary (see all the steps above).

E. The finance manager makes the corrections by the due date, checks back with the specific project manager with the change, and then submits the OWP spreadsheets as part of the OWP committee item. This revised document is also resent to all everyone on the budget team e-mail list.

At this point, the finance manager has also prepared the one page committee item highlighting the major issues that would be important to our Board members. Also, as needed, the finance manager has prepared a separate word document that further explains the total changes for each project and what caused the change to both costs and revenues. This document goes behind the one-page committee cover memo in the committee packet. Also included in the committee packet is a updated project scope for any projects with scope changes (required by Caltrans).

10. The GRPA Committee items and all the attachments then go through the internal approval cycle, which typically includes two of the directors, the COO, and finally to the CEO, for the committee item signature. At any point in this process, there can be changes to the language in the committee item, but usually few changes occur to the other supporting documents.

11. Once this item has passed through these approval levels, it is included in the committee agenda packet and sent out to the committee members, for the upcoming GRPA Committee meeting.

12. Actual GRPA Committee meeting:

    A. There can be changes in the OWP documents from the time the information was originally sent out to when the meeting actually happens.

    B. If there are any changes, the committee members are notified, and updated copies of whatever has changed are provided at the meeting, both for the committee members and the public attending the meeting.

    C. The GRPA Committee then takes action on the agenda items, which usually means it will recommend to the full Board the approval of the item. If so, the item will now go to the full SACOG Board for final approval.

13. SACOG Board approval process. The OWP amendments typically go as consent items on the Board's agenda.

14. FHWA approval of the amendment: After the Board approves the amendment, the full Board item and all attachments are sent to Caltrans to obtain FHWA approval also. Caltrans reviews the final amendment documents and e-mails approval. In some cases, the new amendment may mean that a new OWPA document will need to be signed as well. If that is the case, Caltrans sends specific documentation to us to obtain the CEO's signature.

    A. At this point, SACOG staff will begin to update its accounting system budgetary documents (GL and project management system) with the new approved budgeted cost and revenue numbers.

15. FTA approval of the amendment: Caltrans sends FTA the amendment for review, and FTA advises if it concurs with FHWA approval. Caltrans then notifies SACOG of FTA and FHWA approval

What happens when the annual state budget is late?

Per Caltrans, the only restriction when the state budget is late is that Caltrans cannot reimburse OWP costs until the state budget is enacted. MPO staff work performed during a budget impasse can be invoiced retroactively upon passage of the budget. We can still process the FY 11/12 OWP agreement, and we can process FY 11/12 OWP and OWPA amendments after July 1, whether or not the state budget has been enacted.

SACOG

Item #11-6-6

SACOG Board of Directors

Consent

June 9, 2011

Implementing Governmental Accounting Standards Board Statement (GASB) 54, *Fund Balance Reporting and Governmental Fund Type Definitions*

Issue: Should the Board of Directors adopt a Fund Balance Policy to implement GASB 54, *Fund Balance Reporting and Governmental Fund Type Definitions?*

Recommendation: The Government Relations & Public Affairs Committee recommends that the Board of Directors adopt a Fund Balance Policy to implement GASB 54, *Fund Balance Reporting and Governmental Fund Type Definitions,* applicable to all financial statements and reporting prepared after June 30, 2011.

Committee Action/Discussion: In February 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. This new standard does not change the total amount of a given fund balance, but it does change the categories and terminology used to describe the components that make up a fund balance. The new categories and terminology reflect an approach that focuses not on financial resources available for appropriation within a fund, but on the extent to which the agency is bound to honor constraints (internal or external) on the specific purposes for which amounts in the fund can be spent. GASB 54 is intended to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied. The recommended Fund Balance Policy implements the GASB 54 requirements for governmental entities to establish fund balance classifications applicable to financial reporting.

A similar Fund Balance Policy for the Capitol Valley SAFE is being presented to the Capitol Valley SAFE Board of Directors.

Approved by:

Mike McKeever

Mike McKeever
Chief Executive Officer

MM:DG:ef
Attachment

Key Staff: Kirk Trost, Chief Operating Officer/General Counsel, (916) 340-6210
Rebecca Sloan, Director of External Affairs & Member Services, (916) 340-6224
David Ghiorso, Finance Manager, (916) 340-6258

ATTACHMENT
FUND BALANCE POLICY

I. GENERAL INFORMATION: GOVERNMENTAL ACCOUNTING STANDARDS BOARD STATEMENT NO. 54

In February 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, ***Fund Balance Reporting and Governmental Fund Type Definitions***. This new standard does not change the total amount of a given fund balance, but it does change the categories and terminology used to describe the components that make up a fund balance. The new categories and terminology reflect an approach that focuses not on financial resources available for appropriation within a fund, but on the extent to which the agency is bound to honor constraints on the specific purposes for which amounts in the fund can be spent. This information is being presented to provide information to the Board of Directors on the new reporting standard, which will be implemented with the preparation of financial statements prepared after June 2011, and to formally adopt SACOG's fund balance policy, including definitions of reported fund balances, consistent with the new standard.

The term fund balance is used to describe the difference between assets (what is owned) and liabilities (what is owed) reported within a fund. In the past, fund balances have been classified into three separate components: Reserved, Designated, and Undesignated. There are almost always important limitations on the purpose for which all or a portion of the resources of a fund can be used. The various components of the new fund balance reporting standard are designed to indicate the extent to which the agency is bound by these limitations placed upon the resources.

GASB Statement No. 54 defines five new components of fund balance that will replace the current existing three components. The five new components are as follows.

<u>Non-spendable Fund Balance</u> – That portion of a fund balance that includes amounts that cannot be spent because they are either (a) not in a spendable form, such as prepaid items, inventories of supplies, or loans receivable; or (b) legally or contractually required to be maintained intact, such as the principal portion of endowment. This category was traditionally reported as a "reserved" fund balance under the old standard.

<u>Restricted Fund Balance</u> – That portion of a fund balance that reflects constraints placed on the use of resources (other than non-spendable items) that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. This category was traditional reported as a "reserved" fund balance under the old standard.

<u>Committed Fund Balance</u> – That portion of a fund balance that includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision making authority, and remain binding unless removed in the same manner. This category was traditional reported as a "designated" fund balance under the older standard.

<u>Assigned Fund Balance</u> – That portion of a fund balance that includes amounts that are constrained by the government's intent to be used for specific purposes, but that are neither restricted nor committed.

Such intents needs to be established at either the highest level of decision making, or by an official designated for that purpose. This category was traditionally reported as a "designated" fund balance under the old standard.

Unassigned Fund Balance – That portion of a fund balance that includes amounts that do not fall into one of the above four categories. The general fund is the only fund that should report this category of fund balance. This category was traditionally reported as an "undesignated" fund balance under the old standard.

II. FUND BALANCE POLICY

This Fund Balance Policy establishes the procedures for reporting fund balance in SACOG's financial statements for its various government funds. Certain commitments and assignments of fund balance will help ensure that there are adequate financial resources to protect the agency against unforeseen circumstances and events such as revenue shortfalls and unanticipated expenditures. The policy also authorizes and directs management to prepare financial reports which accurately categorize fund balance as per Government Accounting Standards Board (GASB) Statement No. 54, ***Fund Balance Reporting and Govemmental Fund Type Definitions***.

Section a. below addresses the general policies applicable to all SACOG funds. Section b. below addresses the definitions and policies applicable to each of SACOG's governmental funds.

A. GENERAL POLICIES

1. Maintaining adequate fund balance reserves is an essential part of sound financial management. SACOG realizes the importance of reserves in providing reliable service to its members, financing its operations, and funding emergencies should the need arise.

2. For committed fund balances, the highest level of decision-making authority is the Board of Directors; a Board resolution or motion is required to formally establish, modify, or rescind a fund balance commitment.

3. The Board delegates to the Chief Executive Officer and/or the Chief Operations Officer authority to assign, change, and manage unrestricted fund balance transactions going in and out of the funds where SACOG's intent is for those amounts to be used for specific purposes. This delegation of authority is for the sole purpose of reporting these amounts in the annual financial statements.

4. It is the policy of SACOG that when an expenditure is incurred, and both restricted and unrestricted fund balance is available for the expenditure, that the expenditure reduces the restricted balance first and the unrestricted balance second.

GASB 54

(Continued)

5. It is the policy of SACOG that when an expenditure is incurred, and committed, assigned, or unassigned fund balance is available for the expenditure, that the expenditure reduces the committed balance first, the assigned fund balance second, and the unassigned fund balance last.

6. SACOG's Fund Balance Policy will be reviewed as a part of the annual budget process.

B. GOVERNMENTAL FUND DEFINITIONS AND POLICIES

1. PLANNING AND ADMINISTRATION FUND (GENERAL FUND)

The SACOG Planning and Administration Fund is SACOG's primary operating fund. It is used to account for SACOG's transportation planning and administrative activities funded from various federal, state, and local sources. Under the umbrella of the Planning and Administrative Fund is the Board and Advocacy budget, which is a separate budget approved by the SACOG Board of Directors at the same time the primary budget is approved.

Non-spendable Fund Balance

- Reserve for Prepaid Items

  This category is used to record the reserve for prepaid items

Restricted Fund Balance

- This category would be used for any funds in the Planning and Administration Fund, which is not typical, that are constrained (other than nonspendable items) either by external entities, by law or regulation, or through constitutional provisions or enabling legislation.

Committed Fund Balance

- Board and Advocacy

  Revenue from member jurisdiction dues, and interest earned thereon, provides local discretionary funding and is committed for Board and Advocacy costs. The funds accumulate over all fiscal years and can be used only at the discretion of the Board. As of June 30, 2010, the fund balance was $151,573. As part of the annual budget for Board and Advocacy, the Board of Directors also may choose to designate other funds, such as interest income from the Planning and Administrative Fund, for this purpose.

- Community Design Grants

  The funds formerly maintained in the SACOG Managed Fund that are committed for Community Design Grant projects.

GASB 54
(Continued)

Assigned Fund Balance

- Reserves

  In 2006, the Board established the following reserves. The Chief Executive Officer has the authority to move funds between reserves.

  - Legal Defense

    This reserve, in the amount of $500,000, is for costs to defend a legal action.

  - Self-Insurance

    This reserve, in the amount of $200,000, is for liability claims not covered by insurance.

- Project Specific Carryover Funds

  These funds relate to the "Four-Party Agreement" between the City of Sacramento, the County of Sacramento, the Sacramento Regional Transit District, and Paratransit, Inc. The funding components of the Agreement were terminated with the passage and realignment of funds under Sacramento County's new Measure A sales tax. These funds are assigned to assist Paratransit, Inc. with administrative services, monitoring, transit planning, and technical assistance. The Chief Executive Officer and/or the Chief Operations Officer shall have delegated authority to utilize the fund for the specified purposes.

- Geographic Information Systems (GIS) Recipients

  These funds relate to a Letter of Agreement establishing a cooperative of entities to coordinate the development of GIS in Sacramento County. SACOG acts as administrator for the cooperative. The Chief Executive Officer and/or the Chief Operations Officer shall have delegated authority to utilize the fund for the specified purposes, in coordination with the GIS Cooperative Steering Committee.

Unassigned Fund Balance

These funds are the amounts in the Planning and Administration Fund not classified as non-spendable, restricted, committed, or assigned.

- The unassigned fund balance includes a reserve for the cash required to keep SACOG operating for a period of three months. Annually, an analysis is done to determine the level at which the reserve should be funded for three months of current operations. Incremental funding will occur through the budgeting process as funds are available to fully fund up to the required level. The current operating cash reserve is $1,500,000.

GASB 54
(Continued)

- The unassigned fund balance also includes funds previously reported in the SACOG Managed Fund. The SACOG Managed Fund has been used to accumulate funds from local agencies for reimbursement of projects originally expected to have been completed with local funds, but were instead funded with available Federal Funds. Through these reimbursement arrangements, SACOG has been able to accumulate flexible local funds, without the burden of state and federal restrictions and processes. The Community Design Program has utilized a portion of these funds. The Fund also has been used to provide financing and cash flow to benefit local agency projects. Historically, the Fund has been treated as a separate special revenue fund. Under new GAAP and GASB rules, the Fund no longer qualifies as a special revenue fund. However, staff is in the process of developing a long-term strategic Board policy, for consideration during this fiscal year, for the utilization of these funds, which may result in the recategorization of some or all of the amounts in these funds as committed or assigned.

2. SACOG Financing Corporation

The SACOG Financing Corporation was established to purchase an ownership interest in the Meridian Plaza complex. In 2004-05, the Meridian Plaza complex was sold, resulting in a net gain to the Financing Corporation of $1.2 million for the initial investment of $2 million. Since then the proceeds have been invested in the Sacramento County investment pool and have accumulated interest earnings, bringing the total cash and investment pool to approximately $3.8 million at June 30, 2010.

Assigned Fund Balance

- Reserve for Other Post-Employment Benefits (OPEB)

  In 2006, the Board of Directors assigned the amounts in the SACOG Financing Corporation as a reserve for the future costs of employee post-retirement health benefits. At the time, the Board noted that its action was a policy only and, if at some future date it is determined there is a better use for these funds, the policy could be modified or reversed.

  In May 2010, the Board authorized the use of up to $1,042,000 of the fund to support the Planning and Administration Fund FY 10/11 budget, should that be necessary. In May 2011, the Board continued that authorization for use in FY 11/12.

  Board action is necessary to modify these policies.

GASB 54
(Continued)

3. **SACRAMENTO EMERGENCY CLEAN AIR AND TRANSPORTATION PROGRAM**

This special revenue fund accounts for the revenues and expenditures associated with SACOG's administration of the Sacramento Emergency Clean Air and Transportation Program (SECAT), using state Traffic Congestion Relief Program (TCRP) funds. This program is in the 11th and final year of operation. This fund was originally advance-funded $66 million. The goal of the program was to reduce nitrous oxide (NOx) emissions in the region. The remaining TCRP funds are expected to be fully exhausted by June 30, 2011.

Restricted Fund Balance

All the funds are restricted to use in the SECAT program for engine replacements that meet certain air quality restrictions.

4. **PUBLIC TRANSPORTATION MODERNIZATION, IMPROVEMENT, AND SERVICE ENHANCEMENT ACCOUNT**

Approved as Proposition 1B on the November 2006 ballot, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act included $4 billion for the Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA). Of this amount, $3.6 billion is designated for allocation over a ten-year period for public transportation projects that protect the environment and public health, conserve energy, reduce congestion, and increase mobility and access. The $3.6 billion is to be distributed by formula based on population or farebox revenue to transit operators for capital projects. Assembly Bill 1072 continued the process for PTMISEA fund distribution for FY 2009-10 and subsequent fiscal years.

Eligible transit capital projects include safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit, and rolling stock procurement, rehabilitation, or replacements. Any completed or partially completed project must be usable by the public when the PTMISEA funds allocated to the project are expended.

Each year, PTMISEA funds are appropriated in the state budget to the State Controller's Office (SCO) for allocation to eligible agencies, with the California Department of Transportation (Caltrans) Division of Mass Transportation (DMT) as the administering agency. The SCO identifies and develops the list of eligible regional and local project sponsors and the amount each is eligible to receive. To date, $2.8 billion has been appropriated in the following amounts each year: $600 million in Fiscal Year (FY) 2007-08; $350 million in FY 2008-09; $350 million in FY 2009-10; $1.5 billion in FY 2010-11. $800 million remains to be allocated.

SACOG is the primary project sponsor for regional funding. SACOG issues calls for projects and awards the funds to transit capital projects using evaluation criteria. One of the current evaluation criteria is regional equity to eligible transit agencies in the four-county area. When a project is partially or fully funded, SACOG receives a fund transfer from SCO. SACOG enters into a subrecipient funding agreement with the project sponsor who is responsible for accomplishing the scope of work.

Restricted Fund Balance

The PTMISEA can only be used for projects consistent with Proposition 1B and its enabling legislation.

The PTMISEA cannot have a balance of less than $0, unless another SACOG fund is used to advance funds to the PTMISEA for project delivery. PTMISEA funds may be used to advance transit projects ahead of available bond sales with the intent to leverage funds received up front for large transit capital projects that will be reimbursed to the project sponsor over the next two to three years.

The SACOG Board of Directors approves the award of funds from the PTMISEA and authorizes the Chief Executive Officer, or his/her delegate(s), to execute any required funding requests or agreements to implement the award.

5. STATE TRANSIT ASSISTANCE FUND

In 1979, the State Transit Assistance (STA) Fund was created under the Transportation Development Act to provide funding for transportation planning, public transportation, and community transit purposes. Funding comes from 75% of the statewide sales tax on diesel fuel. The money is appropriated to the State Controller's Office and is then allocated by formula to each designated regional planning and programming agency. The formula allocates 50 percent of the funds based upon population of the region compared to the population of the State, and 50 percent based upon transit operator revenues for the prior fiscal year compared with statewide transit operator revenues.

SACOG is the designated Regional Transportation Planning Agency (RTPA) for the Sacramento Region, which includes the Counties of Sacramento, Sutter, Yolo and Yuba. The STA allocations for the Sacramento Region are deposited in the STA Fund and, as the RTPA, SACOG is responsible to allocate the STA Fund to the transit operators and claimants within the four-county region. The Fund supports the capital and operating needs of transit providers. Eligible claimants include cities, counties, transit districts, consolidated transportation service agencies, and operators located or operating within the four counties.

Restricted Fund Balance

The STA Fund can only be used for expenditures consistent with the Transportation Development Act. The Act prescribes the processes, including audits, for the expenditure of funds.

The SACOG Board of Directors approves the claims for funding from the STA Fund and authorizes the Chief Executive Officer, or his/her delegate(s), to take all actions required to implement the funding program.

6. **LOCAL TRANSPORTATION FUNDS: SACRAMENTO COUNTY; SUTTER COUNTY; YOLO COUNTY; YUBA COUNTY**

In 1971, the Local Transportation Funds were created under the Transportation Development Act to provide funding for public transportation. Funds for the program are derived from $^1/_4$ cent of the retail sales tax collected statewide by the State Board of Equalization. The funds are returned to each county, through a designated RTPA, based upon the sales tax collected in that county. The RTPA is responsible for the administration of the Local Transportation Funds for these counties and jurisdictions within them.

Local Transportation Funds are used to administer the Transportation Development Act and to provide transit services, pedestrian and bicycle facilities, and streets and roads funding within each county. Eligible claimants include the cities, counties, consolidated transportation service agencies, transit districts, and transit joint powers agencies located within, or operating within, the counties. Funds initially are apportioned on an annual basis to areas within each County based upon population. Funds are then allocated by the RTPA based on a locally-adopted process.

Restricted Fund Balance

The Local Transportation Funds can only be used for expenditures consistent with the Transportation Development Act. The Act prescribes the processes for the expenditure of funds.

Once funds are apportioned to a jurisdiction, they are available only for allocation and payment to claimants within that jurisdiction upon the submission of a claim and approval by the SACOG Board of Directors. The Board authorizes the Chief Executive Officer, or his/her delegate(s), to take all actions required to implement the funding program.

Chart of Accounts

Element/Project

12-001 Government Relations, Public Affairs and Administration
- 01 Interagency Relations
- 02 Program Management
- 03 Multi-Agency Planning and Coordination
- 04 Legislative Analysis
- 05 Education, Outreach and Marketing

12-002 Long-Range Transportation Planning
- 01 Model Development
- 02 Pedestrian and Bicycle Planning
- 03 Regional Forecasting
- 04 Highway Planning and Operations
- 05 Human Services Transit Coordination & Paratransit
- 06 Goods Movement/Freight Planning
- 07 Regional Household Travel Study
- 08 Sacramento Emergency Transit Response Plan
- 09 Statewide Development of Transportation/Land Use Planning Tools
- 10 Model Development – Fine-Grained Networks
- 12 Interregional Truck Operations on I-5 and SR-99 and STAA Truck Route Improvements
- 13 Transportation Pricing Improvements to the Regional Travel Model

12-003 Short-Range Transportation Planning and Studies
- 01 Central California Traction Company Preservation and Purchase Study Plan
- 02 Complete Streets
- 03 Sacramento Regional Transit District Planning
- 04 Downtown Sacramento Transit Circulation and Facilities Plan
- 06 Safe Routes to School
- 07 South County Transit LINK Short Range Transportation Plan Implementation
- 08 Wheatland/Live Oak Marketing Study
- 09 City of Folsom Short-Range Transit Plan
- 11 After Nine Transit Study
- 14 Online Bicycle Trip Planner
- 15 Paratransit Short-Range Transit Plan

12-004 Continuing Transportation Services Implementation
- 01 Regional Air Quality Planning
- 02 Federal and State Programming
- 03 Regional Transportation Monitoring
- 04 Rural Transportation Planning Coordination
- 05 Passenger Rail Improvements
- 06 Connect Card Implementation
- 07 Transit Technical Assistance and Programming
- 08 JARC Administration

12-005 Land Use and Housing Planning
- 01 Sacramento Region Blueprint Implementation
- 02 Regional Land Use Monitoring
- 03 Regional Housing Needs Planning
- 04 Community Design Program
- 05 Rural-Urban Connections Strategy
- 06 Airport Land Use Commission – General
- 07 ALUC – Yuba County – BAFB & MYV
- 08 ALUC – Sacramento County – SMF & MCC
- 09 Rural-Urban Connections Strategy/Sustainable Communities Strategy Implementation

12-006 Metropolitan Transportation Plan Planning
- 02 MTP Education & Outreach
- 03 MTP Regional EIR
- 04 MTP Planning
- 05 Sustainable Communities Regional Planning Grant Program

12-007 Member, Agency, & Transportation Services
- 01 Project Delivery
- 02 Regional Information Center
- 03 Transportation Development Act Administration
- 06 511/STARNET Capital Improvements
- 07 Transportation Demand Management
- 08 511/STARNET Operations
- 09 511 Automated Transit Trip Planning
- 10 Sacramento Emergency Clean Air and Transportation (SECAT) Program
- 11 I-PLACE^{3}S and SACSIM Training
- 12 Sacramento County Transit Technical Assistance
- 13 Sustainability and Climate Action Planning Assistance
- 14 Integrated Basemap Program
- 15 I-PLACE^{3}S Training for San Joaquin Valley MPOs
- 16 I-PLACE^{3}S Training for the City of Fresno
- 17 I-PLACE^3 S Training for Maricopa Association of Governments

12-008 Pass Through to Other Agencies
- 01 Professional Development/Transit Internships, Woodland, Yolo County
- 02 Unitrans Transit Signal Priority Implementation Study
- 03 SRTD Professional Development Program
- 04 YCTD Service Implementation Training
- 06 Phase 3 of State Economic Land Use Model Development
- 08 Regional Transit Comprehensive Operational Analysis

Chart of Accounts

Element/Project

(Continued)

12-009 Miscellaneous Other Funding
- 01 Unitrans – CNG Fueling Facility Study
- 03 Unitrans Parking Lot Study for Downtown Davis
- 04 SRTD Downtown-Natomas-Airport Rail Project

12-012 JARC
- 01 SRTD JARC Operating Assistance
- 02 Roseville Transit JARC Operating Assistance
- 03 Sacramento County DOT JARC Transit Services
- 04 Paratransit, Inc. JARC Mobility Management
- 05 County of Sacramento Department of Health JARC Operating Assistance
- 06 Yolo County Transportation District JARC Operating Assistance
- 07 City of Roseville South Placer County New Freedom One-Stop Call Center
- 08 Paratransit, Inc. New Freedom Mobility Management
- 09 SRTD New Freedom Capital Improvements
- 10 Western Placer CTSA New Freedom Operating Assistance
- 11 County of Sacramento Department of Health New Freedom Operating Assistance
- 12 Yolo County Transportation District New Freedom Operating Assistance

12-015 Services to Other Agencies
- 01 Capitol Valley SAFE
- 02 Glenn County SAFE

12-020-01 Indirect Services and Support

12-021-01 Capital Assets

12-022-01 Leave Time

12-023-01 Board of Directors and Advocacy

Sacramento Area Council of Governments

Salary Schedule

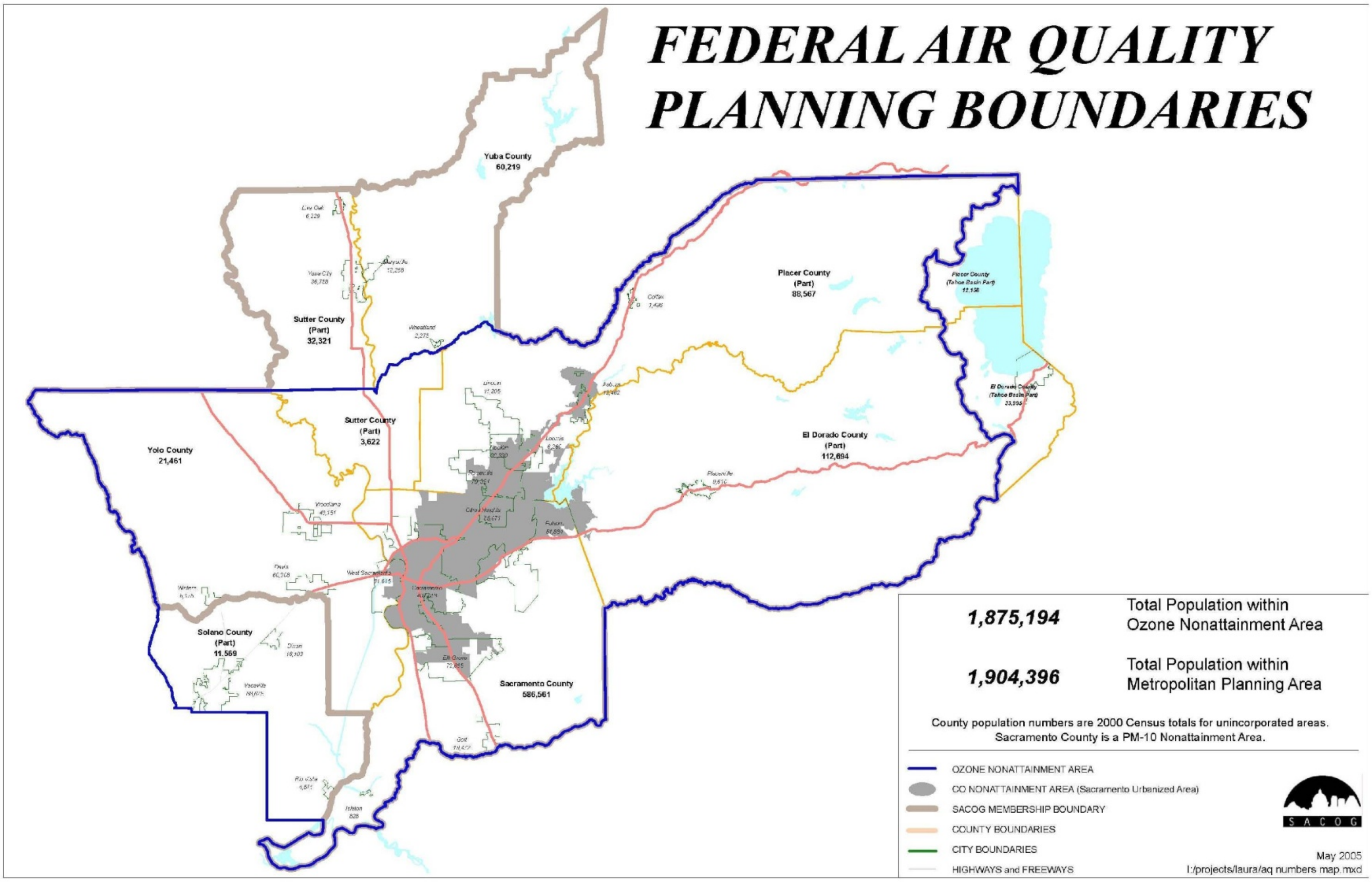
Effective August 1, 2010

Position	Salary Range	A Annual	A Monthly	A Hourly	B Annual	B Monthly	B Hourly	C Annual	C Monthly	C Hourly	D Annual	D Monthly	D Hourly	E Annual	E Monthly	E Hourly
Administrative Clerk I Staff Assistant	14	31,848	2,654	15.31	33,444	2,787	16.08	35,112	2,926	16.88	36,876	3,073	17.73	38,712	3,226	18.61
Administrative Clerk II	16	35,112	2,926	16.88	36,876	3,073	17.73	38,712	3,226	18.61	40,656	3,388	19.55	42,684	3,557	20.52
Administrative Clerk III	18	38,712	3,226	18.61	40,656	3,388	19.55	42,684	3,557	20.52	44,820	3,735	21.55	47,064	3,922	22.63
Administrative Assistant I Accounting Technician	20	42,684	3,557	20.52	44,820	3,735	21.55	47,064	3,922	22.63	49,416	4,118	23.76	51,888	4,324	24.95
Administrative Assistant II Accountant I Graphic Designer I Information Technology Analyst I Public Information Coordinator I Research Technician	22	47,064	3,922	22.63	49,416	4,118	23.76	51,888	4,324	24.95	54,480	4,540	26.19	57,204	4,767	27.50
Junior Planner	23	49,416	4,118	23.76	51,888	4,324	24.95	54,480	4,540	26.19	57,204	4,767	27.50	60,060	5,005	28.88
Administrative Coordinator I Administrative Assistant III	25	54,480	4,540	26.19	57,204	4,767	27.50	60,060	5,005	28.88	63,072	5,256	30.32	66,216	5,518	31.83
Accountant II Assistant Planner Assistant Research Analyst Graphic Designer II Information Technology Analyst II Public Information Coordinator II	26	57,204	4,767	27.50	60,060	5,005	28.88	63,072	5,256	30.32	66,216	5,518	31.83	69,528	5,794	33.43
Administrative Coordinator II	27	60,060	5,005	28.88	63,072	5,256	30.32	66,216	5,518	31.83	69,528	5,794	33.43	73,008	6,084	35.10
Accountant III Associate Information Technology Analyst Associate Planner Associate Research Analyst Associate Public Information Coordinator Associate Graphic Designer	29	66,216	5,518	31.83	69,528	5,794	33.44	73,008	6,084	35.10	76,656	6,388	36.85	80,496	6,708	38.70
Senior Accountant Senior Graphic Designer Senior Research Analyst Senior Planner Senior Public Information Coordinator Senior Information Technology Analyst	32	76,656	6,388	36.85	80,496	6,708	38.70	84,516	7,043	40.63	88,740	7,395	42.66	93,180	7,765	44.80
Supervising Senior Planner Supervising Senior Research Analyst Clerk of the Board/HR Specialist	33	80,496	6,708	38.70	84,516	7,043	40.63	88,740	7,395	42.66	93,180	7,765	44.80	97,836	8,153	47.04
Management Staff Determined by individual employment agreement within the range		88,740	7,395	42.66										124,872	10,406	60.03
Executive Staff Determined by individual employment agreement within the range		118,128	9,844	56.79										166,236	13,853	79.92
Chief Executive Officer Determined by employment agreement																

Note: Regular full-time employees are paid a monthly salary based on this schedule. The hourly rates used for regular part-time employees are computed by dividing the annual salary by 2,080 hours.

Sacramento Area Council of Governments

Air Quality Planning Boundaries and Population



Glossary of Terms

Accounting System —The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

Accrual Basis of Accounting — The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at the time).

Amended Budget — The original adopted budget plus any amendments passed as of a certain date.

Appropriation — An amount of money in the budget authorized by the Board of Directors, for expenditure or obligation within organizational units for specific purposes.

Audit — A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- Ascertain whether financial statements fairly present financial position and results of operations,
- Test whether transactions have been legally performed,
- Identify areas for possible improvements in accounting practices and procedures,
- Ascertain whether transactions have been recorded accurately and consistently, and
- Ascertain the stewardship of officials responsible for governmental resources.

Balanced Budget — The normal definition is that a balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest. In the case of SACOG, for FY 10-11, a balanced budget would also include the use of prior year cash reserves (collected in a previous period), to add to what it normally collects on an annual basis, to equal to what it plans to spend on goods and services. SACOG has no debt service interest at this time.

Bond — A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date(s)) along with periodic interest paid at a specific percentage of the principal (interest rate). Bonds typically are used for long-term debt.

Budget (Operating) — A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates).

Budget Message — A general discussion of the proposed budget presented in writing as a part of the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the district staff.

Caltrans (California Department of Transportation) — The state agency that maintains and operates California's Highway system.

Capital Assets — Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget — A plan of proposed expenditures and the means of financing them, usually based on the first year of the capital improvement program (CIP) and typically enacted as part of the complete annual budget which includes both operating and capital outlays.

Glossary of Terms
(Continued)

Capital Equipment — Fixed assets such vehicles, computers, furniture and technical instruments which have a life expectancy of more than one year and a value over $5,000.

Capital Project Funds — Capital project funds are used to account for monies set aside for construction of buildings and infrastructure. When monies—typically bond proceeds—are received for specific projects, they are recognized in and disbursed from a capital projects fund.

Cash Basis — The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

Cash Management — A conscious effort to manage cash flow in such a way that interest and penalties paid are minimized and interest earned is maximized. Funds received are deposited on the day of receipt and invested as soon as the funds are available.

Congestion Mitigation and Air Quality (CMAQ) Improvement Program — A federal source of funding for projects and activities that reduce congestion and improve air quality, both in regions not yet attaining federal air quality standards and those engaged in efforts to preserve their attainment status.

Contingency — A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

Debt Service Funds — Debt service funds are used for the accumulation of monies to make required payments on long-term obligations, such as bonds or capital leases. As a practical matter, common source documents include bond trustee statements. Monies used to pay for the bonds can be revenues, such as property taxes earmarked specifically for the bond issue or from transfers from other funds. One example might be a transfer from the Highway Fund (a special revenue fund) to pay road improvement bonds.

Deficit — The excess of expense over income during an accounting period.

Depreciation — (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

Disbursements — Payments made on obligations.

Encumbrance — A commitment of funds against an appropriation, it may be in the form of a purchase order or a contract; until such time as the goods or services are received, the commitment is referred to as an encumbrance.

Fees — Charges for service based upon the cost of providing the service.

Glossary of Terms
(Continued)

Federal Highway Administration (FHWA) — U.S. Department of Transportation agency responsible for administering the federal highway aid program to individual states, and helping to plan, develop and coordinate construction of federally funded highway projects. FHWA also governs the safety of hazardous cargo on the nation's highways.

Fiscal Year — The time frame in which the budget applies. This is the period from July 1 through June 30.

Flexible Funding — Unlike funding that flows only to highways or only to transit by a rigid formula, this is money that can be invested in a range of transportation projects. Examples of flexible funding categories include the Surface Transportation Program (STP) and the Congestion Mitigation and Air Quality Improvement (CMAQ) program.

Federal Transit Administration (FTA) — U.S. Department of Transportation agency that provides financial and planning assistance to help plan, build and operate rail, bus and paratransit systems. The agency also assists in the development of local and regional traffic reduction programs.

Fiduciary Funds **—** Just as special revenue funds, fiduciary funds are used for assets subject to outside restrictions. Primarily, there are three types of fiduciary funds. First, general fiduciary funds are the result of a donation by an outside entity, or if the government is simply holding the assets, there is limited discretion on their use. Second, trust funds are classified as expendable or non-expendable. An expendable trust is one whose corpus, or principal, can be used for operating or capital outlays. When a fund is non-expendable, only investment earnings can be expended. The corpus is left intact to assure perpetual revenue generation. Third, for accounting purposes, expendable trust funds are treated in the same fashion as governmental funds; hey use the modified accrual basis of accounting and a financial measurement focus, and they also appear on the same operating statements as the governmental funds. Conversely, non-expendable trust funds are treated more like proprietary funds. They are reported using full accrual accounting and a financial measurement focus. Their operations also are reported on the same statements as proprietary funds. Another example of a fiduciary fund is an agency fund, which shows only asset and liability accounts. There are no operations reported, since the reporting entity is only holding the assets for others, and it has no equity accounts.

Full-Time Equivalent (FTE) — A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. It is calculated by equating 2,080 hours of work per year with the full-time equivalent of one position; thus, one position would have an FTE or 1.0 or 100 percent.

Fund — An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance — The excess of an entity's assets over its liabilities. A negative fund balance is sometimes called a deficit.

Glossary of Terms
(Continued)

***General Fund* —** This governmental fund is the "General Fund" where all transactions not required to be in any other fund are reported. Usually, departments funded from an unrestricted pool of revenues would be accounted for in the general fund. To put this into perspective, police, fire or parks funded from a general sales, income or property tax would be reported in the general fund. For SACOG, the Planning and Administration Fund is essentially the "General Fund.

Generally Accepted Accounting Principles (GAAP) — Uniform minimum standards of, and guidelines for, external financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statements on the application of GAAP to state and local governments are Government Accounting Standards Board (GASB) pronouncements and Financial Accounting Standards Board (FASB) pronouncements. GAAP provides a standard by which to measure financial presentations.

Geographic Information System (GIS) — An organized collection of computer hardware, software and geographic data designed to efficiently capture, store, update, manipulate, analyze, and display all forms of geographically-referenced information.

***Government Funds* —** Governmental funds differ from conventional, for-profit accounting because they use a financial measurement focus and are modified accrual, as opposed to a full accrual, basis of accounting. Accordingly, governmental funds do not have fixed assets in them and they do not show long-term debt. Likewise, they do not reflect depreciation.

High-Occupancy Vehicle Lane (HOV Lane) — The technical term for a carpool lane, commuter lane or diamond lane.

Interfund Transfers — Budgeted amounts transferred from one governmental accounting fund to another for work or services provided. As they represent a “double accounting” of expenditures, these amounts are deducted from the total operating budget to calculate the “net” budget.

Internal Control — A plan of organization for purchasing, accounting, and other financial activities which, among other things, provides that:

- The duties of employees are subdivided so that no single employee handles a financial transaction from beginning to end,
- Proper authorizations from specific responsible officials are obtained before key steps in the processing of transactions are completed, and
- Records and procedures are arranged appropriately to facilitate effective control.

Leases and Rentals — This includes costs to rent equipment, copy machines, temporary easements and other items.

Metropolitan Planning Organization (MPO) — A federally-required planning body responsible for the transportation planning and project selection in its region; the governor designates an MPO in every urbanized area with a population of over 50,000. SACOG is the Sacramento region’s MPO.

Glossary of Terms
(Continued)

Operating Expenditures — Expenditures of day-to-day operations, such as office supplies, maintenance of equipment, and travel; they include capital costs.

Paratransit — Door-to-door bus, van and taxi services used to transport elderly and disabled riders. This is sometimes referred to as dial-a-ride service, since trips are made according to demand instead of along a fixed route or according to a fixed schedule.

Proprietary Funds —Propriety funds are closest to FASB-based accounting within the governmental reporting model. There are two types of proprietary funds, *enterprise* and *internal* service. *Enterprise* funds are employed when user fees are the major means of cost recovery. The most common examples are water and/or sewer (more properly called wastewater) funds. *Internal* service funds are used to account for central cost centers within a governmental unit. A common example is a central fleet facility that might maintain police vehicles, garbage trucks, and other government vehicles. Charges would be made to the appropriate fund and department to recover costs. Because fees and charges, not taxes, are the primary source of cost recovery in proprietary funds, full accrual accounting, including the use of depreciation, is used within the proprietary funds. And, unlike governmental funds, proprietary funds contain all assets, including fixed assets, and long-term liabilities within the funds. Likewise, depreciation of fixed assets is recorded and depreciation expense is shown in the operations statement.

Purchase Order — A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Revenue — Income generated by taxes, investment income, connection fees, stand-by fees, and user charges.

Reserve — An account used to indicate that a portion of fund equity (or Fund Balance) is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Service Authority for Freeways and Expressways (SAFE) — The region's highway call box program, a joint venture of Sacramento, San Joaquin, Sutter, Yolo, Yuba, and El Dorado counties, which is managed by SACOG.

Special Assessment — A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Funds — Special Revenue Funds account for transactions that take place when there are restrictions on revenue sources. Common examples of these include street and road funds in which gasoline tax revenues are accounted. The gas taxes are typically restricted to street and road maintenance, and construction.

State Transit Assistance (STA) — Provides funding for mass transit operations and capital projects.

Glossary of Terms

(Continued)

State Transportation Improvement Program (STIP) — What the California Transportation Commission (CTC) ends up with after combining various RTIPs, as well as a list of specific projects proposed by Caltrans. Covering a five-year span and updated every two years, the STIP determines when and if transportation projects will be funded by the state. Projects included in the STIP must be consistent with the long-range transportation plan.

Strategies — The general approach taken to achieve strategic goals and objectives, inclusive of programs and activities within the programs.

Surface Transportation Program (STP) — One of the key funding programs in TEA 21. STP moneys are "flexible," meaning they can be spent on mass transit, pedestrian and bicycle facilities, as well as on roads and highways.

Transportation Development Act (TDA) — State law enacted in 1971. TDA funds are generated from a tax of one-quarter of one percent on all retail sales in each county and are used for transit, special transit for disabled persons, and bicycle and pedestrian purposes. TDA moneys are collected by the state and allocated to SACOG to fund transit operations and programs. In non-urban areas, TDA funds may be used for streets and roads under certain conditions.

Transportation Improvement Program (TIP) — A short-term (covering three years) program of transportation projects that will be funded with all federal funds expected to flow to the region. The projects contained in the TIP are drawn from, and consistent with, the long-range transportation plan. This can also referred to as the MTIP (Metropolitan Transportation Improvement Program).

Travel Demand Model — Used by transportation planners for simulating current travel conditions and for forecasting future travel patterns and conditions. Models help planners and policy makers analyze the effectiveness and efficiency of alternative transportation investments in terms of mobility, accessibility, and environmental and equity impacts.

Vehicle Miles Traveled (VMT) — One vehicle (whether a car carrying one passenger or a bus carrying 30 people) traveling one mile constitutes a vehicle mile. VMT is one measure of the use of the Sacramento region freeways and roads.

Directory of Acronyms

AB — Assembly Bill (Number)

ABAG — Association of Bay Area Governments

ACG — Address Coding Guide

ADA — Americans With Disabilities Act

ALUC — Airport Land Use Commission

ALUCP — Airport Land Use Compatibility Plan

AMTRAK — American Tracks Railroad

APCD — Air Pollution Control District

APTA — American Public Transit Association

AQMD — Air Quality Management District

ARB — Air Resources Board

ATP — Automated Trip Planning

BRT — Bus Rapid Transit

CAA — Clean Air Act

CALCOG — California Association of Councils of Governments

CALTRACTION — Central California Traction Company

CALTRANS — The California Department of Transportation

CAP-TO-CAP — Capitol (Sacramento) to Capitol (Washington, D.C.)

CARB — California Air Resources Board

CBD — Central Business District

CBTP —Community Based Transportation Planning

CCJPA — Capitol Corridor Joint Powers Authority

CCJPB — Capitol Corridor Joint Powers Board

Directory of Acronyms

CCTA — Central California Traction Company

CDP — Census Designated Places

CEQA — California Environmental Quality Act

CFPG — California Federal Programming Group

CFR — Code of Federal Regulations

CHP — The California Highway Patrol

CIP — Capital Improvement Program

CMAQ — Congestion Mitigation and Air Quality

CMP — Congestion Management Program

CMS — Congestion Management System

CMSA — Consolidated Metropolitan Statistical Area

CNG — Compressed Natural Gas

COG — Council of Governments

CPI — Consumer Price Index

CPU — Central Processing Unit

CSAC — California State Association of Counties

CTA — California Transit Association

CTC — California Transportation Commission

CTIPS — California Transportation Improvement Program System

CTP — California Transportation Plan

CTSA — Consolidated Transportation Service Agency

CVRS — Capitol Valley Regional Service Authority for Freeways and Expressways

DBE — Disadvantaged Business Enterprise

Directory of Acronyms

DEIR — Draft Environmental Impact Report

DNA — Downtown Natomas Airport Sacramento Regional Transit District Light Rail Line

DOT — Department of Transportation

DTIM — Direct Travel Impact Model

EDCTC — El Dorado County Transportation Commission

EIR — Environmental Impact Report

EIS — Environmental Impact Statement

EJ — Environmental Justice

EPA — Environmental Protection Agency

EPLS — Excluded Parties List System

FAA — Federal Aviation Administration

FEIR — Final Environmental Impact Report

FEIS — Final Environmental Impact Statement

FFY — Federal Fiscal Year

FHWA — Federal Highway Administration

FPPC — Fair Political Practices Commission

FRA — Federal Railroad Administration

FTA — Federal Transit Administration

FTE — Full-Time Equivalent

FTIP — Federal (Metropolitan) Transportation Improvement Program

FY — Fiscal Year

FRAQMD — Feather River Air Quality Management District

GASB — Governmental Accounting Standards Board

Directory of Acronyms

GIS — Geographic Information Systems

GMAG — Goods Movement Advisory Group

GPS — Global Positioning System

HCP — Habitat Conservation Plan

HOV — High-Occupancy Vehicle

HPMS — Highway Performance Monitoring System

HSTP — Human Services Transportation Plan

HUD — U.S. Department of Housing and Urban Development

IIP — Interregional Improvement Program

IPG — Intermodal Planning Group

I-PLACE^{3}S — Planning for Community Energy, Economic and Environmental Sustainability

IRRS — Inter-Regional Road System

ISTEA — Intermodal Surface Transportation Efficiency Act of 1991

ITS — Intelligent Transportation System

JARC — Job Access Reverse Commute

JPA — Joint Powers Agreement

LAFCO — Local Area Formation Commission

LCC — League of California Cities

LEP — Limited English Proficiency

LTF — Local Transportation Fund

LRT — Light Rail Transit

LRTP — Long-Range Transportation Plan

MIS — Major Investment Studies

Directory of Acronyms

MOA — Memorandum of Agreement

MOU — Memorandum of Understanding

MPA — Metropolitan Planning Area

MPO — Metropolitan Planning Organization

MSA — Metropolitan Statistical Area

MTC — Metropolitan Transportation Commission

MTIP — Federal Metropolitan Transportation Improvement Program

MTP — Metropolitan Transportation Plan

NAAQS — National Ambient Air Quality Standard

NARC — National Association of Regional Councils

NEPA — National Environmental Policy Act

NF — New Freedom

NHS — National Highway System

OMB — Office of Management and Budget

OWP — Overall Work Program

PAC — Project Advisory Committee

PCTPA — Placer County Transportation Planning Agency

PECAS — Production Exchange and Consumption Allocation System (Model)

PI — Paratransit, Inc.

PL — Metropolitan Planning

PMSA — Primary Metropolitan Statistical Area

PPM — Planning, Programming and Monitoring

PSR — Project Study Report

Directory of Acronyms

PTC — Public Transportation Commission

RAD — Regional Analysis District

RFP — Request for Proposal

RHNA — Regional Housing Needs Allocation

RHNP — Regional Housing Needs Plan

RIP — Regional Improvement Program

ROW — Right-of-Way

RPP — Regional Planning Partnership

RSTP — Regional Surface Transportation Plan

RT — Regional Transit (see also SRTD)

RTP — Regional Transportation Plan

RTPA — Regional Transportation Planning Agency

RTIP — Regional Transportation Improvement Program

RUCS — Rural-Urban Connections Strategy

SB — Senate Bill (Number)

SABA — Sacramento Area Bicycle Advocates

SACMET — Regional Trip-Based Travel Model

SACOG — Sacramento Area Council of Governments

SACSIM — Regional Activity-Based Travel Model

SAFE — Service Authority for Freeways and Expressways

SAFETEA-LU — *Safe, Accountable, Flexible, Efficient Transportation Equity Act — A Legacy for Users*

SANDAG — San Diego Association of Governments

SCT-LINK — South County Transit Link

Directory of Acronyms

SECAT — Sacramento Emergency Clean Air and Transportation Program

SCG — Staff Coordinating Group

SIGMAC — Statewide Intermodal Goods Movement Advisory Committee

SIP — State Implementation Plan

SJCOG — San Joaquin Council of Governments

SMAQMD — Sacramento Metropolitan Air Quality Management District

SOV — Single-Occupant Vehicle

SRTD — Sacramento Regional Transit District

SRTP — Short-Range Transit Plan

STA — Sacramento Transportation Authority

STA Funds — State Transit Assistance Funds

STAC — Social Service Transportation Advisory Council

STARNET — Sacramento Transportation Area Network

STF — Summary Tape File

STIP — State Transportation Improvement Program

STP — Surface Transportation Program

TAC — Technical Advisory Committee

TAZ — Transportation Analysis Zone

TCC — Transportation Coordinating Committee

TCIF — Trade Corridor Improvement Fund

TCM— Transportation Control Measure

TCRP — Traffic Congestion Relief Program

TDA — Transportation Development Act

Directory of Acronyms

TDM — Transportation Demand Management

TEA-21 — Transportation Equity Act for the 21st Century

TEA FUNDS — Transportation Enhancement Activities Funds

TIGER — Topologically Integrated Geographic Encoding and Referencing

TIGER — Transportation Investment Generating Economic Recovery

TIP — Transportation Improvement Program

TMA — Transportation Management Association

TMC — Transportation Management Center

TOS — Traffic Operations System

TRPA — Tahoe Regional Planning Agency

TSM — Transportation System Management

U.S.C. — United States Code

U.S. DOT — U.S. Department of Transportation

VMT — Vehicle Miles of Travel or Vehicle Miles Traveled

YCTD — Yolo County Transportation District

YSTA — Yuba-Sutter Transit Agency

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WHAT WE DO

The Sacramento Area Council of Governments (SACOG) is an association of Sacramento Valley governments formed from the six regional counties—El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba—and 22 member cities. SACOG's directors are chosen from the elected boards of its member governments. SACOG's primary charge is to provide regional transportation planning and funding, as well as a forum for the study and resolution of regional issues. In this role, SACOG prepares the region's long-range transportation plan; approves distribution of affordable housing around the region; keeps a region-wide database for its own and local agency use; helps counties and cities use federal transportation funds in a timely way; assists in planning for transit, bicycle networks, clean air and airport land uses; and has completed the Blueprint Project which links transportation and land development more closely.

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