

**SONOMA-MARIN AREA RAIL TRANSIT DISTRICT**

**PROPOSED BUDGET: FISCAL YEAR 2020-21**

and

**Fiscal Year 2019-20 Year-End Budget**

**June 17, 2020**

# **PROPOSED BUDGET: FISCAL YEAR 2020-21**

## **and Fiscal Year 2019-20 Year-End Budget**

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## INTRODUCTION

The SMART budget process involves two different Fiscal Years, both an update on the revenues and expenses anticipated at the close of Fiscal Year 2019-20, which ends on June 30, 2020, and the proposed revenues and expense for the Fiscal Year 2020-21 budget. Within this budget document there are three detailed budget tables by Department, in addition to a summary overview chart and the proposed salary schedule.

SMART has been in operation since August of 2017 and in that time, SMART has provided a dependable choice for travelers to avoid traffic, to make a better environmental choice, or because they may not have the ability to drive. At the start of 2020, SMART ridership was growing and two new stations were placed into service. Unfortunately, the COVID-19 pandemic and the shelter-in-place orders have led to an almost complete halt to daily life in the North Bay since March and created an unprecedented challenge to planning for the future.

Prior to the March imposition of shelter-in-place orders, SMART's goal was to propose savings strategies that would address a structural deficit identified in future years of the Strategic Plan. Measure I -- which would have allowed SMART to undertake a significant restructuring of construction debt and reduce payments by \$12 million annually -- was not successful thus taking that strategy off the table. Since March, the new challenge of the impact of the COVID-19 pandemic has meant an uncertain environment for budget planning. We have built significant reserve funds going into this crisis, as well as critical emergency grant funds from the Federal CARES Act. Thus, the proposed Fiscal Year 2020-21 budget is balanced with the assistance of one-time funds that give SMART more time to determine what the long-term revenue and other economic inputs will be.

Providing rail transit service requires not only trains, but people and resources to safely operate, dispatch and maintain trains, including train control and safety systems integral to movement, and the underlying infrastructure upon which they travel. The direct operations are supported by administration functions including payroll, human resources and legal services. All of these necessary functions require significant operating funds, which are now facing historic economic challenges.

## OVERVIEW

The Proposed Budget for Fiscal Year 2020-21 strives to keep as much train service intact for as long as possible to allow the ultimate impact of the pandemic to reveal itself and projections become more reliable. For Fiscal Year 2020-21, proposed revenues and expense are based on what is known today, with the understanding that changes will likely be made down the road as projections are reexamined against actual economic conditions.

During preliminary budget discussions in April and May, the SMART Board received numerous briefings on potential COVID-19 impacts and the solutions available to address budget imbalances. As a result, this budget includes a number of expenditure reductions that have been fully discussed and heard in public: Elimination of one-time expenses such as equipment and other purchases, elimination of ongoing contracts such as on-board WiFi and contracted customer service, and an expectation of debt savings from a smaller

refinancing compared to the savings assumed in Measure I. In addition, the Board has determined that, when the shelter in place orders are lifted in the North Bay, SMART will resume service with fewer trips than it was operating at the beginning of the year. For now, larger cuts in service, such as the elimination of weekend service, have been postponed for later consideration. This ability to delay significant layoffs and reductions in service is only possible because of the significant Federal CARES Act funding SMART has and expects to receive through the Metropolitan Transportation Commission. Further details on reductions are included in the Departmental discussions of the budget.

SMART's primary funding source, sales tax, is anticipated to be severely impacted by the COVID-19 crises in Fiscal Year 2019-20 and Fiscal Year 2020-21, and potentially beyond. However, there is no solid data for SMART upon which to budget due to the lag time between sales and reporting. In both the year-end projections and budget recommendations, we have compared projections published by our partner agencies and followed the most conservative ones. We have also adjusted our sales tax projections to account for prior year revenues that were included in Fiscal Year 2019-20 (\$1 million) and potential impacts of the Governor's small business loan forbearance that will impact our receipts. Some estimates have indicated that up to \$6 million in sales tax payments to SMART are eligible to be deferred, although it is unlikely to be that high. We have adjusted sales tax receipts lower by \$1.7 million for that concern. Sales tax amounts are outlined below.

**Fiscal Year 2020-21 Proposed Revenues:** Budgeted new revenue in Fiscal Year 2020-21 is \$71.2 million, with a use of fund balance of \$7.5 million for total Sources of \$78.7 million. In order to develop the budget, we have made projections about sales tax, fares, and other revenues that are far from certain. Prior to the COVID-19 crises, we were anticipating meeting or exceeding all of our budgeted revenue targets. Sales tax was anticipated to be much higher than budgeted by at least \$1.5 million. State support and fare revenues were comfortably within target. However, projections now include significant drops in all revenue sources both in the current Fiscal Year 2019-20 and the proposed Fiscal Year 2020-21. Sales tax is anticipated to fall from a high in Fiscal Year 2018-19 of \$42.1 million to \$33.6 million in Fiscal Year 2019-20 to \$33 million in Fiscal Year 2020-21—an overall loss of 22%. Sales tax revenue is deposited to the Administration budget only to the point that revenue is needed to balance that Department and the remainder is then allocated to the Operations Department. Likewise, state support, which is tied to taxable sales, will also drop. State operating funds are tied directly to the Operating Department budget and the State has indicated a potential drop of 40% for most of those revenue sources. Fare revenues are projected to drop by 25% in Fiscal Year 2019-20 over original budgeted amounts and fall again another 15% in FY 2020-21 due to continued pandemic impacts and SMART's service reductions. A new round of CARES Act funds are anticipated to be received to backfill for much of this lost revenue. Further details on various revenue sources and the use of fund balance are provided in each Departmental budget.

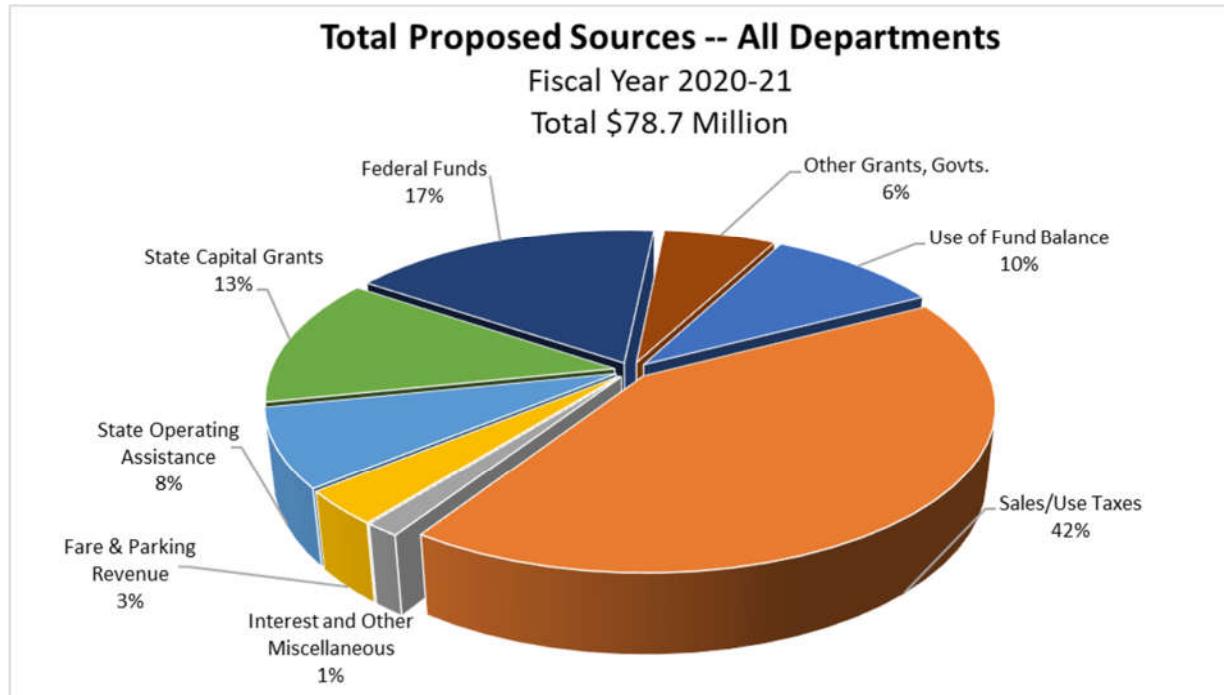
**Fiscal Year 2020-21 Proposed Expenditures:** Proposed expenditures for Fiscal Year 2020-21 are \$78.7 million. As a result of planning throughout the year for a potential loss of Measure I as well as more recent actions taken by the Board in the months of April and May to reduce expenses, the proposed budget includes steps toward reducing one-time and ongoing expenses, including reductions in equipment purchases, contracted services for buses and customer service, and reductions in employee counts using attrition and elimination of vacant positions. The Proposed Fiscal Year 2020-21 budget also assumes that, should the shelter-in-place order be completely lifted, SMART would only resume service that included 26 weekday trips. Weekend service, for now, would also be anticipated to resume. Both the revised Fiscal Year 2019-20 and proposed Fiscal Year 2020-21 budget include all the revenues and expenditures for all of SMART's ongoing capital projects, such as progress on the Windsor project, design and permitting for Sonoma County Pathway extensions, and safety enhancements planned for certain grade crossings. Further details are provided in the Departmental budget discussions.

**Reserves:** As part of our Fiscal Year 2019-20 budget process we continued the practice of holding a significant Agency Reserve by setting aside \$17 million for that purpose. SMART also has available unallocated fund balance from prior year revenues that were not needed to balance the budget and came in higher than were anticipated in May of 2019. Going forward, the Board had made the policy decision to set aside a minimum of \$10 million as its Agency Reserve, an amount that was developed to match 25% of SMART's operating expenses. This budget achieves that minimum balance through the end of Fiscal Year 2020-21. At the end of the Fiscal Year 2020-21 we are also projecting an unallocated fund balance available for any use of \$17 million. These funds will be required to support operations for the next two years into Fiscal Year 2022-23 as there is no scenario that we have seen where sales tax recovers completely in that timeframe. For example, looking at preliminary projections for Fiscal Year 2021-22, that fund balance would be substantially lower at \$6.7 million and likely completely eliminated in 2022-23. This amount is very dependent on the receipt of a second allocation of funds from the Metropolitan Transportation Commission (MTC), our sales tax projections being accurate, and our ridership returning throughout the year. To the extent fund balance is used as a revenue source in each year, that amount is shown in summary Table 1 and discussed further within each department.

Also, in Table 1 we are showing transfers and year-end balances for three special purpose reserves. First, we show the self-insured retention, which is designed to cover the significant deductibles we would be required to expend in the case of a rail accident or other damaging event. Second, we show the equipment sinking fund designed to cover replacement of non-revenue vehicles as they reach their useful life, funds for overhaul and replacement of our trains, and other larger capital equipment replacement needs. Finally, we are showing a set-aside for post-employment pension liabilities in keeping with our practice to minimize our future liabilities for pension costs and retiree medical costs that we are currently handling on a pay-as-you go basis.

**Figures 1 and 2 and Table 1** on the following pages provide combined, broad overview of the sources and uses in SMART's budget for all departments. There are three budget columns, the first reflecting the original budget for Fiscal Year 2019-20 approved in June of 2019, the second showing the year-end changes to reflect actual and estimates for revenues and expenses, and the third showing the Proposed Budget for Fiscal Year 2020-21. This Table also shows funds available in SMART's reserves and fund balance. The starting fund balance for Fiscal Year 2019-20 is \$11.8 million higher due to a number of changes following the development of the budget in April and May and the audit process in November. The starting balance reflects significantly higher actual sales tax receipts for Fiscal Year 2018-19, salary savings resulting from vacant positions, project and consultant savings related to the Larkspur and other capital projects, and year end closeout of unused contracts. These funds are then used for all approved, budgeted purposes including capital project completion and operational needs. Further details are provided in each line item.

**Figure 1: Overview of Proposed Sources, Fiscal Year 2020-21**



**Figure 2: Overview of Proposed Uses, Fiscal Year 2020-21**

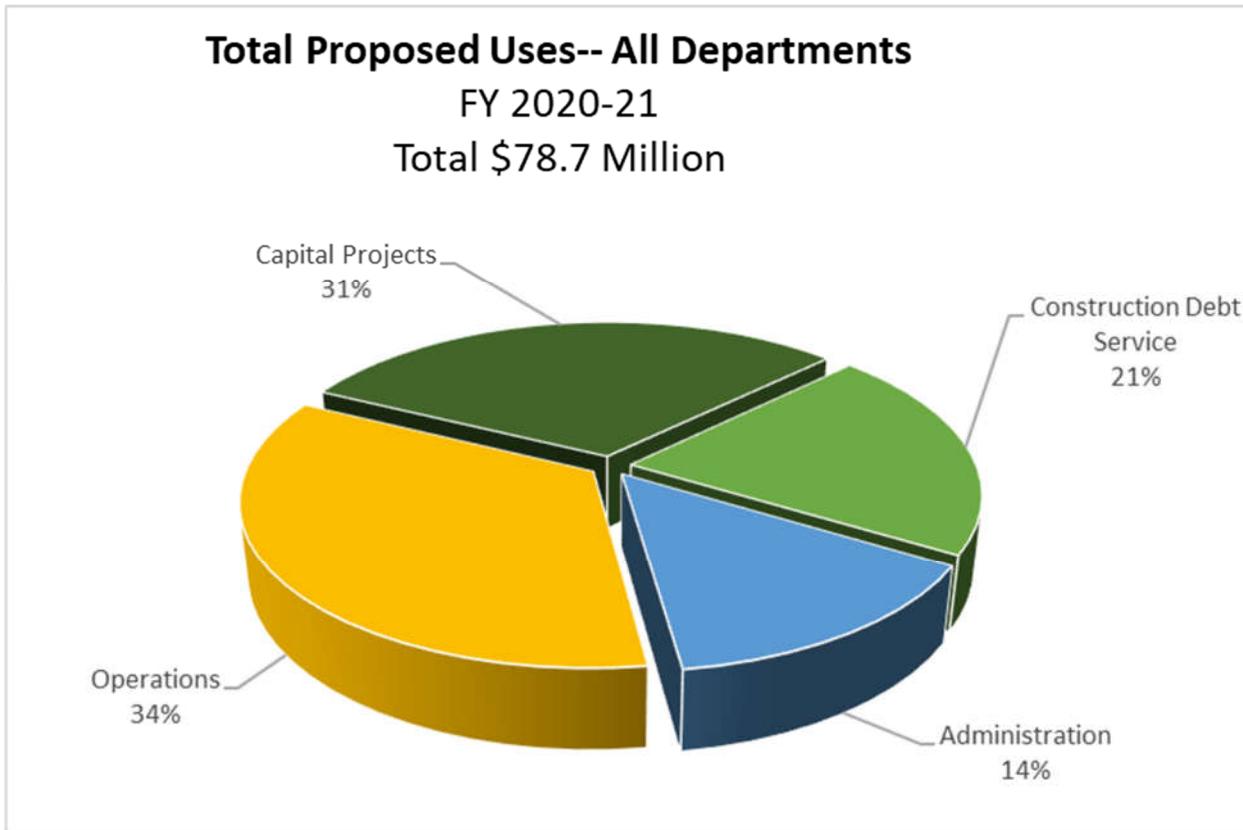


TABLE 1:

## BUDGET REPORT: OVERVIEW OF ALL SOURCES AND USES

	FY 2019-20	FY 2019-20	YEAR END	PROPOSED BUDGET	FY 2020-21	
	APPROVED BUDGET	ACTUALS & ESTIMATES				EXPLANATION OF SIGNIFICANT CHANGES
<b>Budgeted Revenue</b>						
Sales/Use Taxes	\$ 39,266,002	33,636,687	33,020,754			Reductions based on projections for COVID-19 impacts for both FY19-20 and 20-21; revised projections in line with regional estimates
Interest and Lease Earnings	\$ 782,505	1,178,349	975,283			51% increase in FY20 actuals is tied to earnings on higher than anticipated ending Fund Balance
Miscellaneous Revenues	\$ 20,000	534,529	289,824			FY20 actuals significantly higher due to one-time revenue from property sales
Fare & Parking Revenue	\$ 4,187,000	3,159,165	2,658,366			25% decrease in Passenger Fare Revenue in FY20 budget; additional 15% decrease assumed in FY21
State Grants	\$ 21,414,794	29,094,239	16,038,215			36% increase in FY20 tied to capital project shifts; FY21 assumes 40% drop in state operating support
Charges For Services	\$ 60,000	309,797	80,000			FY20 increase tied to one-time increases in insurance reimbursements and flagging costs
Federal Funds	\$ 4,650,000	13,460,436	13,500,000			182% increase in FY20 - Shift of capital project; new CARES funding; FY21, CARES and first year of annual FTA preventive maintenance funds
Other Governments / Misc.	\$ 4,538,192	5,379,023	4,741,900			19% increase in FY20 - addition of Airport Blvd (Sonoma funded), FY21 fewer funded projects, includes Windsor and pathway funding
Measure M	\$ 200,625	33,076	157,348			84% decrease in FY20 - completion of Payran pathway; FY21 tied to Sonoma County pathway design
MTC - RM2	\$ -	224,051	-			Increase in FY20 tied to actuals related to the Larkspur project; funds for Larkspur exhausted
<b>Total All Revenues</b>	<b>\$ 75,119,118</b>	<b>\$ 87,009,351</b>	<b>\$ 71,200,691</b>			
<b>Budgeted Expenditures</b>						
Salaries & Benefits	\$ 22,916,720	20,765,477	22,212,271			FY 20 savings from vacancies, lower overtime; FY21 continued savings from deletion of positions, cost increase for union contracts & benefits
Services & Supplies	\$ 18,847,361	18,096,643	15,394,026			4% decrease in FY20 - professional services, fuel savings; FY21 15% decrease due to approved budget reductions
Debt Service/ Other Charges	\$ 16,747,600	16,847,600	16,405,850			3% decrease in FY21 assuming successful debt refinancing
Equipment, Buildings & Improvements	\$ 3,085,500	2,286,381	2,417,911			26% decrease in FY20 - shift of projects from FY20 to FY21
Capital Projects	\$ 33,664,209	42,644,085	19,096,800			27% increase in FY20 - capital shifts from prior year, 55% decrease FY21 - reduced capital activity completion of Larkspur
Other Governments	\$ -	1,147,382	3,526,900			Reimbursable work for other jurisdictions fluctuates - i.e. Dwn't Novato Station, Penngrove, Airport Blvd.
Account and Fund Transfers	\$ -	(159,066)	(335,000)			Summary of annual transfers to equipment sinking fund, capitalizable labor, self-insured retention
<b>Total All Expenditures</b>	<b>\$ 95,261,390</b>	<b>\$ 101,628,501</b>	<b>\$ 78,718,757</b>			
<b>Subtotal (Use of Fund Balance)</b>	<b>\$ (20,142,271)</b>	<b>\$ (14,619,150)</b>	<b>\$ (7,518,066)</b>			<b>Available Budget Sources minus All Uses</b>
<b>Beginning Available Fund Balance</b>	<b>\$ -</b>	<b>\$ 27,289,200</b>	<b>\$ 39,185,454</b>	<b>\$ 22,571,008</b>		Audited fund balance FY20 increased by \$1.19 million due to shifts in capital project payments from the prior year, higher than anticipated FY19 sales tax, other year end savings
Transfer Fund Balance to Pension Liability Fund	\$ -	\$ -	\$ (1,995,296)	\$ -		
Transfer to Equipment Sinking Fund	\$ -	\$ -	\$ (5,000,000)	\$ -		
Transfer from Operating Reserve	\$ -	\$ -	\$ 7,000,000	\$ -		
<b>Remaining Fund Balance</b>	<b>\$ 7,146,929</b>	<b>\$ 22,571,008</b>	<b>\$ 17,052,942</b>			Allocation for revenue vehicle (DMU) future rehab, and replacement needs
<b>Remaining Agency Reserve</b>	<b>\$ 17,000,000</b>	<b>\$ 17,000,000</b>	<b>\$ 10,000,000</b>			Adjustment to match Board-approved minimum Agency Reserve
<b>Self-Insured Retention Fund</b>	<b>\$ 1,470,085</b>	<b>\$ 1,876,019</b>	<b>\$ 1,876,019</b>			
<b>Equipment Sinking Fund</b>	<b>\$ 1,575,000</b>	<b>\$ 2,100,000</b>	<b>\$ 7,625,000</b>			Special Purpose Reserve Year-End Balances
<b>Future OPEB/CalPERS Liability Fund</b>	<b>\$ -</b>	<b>\$ 1,995,296</b>	<b>\$ 1,995,296</b>			

## BUDGETS BY DEPARTMENT

SMART's budget provides the resources and authorization for the continued work of building, operating, and maintaining a 45-mile passenger rail system, multi-use pathway, dispatching of freight service, and managing a large 80-mile rail right-of-way.

The SMART organization consists of 136 dedicated full-time employees, working 24-hours a day to keep train service reliable, safe and accessible. Those employees, the expenses that make train service possible, and the revenues that support them, are outlined in the charts following each narrative. The budget is presented by SMART's three Departments: Administration, Capital, and Operations.

Each Department has its own Tables and Figures that provide information on that Department's Fiscal Year 2019-20 Original Budget, Revisions for Year End, and the Proposed Fiscal Year 2020-21 Budget.

## ADMINISTRATION BUDGET

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The Administration budget contains all of the expenditures related to running the District, including legal, human resources, finance, real estate, planning, grants, outreach and procurement. This is also where SMART's offices in Petaluma are budgeted, as well as larger expenses such as insurance and payments related to construction bond debt. Since the beginning of Fiscal Year 2019-20, SMART has been keeping vacant positions open until sales tax revenues were determined. Those positions are now being deleted. Thus, the year-end actual salaries and proposed Fiscal Year 2020-21 salaries are both below the original budgeted amount for Fiscal Year 2019-20. This reflects a two-year savings from that decision. Below is a narrative overview of each fiscal year and further detail is provided in **Table 2** following this discussion.

### Fiscal Year 2019-20 Final Budget Overview:

Revenues: Final projected revenue in Administration in Fiscal Year 2019-20 is \$29.2 million. SMART's budgeted sales tax revenue projections are discussed in the overview. This tax revenue flows first into Administration as needed to cover costs such as debt service and salaries. To the extent other general revenues received are sufficient to cover administrative costs, the remaining sales tax is allocated to fund operations. Other smaller revenues such as fees and advertising were higher than budgeted and based on activities throughout the year. One-time revenue related to interest earnings and unanticipated insurance reimbursements were higher than budgeted.

Expenditures: Overall Expenditures in Administration are \$29.2 million, which is increased from the original budget by \$434,675 (2%). This is the result of two larger dynamics: the inclusion of a large ballot cost of \$1 million for the cost of the Measure I in March, balanced against \$1 million in savings throughout the year in vacant positions, computer purchases, legal services, memberships and training.

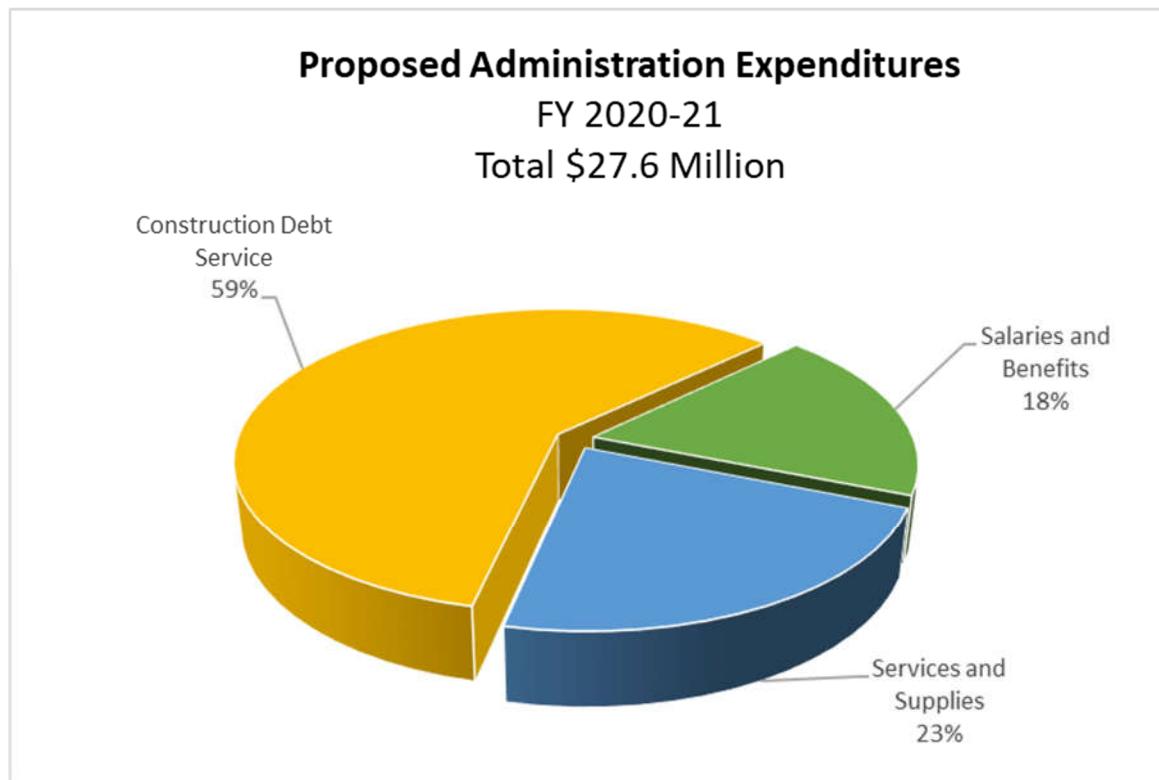
## **Fiscal Year 2020-21 Proposed Budget Overview:**

Revenues: Revenues supporting the proposed Administration budget are \$27.6 million, \$1.6 million lower than prior year amounts primarily due to the matching of sales tax to budgeted expenses which are also reduced. Other smaller revenue sources are projected to decline as a result of the economy and reduced train activity as discussed in the overview.

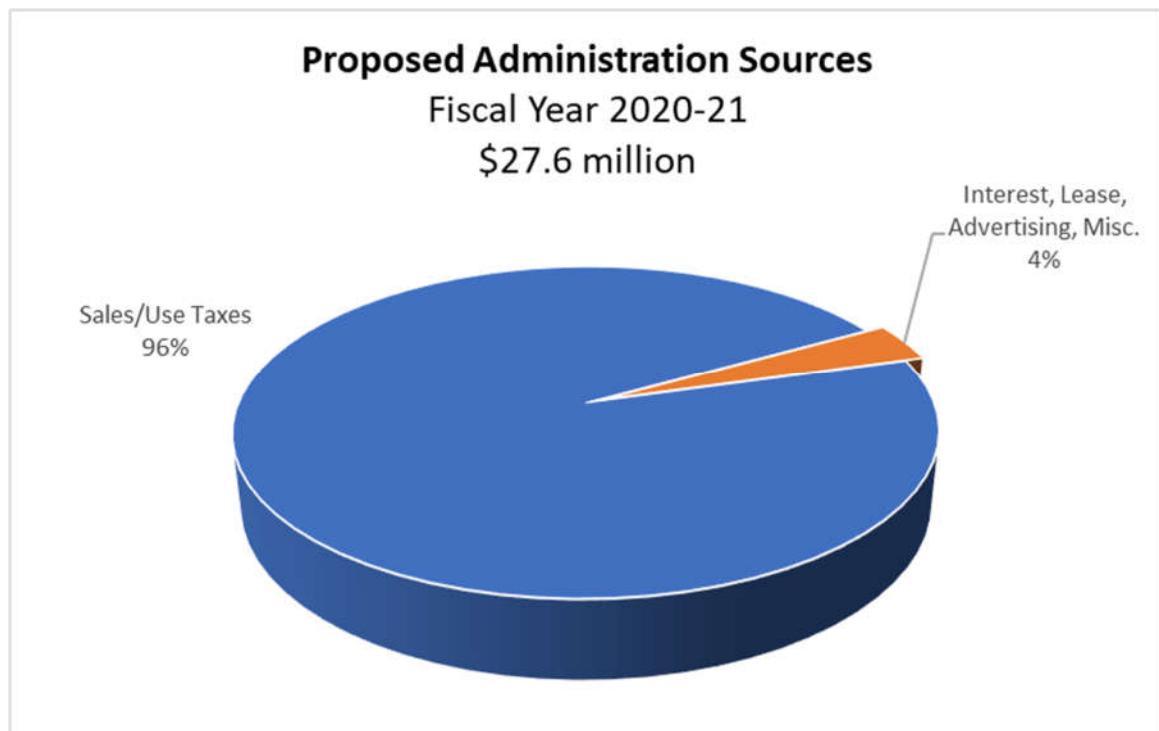
Expenditures: Expenses for the new Fiscal Year are proposed to be \$27.6 million which is \$1.6 million lower (5.7%) than the anticipated Year End for Fiscal Year 2019-20 primarily due to the reductions targeted in debt service through a refinancing, the deletion of three vacant positions, professional service contract reductions to meet reduction targets and the elimination of the one-time expense of the ballot costs. Although some debt service savings are anticipated, debt service continues to comprise the lion's share of costs in this Department. The budget also assumes only a modest increase in insurance costs due to a policy decision by the Board to decrease overall coverage purchases. Outreach expense is reduced to eliminate the one-time costs that were associated with opening of the Larkspur and Downtown Novato stations. The budget also shows transfers to the self-insured retention fund to ensure minimum funding for rail liability events.

On the next two pages, **Table 2** provides detailed chart containing further breakdowns and explanations of changes. **Figure 3** shows the proportion of Administration Expenditures proposed in Fiscal Year 2020-21 and **Figure 4** shows the Revenue Sources for Administration.

**Figure 3: Overview of Proposed Administration Expenditures Fiscal Year 2020-21**



**Figure 4: Proposed Revenue Sources for Administration Fiscal Year 2020-21**



**TABLE 2 :****ADMINISTRATION BUDGET**

Original, Year End FY 2019-20 and Proposed FY 2020-21

DESCRIPTION	FY 2019-20 APPROVED BUDGET	FY 2019-20 YEAR-END ACTUALS & ESTIMATES	FY 2020-21 PROPOSED BUDGET	EXPLANATION OF SIGNIFICANT CHANGES
<b>REVENUES:</b>				
Sales/Use Taxes				
State Sales Tax Collection	\$ 962,809	\$ 962,809	\$ 1,001,134	Increase in state collection costs
Sales Tax withheld by Trustee	16,747,600	16,747,600	16,405,850	Debt schedule decrease anticipated due to refinancing
Sales Tax Allocation to Administration	10,262,728	9,724,824	9,124,872	**Amount changes to balance revenue with expense
<b>Total Sales/Use Taxes</b>	<b>27,973,136</b>	<b>27,435,233</b>	<b>26,531,856</b>	**See notes below
Use of Money/Property				
Interest Earnings	295,000	545,729	436,583	Increase due to higher actual earnings on fund balance
Advertising Revenue	221,750	318,920	225,000	Train and platform advertising
Rent - Real Estate	265,755	313,700	313,700	Revenue from SMART owned property leases
<b>Total Use of Money/Property</b>	<b>782,505</b>	<b>1,178,349</b>	<b>975,283</b>	
Charges for Services				
Other Charges - Fees, Reimbursements	30,000	92,206	30,000	Application fees, and one-time insurance reimbursements
<b>Total Charges for Services</b>	<b>30,000</b>	<b>92,206</b>	<b>30,000</b>	
Miscellaneous Revenues				
Sale - Lease/Purchase	-	500,000	-	One-time revenue related to Petaluma Station
Miscellaneous Revenue	20,000	34,529	28,824	Includes funding for Short Range Transit Plan
<b>Total Miscellaneous Revenues</b>	<b>20,000</b>	<b>534,529</b>	<b>28,824</b>	
<b>TOTAL REVENUES</b>	<b>\$ 28,805,641</b>	<b>\$ 29,240,316</b>	<b>\$ 27,565,964</b>	
<b>EXPENDITURES:</b>				
<b>ADMINISTRATION</b>				
Salaries and Benefits				
Employee Salaries	3,899,865	3,746,149	3,700,023	
Employee Benefits	1,246,439	1,201,842	1,273,832	
<b>Total Salaries and Benefits</b>	<b>5,146,304</b>	<b>4,947,991</b>	<b>4,973,854</b>	Hiring freeze on vacant positions FY20, elimination in FY21
Services and Supplies				
Communications	46,701	46,651	49,250	Minor increases in contract costs
Insurance	2,547,382	2,141,448	2,415,418	Increased insurance renewal costs
Maintenance-Facilities	5,000	25,027	31,035	Railroad Square Property Tax
Fees/ Miscellaneous Expense	162,170	1,060,268	63,338	FY20 Includes estimated one-time ballot measure fee
Office Expense	115,310	98,360	85,860	Ongoing reductions FY21
Postage, Printing, Periodicals	53,000	43,600	58,600	Outreach printing costs due to new schedules, materials in FY21
Accounting/ Payroll Services	90,885	96,895	93,791	Payroll, audit and accounting services increase in federal single audit
Professional Services	987,953	870,891	739,995	Ridership analysis, legislative advocacy, background checks, IT security consulting
Agency Extra Help	100,000	50,000	100,000	Short term leave coverage as needed
State Administrative Fee	953,461	953,461	1,001,134	State fee increases
Legal Services	475,000	450,000	400,000	As-needed legal expertise/ support
Rents/Leases	501,006	506,006	511,468	Office and copy machine lease increases
Computer Software and Hardware	318,000	212,507	247,250	Equipment replacements, software subscriptions, ongoing license fees
Public Outreach	269,000	310,981	166,500	Reduction of Public Outreach costs, Larkspur extension completed FY20
Training, Travel and Memberships	154,350	86,835	129,700	Ongoing training of new and existing staff
Mileage Expense	37,520	39,920	39,920	Contracted and reimbursement-based mileage
<b>Total Services and Supplies</b>	<b>\$ 6,816,737</b>	<b>\$ 6,992,849</b>	<b>\$ 6,133,260</b>	
Other Charges and Payments				
Bond Principal, Interest	16,747,600	16,747,600	16,405,850	Assumption of savings from refinancing
Settlements	-	100,000	-	One-time legal settlements
<b>Total Other Charges</b>	<b>16,747,600</b>	<b>16,847,600</b>	<b>16,405,850</b>	
Buildings & Capital Improvements (Capital Assets)				
Equipment	95,000	45,942	53,000	Computer hardware replacements savings
<b>Total Buildings and Capital Improvements</b>	<b>95,000</b>	<b>45,942</b>	<b>53,000</b>	
Self Insured Retention				
Transfer to Self-Insured Retention Fund	-	405,934	-	Transfer amount needed for deductibles, retentions for rail liability
<b>TOTAL ADMINISTRATION EXPENDITURES</b>	<b>\$ 28,805,641</b>	<b>\$ 29,240,316</b>	<b>\$ 27,565,964</b>	

\*\*The entire amount of Sales Tax is realized and shown on Table 1. The amount allocated to Administration changes depending on year-end revenues and expenses.

## CAPITAL BUDGET

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The Capital Department includes expenses for all capital projects large and small, such as completion of systems for Larkspur, substantial progress on the Windsor extension and new pathways. This budget also contains ongoing engineering support and studies such as required bridge analysis and smaller improvement projects. SMART continues to have a significant capital program related to buildout of the rail and pathway project as summarized below.

### Fiscal Year 2019-20 Final Budget Overview:

Revenues: Overall revenues increased by \$6.8 million (29%) from the original budget due to a number of shifts in construction schedules and funding from both the prior year and during the fiscal year that combined to make this change. Principally among them are increases in funding from the State of California for SMART's new rail cars, Larkspur project revenue tied to actual expenses, Sonoma County funding for Quad Crossing Gates in Penngrove and the addition of the new Sonoma pathways project.

Expenditures: Final expenditures for Fiscal Year 2019-20 are increased by \$9 million (25%) primarily due to the shift of work from the prior year and the inclusion of some new work since the budget was approved last year. This includes the two change orders to the Larkspur Extension Project approved in April to add pedestrian gates at the San Rafael Transit Center as well as miscellaneous work that is necessary to complete the project. The FY 2019-20 work also includes the Windsor Extension Project where design is on-going. We have included funding for environmental permitting requirements like purchasing wetland mitigation credits and the environmental consultant team. The year-end budget includes funding for the on-going maintenance and monitoring of the Mira Monte and Civic Center mitigation sites.

### Fiscal Year 2020-21 Proposed Budget Overview:

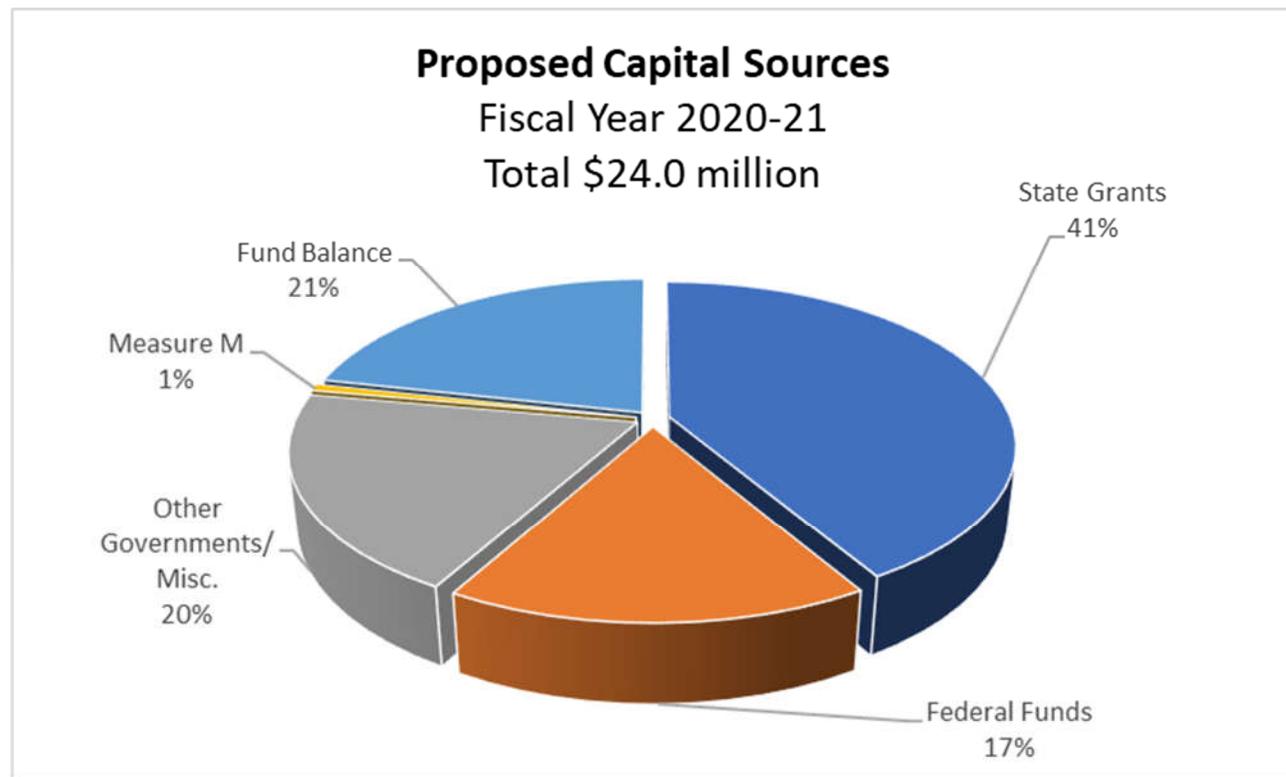
Revenues: Proposed sources for the Capital budget are \$24.0 million. New revenues for the next fiscal year budget are \$18.9 million, which is \$11.3 million (38%) lower than the current year and is derived from capital project activities funded through grants and other sources. Fund balance of \$5.2 million provides the necessary funding for safety enhancements, capital repairs, environmental needs and smaller projects not funded by grants. Funding for payments for SMART's four new rail cars are included and are funded by The State of California. Sonoma County Transportation Authority's Measure M and the State of California are providing funds for the Sonoma Pathway extension. Federal funds are related to systems design for the Windsor project and come from the Federal Railroad Administration. The County of Sonoma is providing funding for the Airport Boulevard crossing in conjunction with the Windsor project and the Town of Windsor is providing support for the pathway.

Expenditures: Overall expenses for the new Fiscal Year will be \$24.0 million, which is \$20.6 million (46%) less than the prior year indicating fewer capital expenses in the coming year are currently planned.

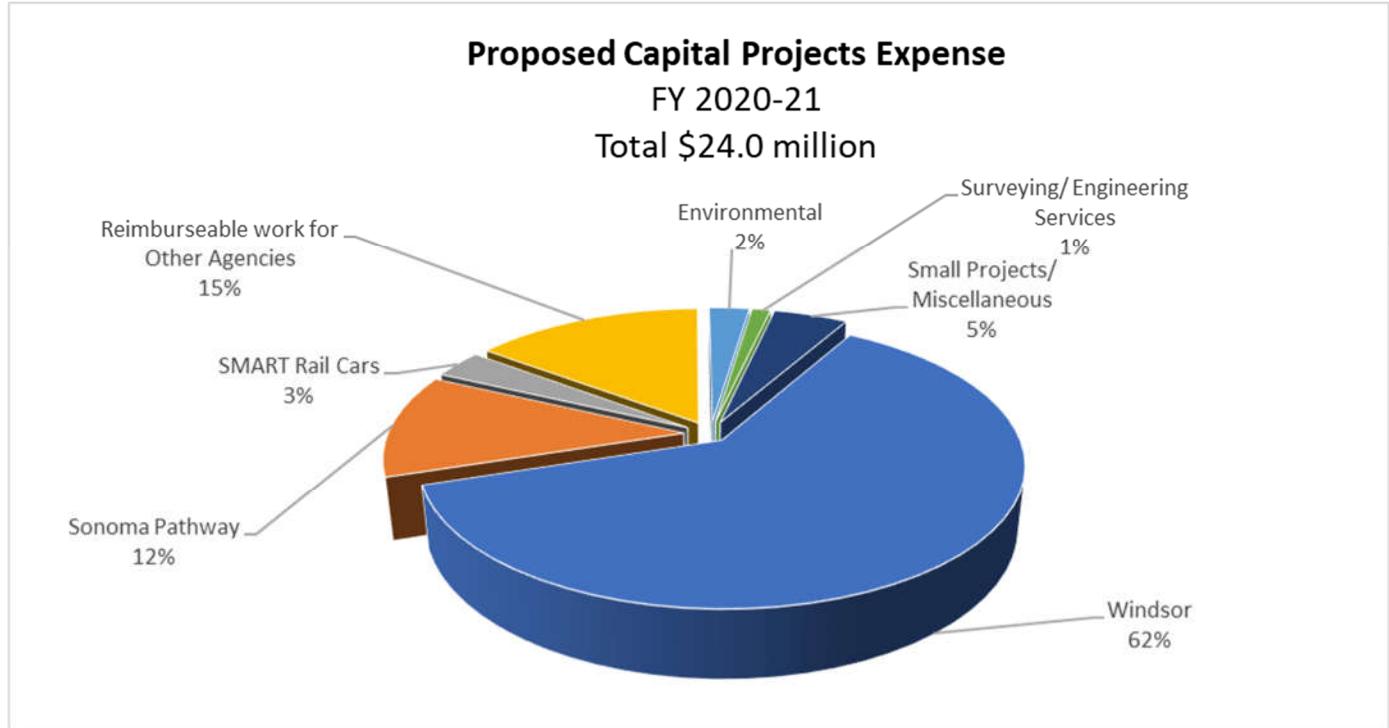
The majority of the Capital Budget is for Windsor Extension Project, followed by work on the design and permitting for the Sonoma County pathways extension project. The Windsor Extension Project will remove the old track, clear the right-of-way, construct bridge foundations and widen Airport Boulevard (Sonoma County funded work) this summer. The budget also includes authority for smaller projects such as remaining pedestrian crossing safety enhancements, train safety and Positive Train Control (PTC) enhancements and smaller state-of-good repair projects like minor bridge and culvert repairs.

On the following three pages we have shown the proportion of the Capital Budget by project (**Figure 5**), the funding sources for the Capital Budget (**Figure 6**) and then the two-year budget chart for the Capital Department (**Table 3**) including all sources and uses.

**Figure 5: Proposed Capital Projects Sources, Fiscal Year 2020-21**



**Figure 6: Proposed Capital Projects Expense, Fiscal Year 2020-21**



The chart above shows the breakdown of capital projects proposed for Fiscal Year 2020-21. The categories above include the following:

- Windsor Extension – Design and construction engineering for the civil and systems portions of the rail extension and pathway, new Clipper vending machine, train control systems infrastructure and permitting costs
- Reimbursable work for other agencies – Airport Drive improvements (County of Sonoma), Windsor Pathway (Town of Windsor)
- SMART Rail Cars – Final milestone payments for train sets 8 and 9 funded by the State of California
- Environmental – Ongoing required monitoring and maintenance of Mira Monte, Gallinas Creek Pathway
- Pathway – Design and Permitting for Sonoma County Pathway and Windsor extension projects
- Small Projects – Pedestrian path of travel and safety improvements at crossings
- Surveying/ Engineering Services – As-needed engineering expertise, on-call surveying and Americans with Disability Act consultants

**TABLE 3:****CAPITAL BUDGET**

Original, Year End FY 2019-20 and Proposed FY 2020-21

DESCRIPTION	FY 2019-20 APPROVED BUDGET	FY 2019-20 YEAR-END ACTUALS & ESTIMATES	FY 2020-21 PROPOSED BUDGET	EXPLANATION OF SIGNIFICANT CHANGES
<b>REVENUES:</b>				
<b>Intergovernmental Revenues</b>				
State - Grant Funds	\$ 14,010,000	\$ 21,431,317	\$ 9,972,504	Additional Railcar Sets, Sonoma Gap Pathway, Windsor Extn.
Federal - Grant Funds	4,650,000	3,131,315	4,000,000	Larkspur Extension Project completion, Windsor Extension ramp-up
Other Governments/ Miscellaneous	4,528,192	5,353,145	4,726,900	FY 21 Windsor and Airport cooperative work
Measure M - Sonoma County	200,625	33,076	157,348	Shift to FY 21 for Sonoma Gap Pathway Project
MTC - Bridge Tolls	-	224,051	-	Larkspur extension completed
<b>Total Intergovernmental Revenues</b>	<b>23,388,817</b>	<b>30,172,904</b>	<b>18,856,752</b>	
<b>TOTAL REVENUES</b>	<b>\$ 23,388,817</b>	<b>\$ 30,172,904</b>	<b>\$ 18,856,752</b>	
<b>USE OF FUND BALANCE</b>	<b>\$ 12,237,643</b>	<b>\$ 14,501,146</b>	<b>\$ 5,177,445</b>	
<b>EXPENDITURES:</b>				
<b>CAPITAL</b>				
<b>Salaries and Benefits</b>				
Employee Salaries	1,362,957	1,111,906	1,088,740	
Employee Benefits	369,545	308,024	329,021	
<b>Total Salaries and Benefits</b>	<b>1,732,501</b>	<b>1,419,929</b>	<b>1,417,761</b>	Hiring freeze on vacant positions FY20, elimination in FY21
<b>Services and Supplies</b>				
Communications	7,700	7,700	7,700	
Professional Services - Project	1,239,000	468,539	805,200	Environmental maint.,as-needed engineering, vehicle support
Computer Software and Hardware	11,050	17,525	11,336	Engineering and design related software and hardware
Training, Travel, Memberships	7,000	5,890	6,000	
Permits/Fees	50,000	50,000	17,500	Construction related permits
Mileage Expense	5,000	3,000	5,000	
<b>Total Services and Supplies</b>	<b>1,319,750</b>	<b>552,654</b>	<b>852,736</b>	
<b>Other Charges and Payments</b>				
Other Governments	-	1,147,382	3,526,900	Cooperative work: Penngrove crossing, Airport Blvd, Sonoma County
<b>Total Other Charges</b>	<b>-</b>	<b>1,147,382</b>	<b>3,526,900</b>	
<b>Buildings &amp; Capital Improvements (Capital Assets)</b>				
Land	-	-	-	
Capital Equipment - Work in Progress	4,832,201	14,622,218	900,000	Rail car final acceptance payments
Infrastructure	28,832,008	28,021,867	18,196,800	Larkspur & Windsor Extension;Sonoma Pathway
<b>Total Buildings and Capital Improvements</b>	<b>33,664,209</b>	<b>42,644,085</b>	<b>19,096,800</b>	
<b>Interfund Transfers</b>				
Salaries and Benefits Transfer	(1,090,000)	(1,090,000)	(860,000)	Adjustment based on salaries charged to projects
<b>Total Interfund Transfer</b>	<b>(1,090,000)</b>	<b>(1,090,000)</b>	<b>(860,000)</b>	
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 35,626,460</b>	<b>\$ 44,674,050</b>	<b>\$ 24,034,197</b>	

## **OPERATIONS BUDGET**

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The Operations Department performs all the functions directly related to operating the rail and pathway. This includes all train, track, signal, train control systems and facilities expense, as well as public safety and safety compliance. We have been able to capture savings in some areas and utilize those savings in areas with additional needs and costs that we had not anticipated.

As mentioned in the overview, as of June 2020, SMART is operating only minimal weekday service with no weekends as result of the COVID-10 pandemic. The budget assumes that the shelter-in-place order will be lifted in order for SMART to eventually resume service but assumes that we will deploy a reduced schedule of service compared to the trips offered before the shutdown began. Funding is provided for this new schedule which includes 26 weekday trips and a resumption of all 10 weekend trips. Should the economic situation prove different in the first months of the new year, SMART will reevaluate and make changes as needed during the Fiscal Year.

Further details are provided below.

### **Fiscal Year 2019-20 Final Budget Overview:**

Revenues: Overall revenues are projected to be \$27 million, \$4.7 million higher due to the infusion of CARES Act funds designed to cover more than one year. Fare revenue has been significantly reduced from the prior year due to the shelter-in-place orders. Anticipated State revenue increases \$250,000 due to the carryover of prior year one-time funds for the wheel truing project. There was an increase in other charges of \$187,591 largely related to reimbursable flagging services and one-time insurance reimbursements. Due to lower costs, shifts of capital improvements to Fiscal Year 2020-21, and the receipt of CARES Acts funds, Operations required a smaller infusion of fund balance, reduced from \$7.3 million to \$118,004.

Expenditures: Overall expenditures are lower by \$2.6 million (8.4%) to \$27.7 million. The bulk of the savings are due to an anticipated lower cost of salaries and benefits by \$1.6 million (10%) and is a result of savings from vacant positions and reductions in overtime spending. The vehicles and equipment budget was reduced by \$750,061 due to a shift in capital projects such as the wheel truing machine to the new fiscal year. Savings of \$274,671 are anticipated in fuel due to the reduced schedule currently running.

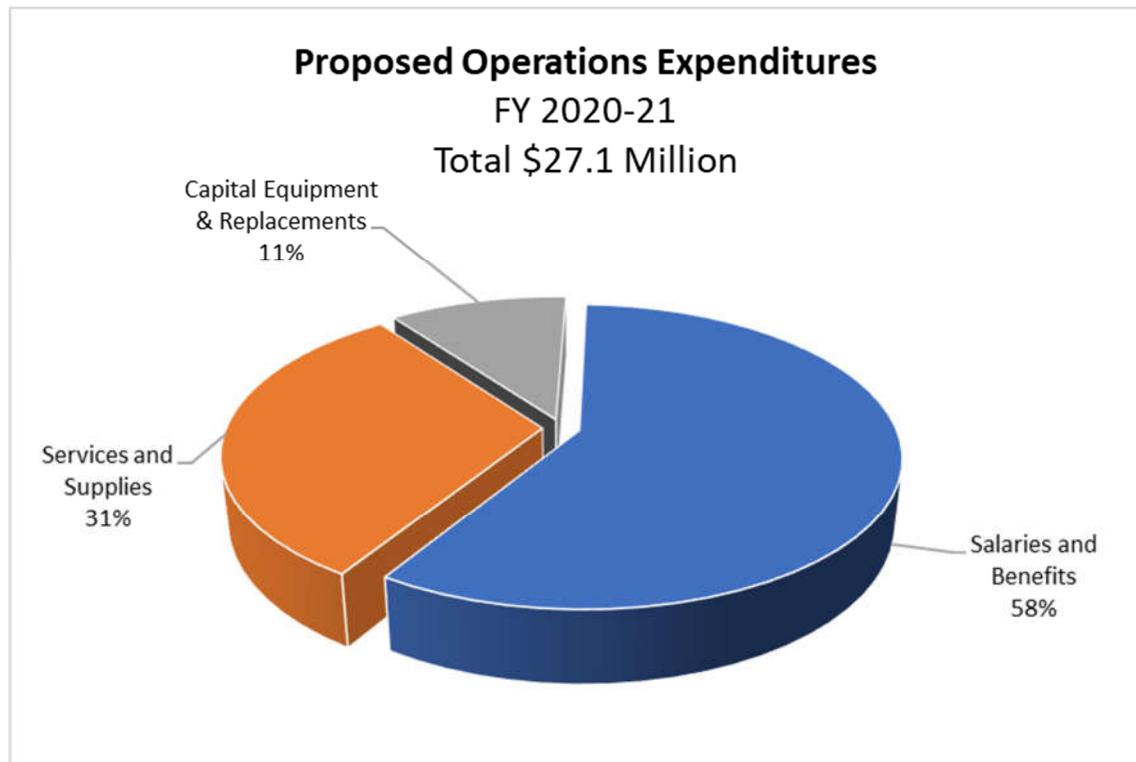
### **Fiscal Year 2020-21 Proposed Budget Overview:**

Revenues: New revenues for Fiscal Year 2020-21 total \$24.7 million, and a use of fund balance of \$2.3 million. Revenues include the allocation of Sales Tax to Operations, fare and parking revenues, as well as other charges related to the right-of-way. Additional funds from the CARES Act are also anticipated of \$6.6 million. Fare revenue is projected to be 36% lower than FY 2019-20 budgeted amounts due to the pandemic. The budget reflects ongoing State operating funding, however reductions of 40% are anticipated meaning \$1.5 million less than the prior year. State funds are also being used to purchase and install a train wheel pressing machine and other preventative maintenance equipment that will keep future costs lower.

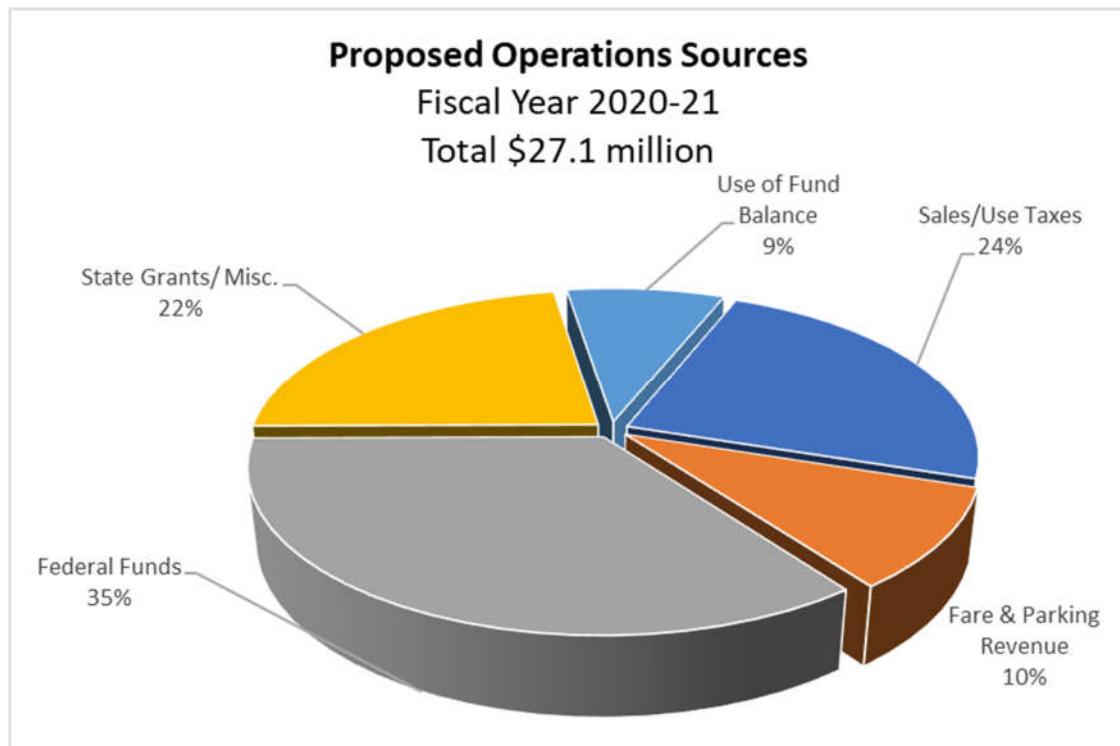
Expenditures: Operations costs are anticipated to decrease by \$595,539 (2%) in the next fiscal year, for total expenditures of \$27.1 million. This reflects the deletion of four full-time employees associated with the new schedule running 26 daily trips rather than 38, thus requiring fewer staff. While cost savings are associated with this change, continued cost increases for union cost of living and equity increases, increases in CalPERS costs and anticipated health care increases counterbalance the reductions in employees. Other savings are anticipated by the elimination of on-board Wifi, cancelling the customer service contract with Golden Gate Transit, and elimination of both the North County and Larkspur bus connections. Without these savings, the budget would have increased significantly by including those escalated costs.

Further Operations Department budget detail can be found on the next two pages. **Table 4** provides revenue and expense details by year and category. **Figure 7** shows the overview of Proposed Expenditures in the Operations budget for Fiscal Year 2020-21. **Figure 8** shows Proposed Sources for the Operations budget for Fiscal Year 2020-21.

**Figure 7: Proposed Operations Expenditures, Fiscal Year 2020-21**



**Figure 8: Proposed Operations Sources, Fiscal Year 2020-21**



**TABLE 4:**

OPERATIONS BUDGET				
Original, Year End FY 2019-20 and Proposed FY 2020-21				
DESCRIPTION	FY 2019-20 APPROVED BUDGET	FY 2019-20 YEAR-END ACTUALS & ESTIMATES	FY 2020-21 PROPOSED BUDGET	EXPLANATION OF SIGNIFICANT CHANGES
<b>REVENUES:</b>				
Sales/Use Taxes Sales/Use Taxes **	\$ 11,292,866	\$ 6,201,454	\$ 6,488,898	Based on decreased Sales Tax Receipts
Total Sales/Use Taxes	<b>11,292,866</b>	<b>6,201,454</b>	<b>6,488,898</b>	**Allocated from budgeted revenue as available from Administration
Intergovernmental Revenues Federal - Grant Funds State - Grant Funds Other Governments	- 7,404,794 10,000	10,329,121 7,662,922 25,878	9,500,000 6,065,711 15,000	FY20 and 21 Emergency CARES, FY21 New Federal Operating funds State Commuter Rail/State Transit Assistance Operating Funding Northwestern Pacific Maintenance Charges
Total Intergovernmental Revenues	<b>7,414,794</b>	<b>18,017,921</b>	<b>15,580,711</b>	
Charges for Services Fare Revenue Parking Revenue Other Charges - Fees, Reimbursements	4,137,000 50,000 30,000	3,109,165 50,000 217,591	2,633,366 25,000 50,000	Revised down based on decreased ridership due to shelter-in-place orders Revised down based on actuals and projections One-time reimbursements for flagging services; ongoing dispatch fee
Total Charges for Services	<b>4,217,000</b>	<b>3,376,756</b>	<b>2,708,366</b>	
<b>TOTAL REVENUES</b>	<b>\$ 22,924,660</b>	<b>\$ 27,596,131</b>	<b>\$ 24,777,975</b>	
<b>USE OF FUND BALANCE:</b>	<b>\$ 7,339,628</b>	<b>\$ 118,004</b>	<b>\$ 2,340,621</b>	
<b>EXPENDITURES:</b>				
<b>OPERATIONS</b>				
Salaries and Benefits Employee Salaries Employee Benefits	12,498,755 3,539,160	11,213,464 3,184,092	12,093,239 3,727,417	
Total Salaries and Benefits	<b>16,037,914</b>	<b>14,397,556</b>	<b>15,820,656</b>	FY20 savings in overtime, vacant positions; FY21 deletion of positions
Services and Supplies Uniform Expense Communications Maintenance-Equipment Maintenance-Radios Maintenance-Revenue Vehicles Maintenance-Railway Maintenance of Signals Maintenance-Buildings/Facilities Maintenance - Pathway Transportation Services Office Expense Agency Extra Help Rents/Leases - Equipment Minor Equipment Computer Software and Hardware Training, Travel and Memberships Fuel and Lubricants Miscellaneous Professional Services Utilities	196,643 322,822 555,282 154,632 2,291,628 771,250 246,500 285,720 25,500 411,664 128,000 50,000 101,520 308,190 267,918 181,500 1,503,004 8,000 2,200,575 700,525	140,000 300,889 492,208 155,214 2,766,258 706,575 141,410 237,447 10,000 334,664 88,000 5,000 90,020 304,028 247,480 59,300 1,228,333 5,000 2,538,788 700,525	136,000 228,100 484,676 159,400 2,244,382 373,090 200,000 248,567 10,000 93,000 86,500 5,000 82,020 248,190 258,880 103,180 1,355,000 4,500 1,387,020 700,525	Uniform/boot costs tied to employee counts and usage Call boxes, cellular services, and equipment, deletion of WIFI Fare machine maintenance, non-revenue vehicle fleet maintenance Radio site licenses and support Train spare parts and maintenance; Decrease FY21 completion of train repair Right-of-way maintenance, FY21 reduction tied to completion of one-time projects Gate repair, flagging, signal equipment and spare parts Station & facility cleaning, bike lockers, HVAC and electrical Pathway maintenance and fencing costs FY21 decrease: North County and Larkspur bus cancellation Cost savings in FY21 due to budget reduction plans As-needed temporary assistance Right-of-way maintenance equipment leases, copy machine lease reduction Signage, tools, and cleaning supplies for trains and right-of-way Ongoing software and computer replacements Professional training for PTC, signal and track regulations, engine training; site visits Savings due to reduced prices and reduced service schedule in FY20 and 21 Reduction for budget targets FY21 reduction tied to cancellation of WIFI and third party customer service contract Electric, water, gas for signals, bridges, facilities, and rail operations center
Total Services and Supplies	<b>10,710,873</b>	<b>10,551,140</b>	<b>8,408,030</b>	
Buildings & Capital Improvements (Capital Assets) Buildings & Improvements Vehicles, Equipment	- 2,990,500	- 2,240,439	- 2,364,911	Wheel press machine, Rail Scrubber, rerailing equipment expense shifts by Year
Total Buildings and Capital Improvements	<b>2,990,500</b>	<b>2,240,439</b>	<b>2,364,911</b>	
Equipment Replacement Transfer to Equipment Sinking Fund	525,000	525,000	525,000	Allocation for non-revenue equipment replacement
	<b>525,000</b>	<b>525,000</b>	<b>525,000</b>	
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>\$ 30,264,288</b>	<b>\$ 27,714,135</b>	<b>\$ 27,118,596</b>	

\*\*The entire amount of Sales Tax is realized and shown on Table 1. The amount allocated to Operations changes depending on year-end revenues and expenses.

## Position Authorizations

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On the next three pages in **Table 5** are the proposed Position Authorizations necessary for the Fiscal Year 2020-21 budget. We have eliminated a number of vacant positions in order to achieve operational savings and as a result of the completion of a number of capital projects. Those changes are shown on Table 5. Also shown are the contractually obligated cost-of-living and other increases for three groups of represented employees. For non-represented employees, SMART has adjusted job classes whose top step is below \$100,000 by a 3% cost-of-living to provide equity to those employees in similar represented ranges.

**TABLE 5:**

Fiscal Year 2020-21 : Proposed Position Authorization							
Position	Authorized FTE	Salary Range Annual		Salary Range: Hourly		CHANGE	
		Low	High	Low	High		
<b>ADMINISTRATIVE POSITIONS</b>							
Accountant	1	\$ 76,586	\$ 93,101	\$ 36.82	\$ 44.76	Adjusted for COLA	
Accounting and Payroll Assistant	40	\$ 53,955	\$ 65,582	\$ 25.94	\$ 31.53	Eliminate 1 FTE	
Administrative Analyst/ Contracts	1	\$ 84,552	\$ 102,773	\$ 40.65	\$ 49.41	Adjusted for COLA	
Administrative Assistant	1	\$ 52,874	\$ 64,272	\$ 25.42	\$ 30.90	Adjusted for COLA	
Assistant General Counsel	1	\$ 141,315	\$ 171,787	\$ 67.94	\$ 82.59		
Assistant Planner*	1	\$ 72,925	\$ 88,650	\$ 35.06	\$ 42.62	Adjusted for COLA	
Chief Financial Officer	1	\$ 225,930	\$ 274,643	\$ 108.62	\$ 132.04		
Clerk of the Board	1	\$ 80,434	\$ 97,781	\$ 38.67	\$ 47.01	Adjusted for COLA	
Communications and Marketing Manager	1	\$ 137,883	\$ 167,606	\$ 66.29	\$ 80.58		
Community Outreach Coordinator	21	\$ 74,755	\$ 90,834	\$ 35.94	\$ 43.67	Eliminate 1 FTE/ Adjusted for COLA	
Community Outreach Specialist	1	\$ 113,152	\$ 137,550	\$ 54.40	\$ 66.13		
Deputy General Manager	40	\$ 248,186	\$ 301,662	\$ 119.32	\$ 145.03	Eliminate 1 FTE	
Fiscal Manager	1	\$ 128,045	\$ 155,626	\$ 61.56	\$ 74.82		
General Counsel	1	\$ 225,930	\$ 274,643	\$ 108.62	\$ 132.04		
General Manager	1	\$ -	\$ 319,966	\$ -	\$ 153.83		
Human Resources Manager	1	\$ 124,904	\$ 151,840	\$ 60.05	\$ 73.00		
Human Resources Principal Analyst	1	\$ 113,152	\$ 137,550	\$ 54.40	\$ 66.13		
Human Resources Technician	1	\$ 69,389	\$ 84,344	\$ 33.36	\$ 40.55	Adjusted for COLA	
Information Systems Manager	1	\$ 124,904	\$ 151,840	\$ 60.05	\$ 73.00	Revised Title	
Information Systems Technician	1	\$ 76,586	\$ 93,101	\$ 36.82	\$ 44.76	Adjusted for COLA	
Legal Administrative Assistant	1	\$ 69,389	\$ 84,344	\$ 33.36	\$ 40.55	Adjusted for COLA	
Payroll Technician	1	\$ 55,578	\$ 67,558	\$ 26.72	\$ 32.48	Adjusted for COLA	
Procurement Coordinator	1	\$ 105,082	\$ 127,733	\$ 50.52	\$ 61.41		
Programming and Grants Manager	1	\$ 144,872	\$ 176,093	\$ 69.65	\$ 84.66		
Real Estate Manager	1	\$ 155,979	\$ 189,613	\$ 74.99	\$ 91.16		
Senior Administrative Analyst	1	\$ 92,872	\$ 112,882	\$ 44.65	\$ 54.27		
Senior Planner	40	\$ 97,573	\$ 118,602	\$ 46.91	\$ 57.02	Eliminate 1 FTE	
Senior Real Estate Officer	1	\$ 105,082	\$ 127,733	\$ 50.52	\$ 61.41		
Supervising Accountant	1	\$ 90,605	\$ 110,136	\$ 43.56	\$ 52.95		
<b>Subtotal Administrative Full Time Equivalents (FTE)</b>				<b>26</b>			

Table 5 : Continued on Next Page (Page 1 of 3)

**TABLE 5:****Fiscal Year 2020-21 : Proposed Position Authorization**

Position	Authorized FTE	Salary Range Annual		Salary Range: Hourly		CHANGE
		Low	High	Low	High	

<b>CAPITAL POSITIONS</b>							
Assistant Engineer *	4.2	\$ 88,400	\$ 107,453	\$ 42.50	\$ 51.66	Eliminate 2 FTE	
Associate Engineer*	2	\$ 105,082	\$ 127,733	\$ 50.52	\$ 61.41		
Junior Engineer *	4.0	\$ 78,125	\$ 94,973	\$ 37.56	\$ 45.66	Eliminate 1 FTE	
Principal Engineer*	1	\$ 137,883	\$ 167,586	\$ 66.29	\$ 80.57		
Senior Engineer*	4.0	\$ 121,867	\$ 148,138	\$ 58.59	\$ 71.22	Eliminate 1 FTE	
Chief Engineer	1	\$ 185,411	\$ 225,389	\$ 89.14	\$ 108.36		
Manager Train Control Systems	1	\$ 185,411	\$ 225,389	\$ 89.14	\$ 108.36		
Project Extra hires *		\$ -	\$ 50,000	\$ -	\$ -		
<b>Subtotal Capital Full Time Equivalents (FTE)</b>				7			

\* Denotes Limited-Term Position Dependent on Project need

**Table 5 : Continued on Next Page (Page 2 of 3)**

**TABLE 5:****Fiscal Year 2020-21 : Proposed Position Authorization**

Position	Authorized FTE	Salary Range Annual		Salary Range: Hourly		CHANGE
		Low	High	Low	High	
<b>OPERATIONS POSITIONS</b>						
Administrative Assistant	1	\$ 52,874	\$ 64,272	\$ 25.42	\$ 30.90	Adjusted for COLA
Administrative Analyst-Purchasing	1	\$ 84,552	\$ 102,773	\$ 40.65	\$ 49.41	Adjusted for COLA
Administrative Services Manager	1	\$ 88,400	\$ 107,453	\$ 42.50	\$ 51.66	
Assistant Superintendent of Transportation	1	\$ 107,723	\$ 130,894	\$ 51.79	\$ 62.93	
Bridge Tender*	2.5	-	\$ 64,958	-	\$ 31.23	Equity 2% + 3% COLA per union Agreement
Chief of Police	1	\$ 167,981	\$ 204,194	\$ 80.76	\$ 98.17	Projected to be 0.6 FTE during Fiscal Year
Code Compliance Officer	3	\$ 67,725	\$ 82,306	\$ 32.56	\$ 39.57	Adjusted for COLA
Controller /Supervisor	10	\$ 94,744	\$ 115,170	\$ 45.55	\$ 55.37	
Conductor**	11	\$ 70,824	\$ 83,325	\$ 34.05	\$ 40.06	3% COLA per union Agreement
Engineer-Conductor**	29 25	\$ 85,155	\$ 100,173	\$ 40.94	\$ 48.16	Eliminate 4 FTE; 3% COLA per union agreement
Extra Hires Operations		-	\$ 350,000	-	-	
Facilities Maintenance Supervisor	1	\$ 97,573	\$ 118,602	\$ 46.91	\$ 57.02	
Facilities Maintenance Technician	3	-	\$ 81,203	-	\$ 39.04	Equity 2% + 3% COLA per union Agreement
Laborers-Vehicle Maintenance	10	-	\$ 63,794	-	\$ 30.67	Equity 1% + 3% COLA per union Agreement
Laborers-Track Maintenance	2	-	\$ 61,922	-	\$ 29.77	Adjusted for COLA
Operations Manager	1	\$ 185,411	\$ 225,389	\$ 89.14	\$ 108.36	
Parts Clerk	2	\$ 62,858	\$ 76,398	\$ 30.22	\$ 36.73	Adjusted for COLA
Railroad Information Systems Specialist	1	\$ 110,406	\$ 134,202	\$ 53.08	\$ 64.52	
Safety & Compliance Officer	1	\$ 128,045	\$ 155,626	\$ 61.56	\$ 74.82	
Signal Supervisor	2	\$ 105,082	\$ 127,733	\$ 50.52	\$ 61.41	
Signal Technician	9	-	\$ 109,678	-	\$ 52.73	3% COLA per union Agreement
Superintendent of Vehicle Maintenance	1	\$ 128,045	\$ 155,626	\$ 61.56	\$ 74.82	
Superintendent of Transportation	1	\$ 128,045	\$ 155,626	\$ 61.56	\$ 74.82	
Superintendent Signals and Way	1	\$ 128,045	\$ 155,626	\$ 61.56	\$ 74.82	
Track Maintainer 1	4	-	\$ 82,014	-	\$ 39.43	3% COLA per union Agreement
Track Maintainer 2	1	-	\$ 90,230	-	\$ 43.38	3% COLA per union Agreement
Track Maintenance Supervisor	2	\$ 97,365	\$ 118,373	\$ 46.81	\$ 56.91	
Vehicle Maintenance Supervisor	4	\$ 100,006	\$ 121,576	\$ 48.08	\$ 58.45	
Vehicle Maintenance Technician	12	-	\$ 100,256	-	\$ 48.20	3% COLA per union agreement
<b>Subtotal Operations Full Time Equivalents (FTE)**</b>		<b>103.5</b>				
<b>TOTAL ALL SMART DEPARTMENTS</b>		<b>136.5</b>				

\*\* Engineer/Conductor may be filled by Conductors, Total FTE for both positions combined is 25