

Board of Directors Meeting May 6, 2020



OVERVIEW

- Challenges and CARES Act update
- Revenue Projections
- Input on Budget Reductions Strategies
- Approve Early Actions on Reductions

CHALLENGES AND CARES ACT UPDATE

In April, we discussed the dual challenges --

- Loss of Measure I
 - \$12 million in debt service savings no longer available
 - \$9 million in structural imbalance identified in Strategic Plan must be addressed
- Continued concern about the ongoing COVID-19 shelter-in-place order
 - Loss of Fare revenue \$90,000 weekly
 - Staff vacancies, new leave mandates (unfunded)
 - Significant immediate and ongoing sales tax revenue impacts
- We identified early in this process an **\$11 million potential loss** in the current Fiscal Year 2019-20 that ends on June 30. This was based on:
 - Loss of 20% sales tax related revenue in Fiscal Year 2019-20 which ends in June.
Loss of 30% in budgeted fare revenue for Fiscal Year 2019-20.
As more time passes and more data becomes available, this impact could change in either direction.

CHALLENGES AND CARES ACT UPDATE

Coronavirus Aid, Relief, and Economic Security (CARES) Act

- April 22 MTC Meeting: SMART's allocation approved for \$10.3 million
- Sufficient to cover most of expected loss of \$11 million in current Fiscal Year 2019-20 budget
- Only 61% of the funds were allocated
- Additional 39%, if allocated = \$6.6 million to cover Fiscal Year 2020-21 deficit from COVID-19
- If MTC changes the formula SMART could receive more or less
 - For example: If amount reduced by 50% to \$3 million, that would equate to more difficult budget cuts potentially, equivalent to 17 full-time employees

REVENUE PROJECTIONS

CARES Act Funding is crucial to weathering this financial crises.

- The funding will be used to fill the following budget/revenue holes:
 - Anticipated losses of \$11 million in Fiscal Year 2019-20
 - Possible continued loss of \$11-14 million in Fiscal Year 2020-21
- Without CARES Act Relief, SMART would be required to make faster, deeper cuts in service and staffing

REVENUE PROJECTIONS: CHALLENGE FOR NEXT BUDGET

First Challenge: Measure I failure eliminating significant debt service relief

Second Challenge: Predicting and absorbing sales tax losses until the economy recovers

- Meeting these challenges requires a starting point and choosing what level of revenue to budget in the coming years
- Yet, there is **NO ROADMAP** for the current crises
- Will there be quick rebound? Multiyear Recession? Economists disagree

REVENUE PROJECTIONS: FISCAL YEAR 2020-21

Using the assumptions already outlined for closing the current Fiscal Year 2019-20, we have considered three different Impact Scenarios for the Proposed Fiscal Year 2020-21 Budget Process:

Deep Impact: Sales tax continues to drop and levels out to lose almost 25% over current year budget.

Moderate Impact: Sales tax begins to climb back slightly and ends the year losing slightly more than 15% of Fiscal Year 2019-20 budget.

Mild Impact: Taxes improve and rebound resulting in a 8% drop from our budgeted amount in Fiscal Year 2019-20.

REVENUE PROJECTIONS: WIDE RANGE POSSIBLE

	2020 Budget Approved	YEAR END 2020 Revised	2021 Deep Impact	2021 Moderate Impact	2021 Mild Impact
REVENUE					
Change from FY20 Budget		-20%	-25%	-15%	-8%
Measure Q - Sales Tax	\$ 39,266,002	\$ 31,412,802	\$ 29,842,162	\$ 32,983,442	\$ 36,124,722
Federal/State Rail Funding					
Federal			3,900,000	3,900,000	3,900,000
State	7,786,239	6,228,991	5,917,542	6,213,419	7,145,432
Fare Revenue	4,137,000	2,482,200	3,195,833	3,195,833	3,195,833
Other Operating Revenues (lease, fees, advertising)	1,216,646	1,309,505	939,594	939,594	939,594
Fed/State Bailout Funds	0	10,000,000	6,600,000	6,600,000	6,600,000
TOTAL REVENUE	\$ 52,405,887	\$ 51,433,498	\$ 46,495,130	\$ 49,932,287	\$ 54,005,580

- All three scenarios assume same starting point, but end very differently
- Each scenario assumes full allocation of CARES Act funds from FTA
- Even in the best scenario, sales tax in FY 2021 is \$3 million lower than what was budgeted for this Fiscal Year 2019-20

REDUCTION STRATEGIES

Three major strategies for budget reduction proposals for Fiscal Year 2020-21.

- 1. One-time savings**
- 2. Reduction in Ongoing Expense Non-salary**
- 3. Reduction in Expense Due to Reductions in Service**

REDUCTION STRATEGIES

Moving toward savings opportunities, starting with a hiring freeze, which has resulted in 16 positions currently vacant. In addition we have identified more details under our three reduction strategies.

1. One-time savings: Total of \$3.5 Million

Category	Subject	FY20
Contract/Supplies	Reduction in Fuel Costs Current Year	279,671
Equipment	Additional Trailer for ROC for Vehicle Maint.	150,000
Equipment	Rerailing Equipment (use grant \$)	200,000
Capital Mitigation	Tree Mitigation	1,500,000
Capital Mitigation	Riparian Mitigation	750,000
Capital Project	Black Point Repair	670,000
	SUBTOTAL ONE-TIME COST REDUCTIONS	\$ 3,549,671

Each of these will be put on hold until other funding can be identified.

One-time Revenues: Budget will not include/make use of one-time revenue anticipated for Railroad Square or Petaluma properties

REDUCTION STRATEGIES

2: Reduction in Ongoing Expense, Non-salary: \$2.6 million savings potential

Category	Subject	FY21	Detail
Contract/Supplies	Turn off WiFi on Trains	531,872	Turn off within 30-days, cell service readily available, free platform WIFI remains
Contract/Supplies	Contracted Customer Service GGBHT	335,580	SMART would undertake in house, avg. of 1-3 calls/emails a day
Contract/Supplies	San Rafael-Larkspur Route 31 bus	68,664	Eliminated due to opening of Larkspur station
Contract/Supplies	North County Bus Service-Sonoma County Transit	192,109	SC Transit recommends elimination due to very low ridership
Contract/Supplies	Reduction in State lobbyist contract	80,000	New procurement for reduced cost state services
Contract/Supplies	Reduction in private security services	100,000	Replaced by recent hires in Code Compliance
Contract/Supplies	Financial system support reductions	25,000	Reduction in consulting services
Contract/Supplies	Agency-wide supplies	50,000	Efficiencies in office supply contracts, reductions in actual supply purchases
Contract/Supplies	Ops Reduction in Maintenance Contracts	25,000	Reduction in contracted services due to staff/equipment investments
Contract/Supplies	Reduction in Outreach contracts	50,000	Reduction in paid media placements, contracted public relations
Contract/Supplies	Various administrative contract reductions	100,000	Reduction in temporary staff allowance and misc. contracts
Financing Costs	Debt Refinancing	1,000,000	Estimate of savings potential with taxable direct placement
	SUBTOTAL ONGOING COST REDUCTIONS	\$ 2,558,225	

The sooner we can get started on these, items the more we will save.
Requesting three immediate non-salary reduction actions.

REDUCTION STRATEGIES

Requesting Authority for Immediate Action Items:

1. Early Notice to WiFi Contractors:

- Free WiFi at the stations are provided at no cost to SMART as part of our public-private partnership with local firm Sonic.
- Onboard WiFi requires \$531,872 annually.
- Reduced bandwidth/service would only reduce our cost by \$50,000.
- Notice to the contractor now so that we can recoup savings as quickly as possible.

2. Authority for contract extension with PFM to pursue refinancing

Potential for \$1 million in annual savings on debt on our construction bonds.

- Requires immediate preparation of RFP and analysis in conjunction with financial advisors, PFM,
- Using current negotiated rates, execute extension of up to additional \$150,000 to assist with process



REDUCTION STRATEGIES

3. Rail liability Insurance: Cost avoidance strategy

- Specialized -- unlike normal liability
- Requires multiple layers with up to 15 different large insurers

In 2016, liability cap was raised by Federal government from \$200 to \$295 million, SMART increased its coverage that year to match.

Annual cost currently: \$1.3 million.

- Market has been very volatile during this crises
- Facing increases of up to 50% in certain insurance layers.

With no change -- **\$635,000 increase** in our annual premiums for rail liability.

This an increase that we cannot absorb even in a normal year.

- We can only purchase coverage that we can sustain and that reasonably protects SMART from incidents that may occur.
- **Requesting authority to return in our rail liability coverage to the \$200 million level**
- Keeps our cost increases to approximately 5% of the current amount, or \$133,000.

Must move forward immediately to secure even the \$200 million amount.



REDUCTION STRATEGIES

3: Reduction in Ongoing Service and Staff: \$5.8 Million

a. Elimination of Weekend Service:

- Cost reductions of \$2.2 million
- Revenue loss of \$600,000, net savings of \$1.6 million
- Potential reduction of 14 FTE

b. Reconfiguration of Train Service to 22 Trips Daily

- 5 morning and afternoon commute trains, 1 midday
- Total of 22 daily
- \$4.7 million in savings, revenue loss of \$1.5 million
- Potential loss of 31 FTE

c. Other reductions to benefits and pay

- eliminating cost of living increases
- capping SMART's share of medical plans
- voluntary separation incentives

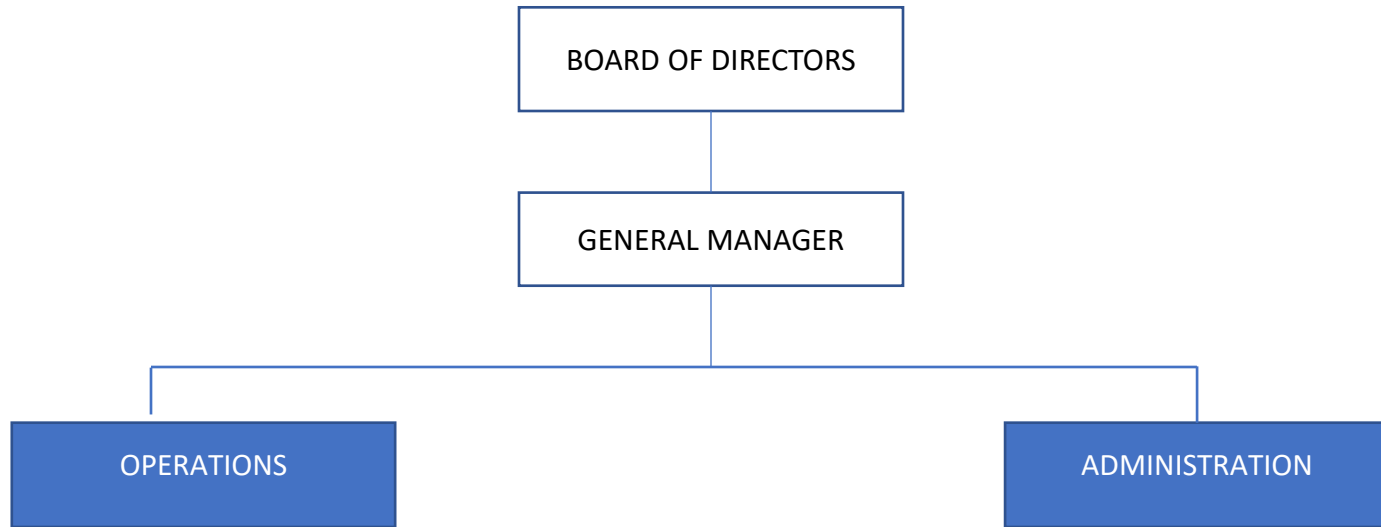


QUESTION.

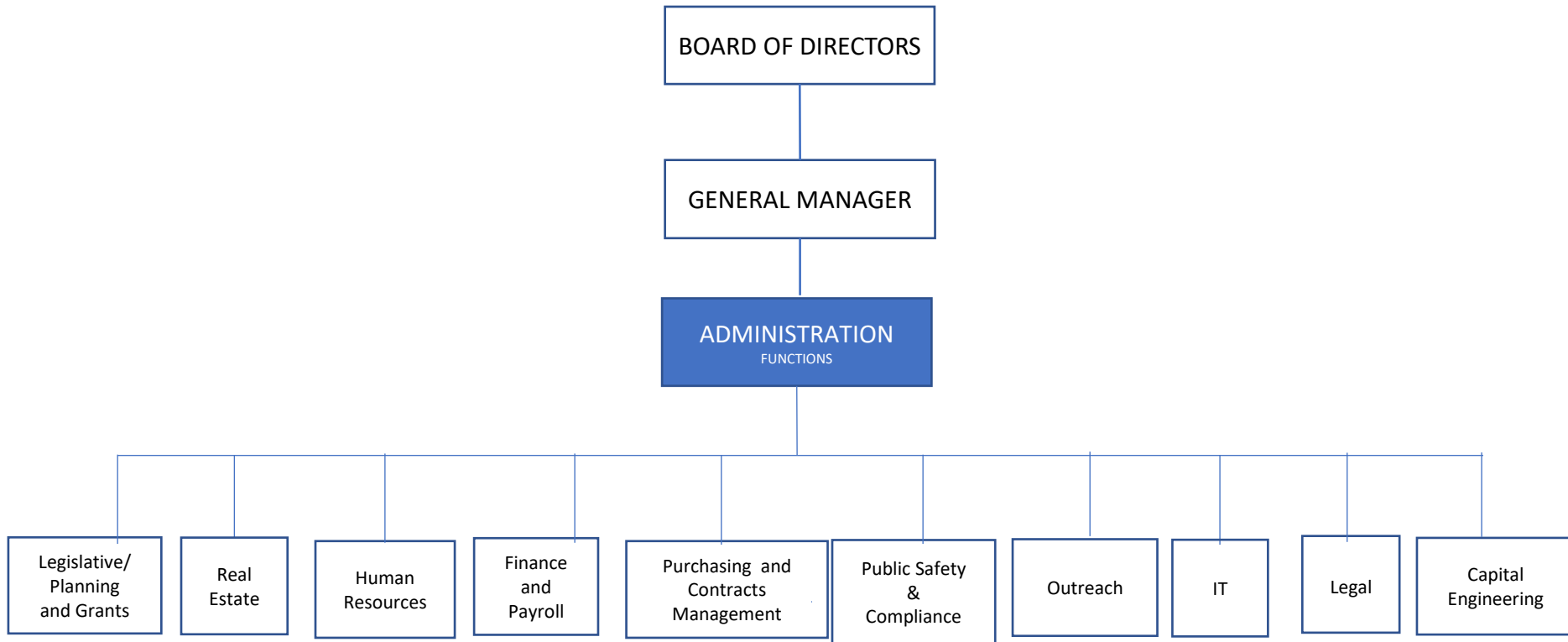
MATCHING LEVEL OF SERVICE AND STAFFING LEVEL TO BUDGET GOALS

- What level of service can we provide and still meet the targeted budget reduction?
- Managing a Federally regulated, single track train agency is challenging and very complex.
- Let's take few minutes and review some facts

WHAT IT TAKES TO OPERATE A COMMUTER TRAIN

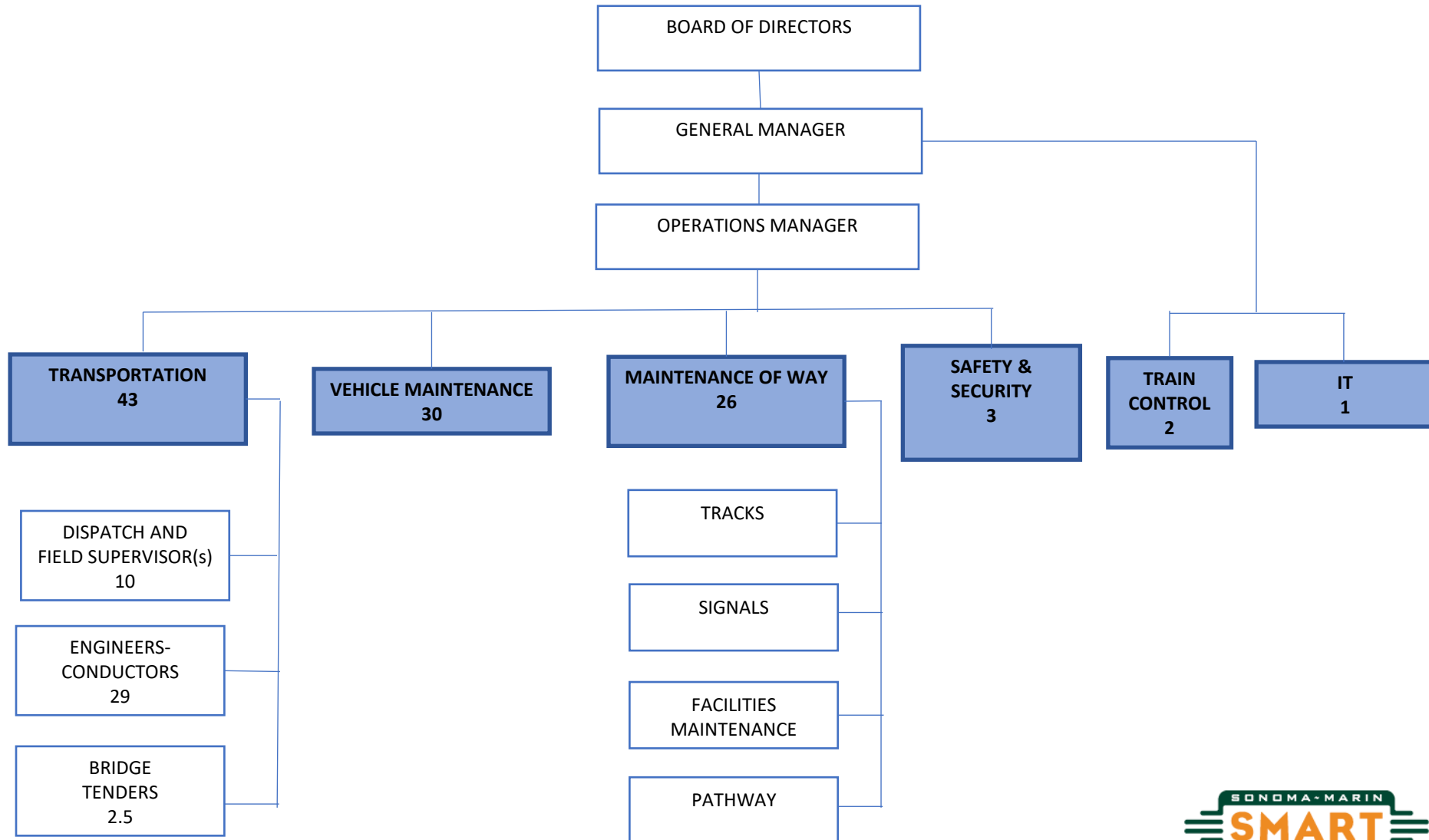


WHAT IT TAKES TO OPERATE A COMMUTER TRAIN – ADMINISTRATION



ALL OF THESE FUNCTIONS ARE SUPPORTING
A RAILROAD AGENCY & TRAIN OPERATIONS

WHAT IT TAKES TO OPERATE A COMMUTER TRAIN - OPERATIONS



TRANSPORTATION

- 29 Engineer-Conductors
- 10 Dispatch - Field Supervisors
- 2.5 Bridge Tenders

MAINTENANCE OF WAY

- Track
- Signal System
- Facilities
- Pathways

TRACKS

- SMART currently owns 57.3 miles plus 25 miles (Brazos) plus 21 more miles if SB-1029 is approved.
- Total tracks in operation: 57 miles plus 21 miles in Brazos
- Federal Railroad Administration requires every inch of track inspected twice per week for passenger service tracks and once a week on freight routes
- 74 miles of vegetation control
- 9 Full Time Employees responsible for maintenance, inspection and response to issues

SIGNAL SYSTEMS

- 72 at-grade crossings for passenger & Freight service
- 7 at-grade crossings for Freight (Brazos)
- 64 wayside signals
- 38 switches
- Positive Train Control System
- Federal Railroad Administration requires monthly, quarterly and annual inspections
- 11 Full Time Employees responsible for maintenance, inspection and response to issues

FACILITIES

- 2 tunnels
- 32 bridges plus 30 bridges (Brazos) plus 5 (Windsor) plus 3 moveable bridges (two in Brazos)
- 12 stations plus Windsor
- 12 miles of bike/pedestrian pathways
- 5 Park and Ride Lots plus Windsor
- 25 miles of fencing
- 4 Maintenance Facilities
- 4 Full Time Employees responsible for maintenance, inspection and response to issues

VEHICLE MAINTENANCE

- 18 Train Cars: Diesel Multiple Units
- 32 Maintenance and Agency vehicles.
- Total 28 Full Time Employees
 - 10 Laborers: clean inside the train, fueling, cleaning bathrooms and waste disposal
 - 16 vehicle technicians and supervisors covering 3 shifts
 - 2 parts and inventory control
- Provide full maintenance activities and inspections including: daily inspections, cleaning, repairs and Wheel Truing as well as FRA required weekly, monthly, quarterly and annual maintenance.
- Repairs mechanical systems, including diesel engines, air brakes and running gear.

What Does It Take To Run Only One Train?

- There are multiple fixed costs associated with running a commuter rail operations
- Even if you only run one train:
 - Need to maintain 45 miles of tracks
 - Need to maintain all grade-crossings
 - Need to maintain all signal systems
 - Need to maintain all stations
 - Need to maintain Positive Train Control
 - Need to staff and manage a 24-7, 365 days a year dispatch center
- These fixed costs support the variable cost of actual train service
- Reductions fall disproportionately on train service itself

Staff Needed To Run Only One Train

- 4 Engineer/Conductors
- 4 Dispatch and Field Supervisors
- 19 Tracks, Signals, Facility and Pathway
- 5 Vehicle Maintenance
- 3 Safety and Security
- 1 Train Control
- 1 Code Compliance
- 1 Administrative Support
- 1 Manager
- Plus Payroll, Finance, Legal, Human Resources, IT, Purchasing, Real Estate, Capital etc.

SMART – Operating Schedule Overview

- During commute periods, a train makes a departure every 32 minutes
- This 32 minute “headway” allows for SMART’s trains to predictably and reliably “meet” and pass each other at sidings located along the railroad, which is predominately single track



- Changes to the departure time of any train along the railroad can cause trains to wait at passing sidings

Southbound Train is Waiting



Northbound Train is Late

SMART – Operating Schedule Overview

- The following slide shows the movement of trains overlaid on SMART's schedule
- Each color represents an individual train crew making a trip on the 32 minute headway
- Due to the impact to other trains on the system, trains cannot be added between these trips

SOUTHBOUND - Sonoma County Airport to Larkspur

Sonoma County Airport	4:30	5:02	6:06	6:38	7:10	7:42	8:14	9:18	9:50	12:45	2:21	2:53	3:25	3:57	4:29	5:01	5:33	6:05	6:37
Santa Rosa North	4:37	5:09	6:13	6:45	7:17	7:49	8:21	9:25	9:57	12:52	2:28	3:00	3:32	4:04	4:36	5:08	5:40	6:12	6:44
Santa Rosa Downtown	4:41	5:13	6:17	6:49	7:21	7:53	8:25	9:29	10:01	12:56	2:32	3:04	3:36	4:08	4:40	5:12	5:44	6:16	6:48
Rohnert Park	4:49	5:21	6:25	6:57	7:29	8:01	8:33	9:37	10:09	1:04	2:40	3:12	3:44	4:16	4:48	5:20	5:52	6:24	6:56
Cotati	4:52	5:24	6:28	7:00	7:32	8:04	8:36	9:40	10:12	1:07	2:43	3:15	3:47	4:19	4:51	5:23	5:55	6:27	6:59
Petaluma Downtown	5:07	5:39	6:43	7:15	7:47	8:19	8:51	9:55	10:27	1:22	2:58	3:30	4:02	4:34	5:06	5:38	6:10	6:42	7:14
Novato San Marin	5:19	5:51	6:55	7:27	7:59	8:31	9:03	10:07	10:39	1:34	3:10	3:42	4:14	4:46	5:18	5:50	6:22	6:54	7:26
Novato Downtown	5:22	5:54	6:58	7:30	8:02	8:34	9:06	10:10	10:42	1:37	3:13	3:45	4:17	4:49	5:21	5:53	6:25	6:57	7:29
Novato Hamilton	5:30	6:02	7:06	7:38	8:10	8:42	9:14	10:18	10:50	1:45	3:21	3:53	4:25	4:57	5:29	6:01	6:33	7:05	7:37
Marin Civic Center	5:36	6:08	7:12	7:44	8:16	8:48	9:20	10:24	10:56	1:51	3:27	3:59	4:31	5:03	5:35	6:07	6:39	7:11	7:43
San Rafael	5:42	6:14	7:18	7:50	8:22	8:54	9:26	10:30	11:02	1:57	3:33	4:05	4:37	5:09	5:41	6:13	6:45	7:17	7:49
Larkspur	5:49	6:21	7:25	7:57	8:29	9:01	9:33	10:37	11:09	2:04	3:40	4:12	4:44	5:16	5:48	6:20	6:52	7:24	7:56
 Ferry Departs to San Francisco	6:35	7:00	7:50	8:20	8:50	9:20	10:10	11:10	12:40	2:15	4:10	5:10		5:40	6:40		7:25	8:50	

NORTHBOUND - Larkspur to Sonoma County Airport

 Ferry Arrives in Larkspur			6:50	7:40	8:05	9:05		10:45	2:00		3:30	4:00	4:30	5:00	5:30	6:00	6:30	7:00	7:50
Larkspur	6:06	6:38	7:42	8:14	8:46	9:18	9:50	11:41	2:21	3:25	3:57	4:29	5:01	5:33	6:05	6:37	7:09	7:41	8:29
San Rafael	6:14	6:46	7:50	8:22	8:54	9:26	9:58	11:49	2:29	3:33	4:05	4:37	5:09	5:41	6:13	6:45	7:17	7:49	8:37
Marin Civic Center	6:19	6:51	7:55	8:27	8:59	9:31	10:03	11:54	2:34	3:38	4:10	4:42	5:14	5:46	6:18	6:50	7:22	7:54	8:42
Novato Hamilton	6:26	6:58	8:02	8:34	9:06	9:38	10:10	12:01	2:41	3:45	4:17	4:49	5:21	5:53	6:25	6:57	7:29	8:01	8:49
Novato Downtown	6:32	7:04	8:08	8:40	9:12	9:44	10:16	12:07	2:47	3:51	4:23	4:55	5:27	5:59	6:31	7:03	7:35	8:07	8:55
Novato San Marin	6:35	7:07	8:11	8:43	9:15	9:47	10:19	12:10	2:50	3:54	4:26	4:58	5:30	6:02	6:34	7:06	7:38	8:10	8:58
Petaluma Downtown	6:48	7:20	8:24	8:56	9:28	10:00	10:32	12:23	3:03	4:07	4:39	5:11	5:43	6:15	6:47	7:19	7:51	8:23	9:11
Cotati	7:01	7:33	8:37	9:09	9:41	10:13	10:45	12:36	3:16	4:20	4:52	5:24	5:56	6:28	7:00	7:32	8:04	8:36	9:24
Rohnert Park	7:05	7:37	8:41	9:13	9:45	10:17	10:49	12:40	3:20	4:24	4:56	5:28	6:00	6:32	7:04	7:36	8:08	8:40	9:28
Santa Rosa Downtown	7:13	7:45	8:49	9:21	9:53	10:25	10:57	12:48	3:28	4:32	5:04	5:36	6:08	6:40	7:12	7:44	8:16	8:48	9:36
Santa Rosa North	7:17	7:49	8:53	9:25	9:57	10:29	11:01	12:52	3:32	4:36	5:08	5:40	6:12	6:44	7:16	7:48	8:20	8:52	9:40
Sonoma County Airport	7:23	7:55	8:59	9:31	10:03	10:35	11:07	12:58	3:38	4:42	5:14	5:46	6:18	6:50	7:22	7:54	8:26	8:58	9:46

PRE COVID-19 SCHEDULE

Current Schedule 6 Trainsets, 32 Minute Headway, 38 Trips

SOUTHBOUND - Sonoma County Airport to Larkspur

Train →	1	2	3	4	5	1	2	3	4	1	Maintenance	3	4	5	1	6	2	3	4	5
Sonoma County Airport	4:30 AM	5:02 AM	6:08 AM	6:38 AM	7:10 AM	7:42 AM	8:14 AM	9:18 AM	9:50 AM	12:45 PM	Maintenance	2:21 PM	2:53 PM	3:25 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM
Santa Rosa North	4:37 AM	5:09 AM	6:13 AM	6:45 AM	7:17 AM	7:49 AM	8:21 AM	9:25 AM	9:57 AM	12:52 PM	Maintenance	2:28 PM	3:00 PM	3:32 PM	4:04 PM	4:36 PM	5:08 PM	5:40 PM	6:12 PM	6:44 PM
Santa Rosa Downtown	4:41 AM	5:13 AM	6:17 AM	6:49 AM	7:21 AM	7:53 AM	8:25 AM	9:29 AM	10:01 AM	12:56 PM	Maintenance	2:32 PM	3:04 PM	3:36 PM	4:08 PM	4:40 PM	5:12 PM	5:44 PM	6:16 PM	6:48 PM
Rohnert Park	4:49 AM	5:21 AM	6:25 AM	6:57 AM	7:29 AM	8:01 AM	8:33 AM	9:37 AM	10:09 AM	1:04 PM	Maintenance	2:40 PM	3:12 PM	3:44 PM	4:16 PM	4:48 PM	5:20 PM	5:52 PM	6:24 PM	6:56 PM
Cotati	4:52 AM	5:24 AM	6:28 AM	7:00 AM	7:32 AM	8:04 AM	8:36 AM	9:40 AM	10:12 AM	1:07 PM	Maintenance	2:43 PM	3:15 PM	3:47 PM	4:19 PM	4:51 PM	5:23 PM	5:55 PM	6:27 PM	6:59 PM
Petaluma Downtown	5:07 AM	5:39 AM	6:43 AM	7:15 AM	7:47 AM	8:19 AM	8:51 AM	9:55 AM	10:27 AM	1:22 PM	Maintenance	2:58 PM	3:30 PM	4:02 PM	4:34 PM	5:06 PM	5:38 PM	6:10 PM	6:42 PM	7:14 PM
Novato San Marin	5:19 AM	5:51 AM	6:55 AM	7:27 AM	7:59 AM	8:31 AM	9:03 AM	10:07 AM	10:39 AM	1:34 PM	Maintenance	3:10 PM	3:42 PM	4:14 PM	4:46 PM	5:18 PM	5:50 PM	6:22 PM	6:54 PM	7:26 PM
Novato Downtown	5:22 AM	5:54 AM	6:58 AM	7:30 AM	8:02 AM	8:34 AM	9:06 AM	10:10 AM	10:42 AM	1:37 PM	Maintenance	3:13 PM	3:45 PM	4:17 PM	4:49 PM	5:21 PM	5:53 PM	6:25 PM	6:57 PM	7:29 PM
Novato Hamilton	5:30 AM	6:02 AM	7:06 AM	7:38 AM	8:10 AM	8:42 AM	9:14 AM	10:18 AM	10:50 AM	1:45 PM	Maintenance	3:21 PM	3:53 PM	4:25 PM	4:57 PM	5:29 PM	6:01 PM	6:33 PM	7:05 PM	7:37 PM
Marin Civic Center	5:36 AM	6:08 AM	7:12 AM	7:44 AM	8:16 AM	8:48 AM	9:20 AM	10:24 AM	10:56 AM	1:51 PM	Maintenance	3:27 PM	3:59 PM	4:31 PM	5:03 PM	5:35 PM	6:07 PM	6:39 PM	7:11 PM	7:43 PM
San Rafael	5:42 AM	6:14 AM	7:18 AM	7:50 AM	8:22 AM	8:54 AM	9:26 AM	10:30 AM	11:02 AM	1:57 PM	Maintenance	3:33 PM	4:05 PM	4:37 PM	5:09 PM	5:41 PM	6:13 PM	6:45 PM	7:17 PM	7:49 PM
Larkspur	5:49 AM	6:21 AM	7:25 AM	7:57 AM	8:29 AM	9:01 AM	9:33 AM	10:37 AM	11:09 AM	2:04 PM	Maintenance	3:40 PM	4:12 PM	4:44 PM	5:16 PM	5:48 PM	6:20 PM	6:52 PM	7:24 PM	7:56 PM

NORTHBOUND - Larkspur to Sonoma County Airport

Train →	1	2	3	4	5	1	2	Maintenance	4	1	2	3	4	5	1	6	2	3	4	5
Larkspur	6:06 AM	6:38 AM	7:42 AM	8:14 AM	8:46 AM	9:18 AM	9:50 AM	Maintenance	11:41 AM	2:21 PM	3:25 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM	7:09 PM	7:41 PM	8:29 PM
San Rafael	6:14 AM	6:46 AM	7:50 AM	8:22 AM	8:54 AM	9:26 AM	9:58 AM	Maintenance	11:49 AM	2:29 PM	3:33 PM	4:05 PM	4:37 PM	5:09 PM	5:41 PM	6:13 PM	6:45 PM	7:17 PM	7:49 PM	8:37 PM
Marin Civic Center	6:19 AM	6:51 AM	7:55 AM	8:27 AM	8:59 AM	9:31 AM	10:03 AM	Maintenance	11:54 AM	2:34 PM	3:38 PM	4:10 PM	4:42 PM	5:14 PM	5:46 PM	6:18 PM	6:50 PM	7:22 PM	7:54 PM	8:42 PM
Novato Hamilton	6:26 AM	6:58 AM	8:02 AM	8:34 AM	9:06 AM	9:38 AM	10:10 AM	Maintenance	12:01 PM	2:41 PM	3:45 PM	4:17 PM	4:49 PM	5:21 PM	5:53 PM	6:25 PM	6:57 PM	7:29 PM	8:01 PM	8:49 PM
Novato Downtown	6:32 AM	7:04 AM	8:08 AM	8:40 AM	9:12 AM	9:44 AM	10:16 AM	Maintenance	12:07 PM	2:47 PM	3:51 PM	4:23 PM	4:55 PM	5:27 PM	5:59 PM	6:31 PM	7:03 PM	7:35 PM	8:07 PM	8:55 PM
Novato San Marin	6:35 AM	7:07 AM	8:11 AM	8:43 AM	9:15 AM	9:47 AM	10:19 AM	Maintenance	12:10 PM	2:50 PM	3:54 PM	4:26 PM	4:58 PM	5:30 PM	6:02 PM	6:34 PM	7:06 PM	7:38 PM	8:10 PM	8:58 PM
Petaluma Downtown	6:48 AM	7:20 AM	8:24 AM	8:56 AM	9:28 AM	10:00 AM	10:32 AM	Maintenance	12:23 PM	3:03 PM	4:07 PM	4:39 PM	5:11 PM	5:43 PM	6:15 PM	6:47 PM	7:19 PM	7:51 PM	8:23 PM	9:11 PM
Cotati	7:01 AM	7:33 AM	8:37 AM	9:09 AM	9:41 AM	10:13 AM	10:45 AM	Maintenance	12:36 PM	3:16 PM	4:20 PM	4:52 PM	5:24 PM	5:56 PM	6:28 PM	7:00 PM	7:32 PM	8:04 PM	8:36 PM	9:24 PM
Rohnert Park	7:05 AM	7:37 AM	8:41 AM	9:13 AM	9:45 AM	10:17 AM	10:49 AM	Maintenance	12:40 PM	3:20 PM	4:24 PM	4:56 PM	5:28 PM	6:00 PM	6:32 PM	7:04 PM	7:36 PM	8:08 PM	8:40 PM	9:28 PM
Santa Rosa Downtown	7:13 AM	7:45 AM	8:49 AM	9:21 AM	9:53 AM	10:25 AM	10:57 AM	Maintenance	12:48 PM	3:28 PM	4:32 PM	5:04 PM	5:36 PM	6:08 PM	6:40 PM	7:12 PM	7:44 PM	8:16 PM	8:48 PM	9:36 PM
Santa Rosa North	7:17 AM	7:49 AM	8:53 AM	9:25 AM	9:57 AM	10:29 AM	11:01 AM	Maintenance	12:52 PM	3:32 PM	4:36 PM	5:08 PM	5:40 PM	6:12 PM	6:44 PM	7:16 PM	7:48 PM	8:20 PM	8:52 PM	9:40 PM
Sonoma County Airport	7:23 AM	7:55 AM	8:59 AM	9:31 AM	10:03 AM	10:35 AM	11:07 AM	Maintenance	12:58 PM	3:38 PM	4:42 PM	5:14 PM	5:46 PM	6:18 PM	6:50 PM	7:22 PM	7:54 PM	8:26 PM	8:58 PM	9:46 PM

COVID-19 SCHEDULE

COVID Schedule 3 Trainsets AM, 4 Trainsets PM - 16 Trips

		SOUTHBOUND - Windsor to Larkspur																			
Train →		1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	5	
	Sonoma County Airport	5:30 AM	5:02 AM	6:06 AM	6:38 AM	7:10 AM	7:42 AM	8:14 AM	8:18 AM	9:50 AM	12:45 PM	1:17 PM	2:21 PM	2:53 PM	3:25 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM
	Santa Rosa North	4:37 AM	5:09 AM	6:13 AM	6:45 AM	7:17 AM	7:49 AM	8:21 AM	8:25 AM	9:57 AM	12:52 PM	1:24 PM	2:28 PM	3:00 PM	3:32 PM	4:04 PM	4:36 PM	5:08 PM	5:40 PM	6:12 PM	6:44 PM
	Santa Rosa Downtown	4:11 AM	5:13 AM	6:17 AM	6:49 AM	7:21 AM	7:53 AM	8:25 AM	8:29 AM	10:01 AM	12:56 PM	1:28 PM	2:32 PM	3:04 PM	3:36 PM	4:08 PM	4:40 PM	5:12 PM	5:44 PM	6:16 PM	6:48 PM
	Rohnert Park	4:29 AM	5:21 AM	6:25 AM	6:57 AM	7:29 AM	8:01 AM	8:33 AM	8:37 AM	10:09 AM	1:04 PM	1:36 PM	2:40 PM	3:12 PM	3:44 PM	4:16 PM	4:48 PM	5:20 PM	5:52 PM	6:24 PM	6:56 PM
	Cotati	4:59 AM	5:24 AM	6:28 AM	7:00 AM	7:32 AM	8:04 AM	8:36 AM	8:40 AM	10:12 AM	1:07 PM	1:39 PM	2:43 PM	3:15 PM	3:47 PM	4:19 PM	4:51 PM	5:23 PM	5:55 PM	6:27 PM	6:59 PM
	Petaluma North (Planned at Corona)	5:02 AM	5:34 AM	6:38 AM	7:10 AM	7:42 AM	8:14 AM	8:46 AM	8:50 AM	10:22 AM	1:17 PM	1:49 PM	2:53 PM	3:25 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM	7:09 PM
	Petaluma Downtown	5:00 AM	5:39 AM	6:43 AM	7:15 AM	7:47 AM	8:19 AM	8:51 AM	8:55 AM	10:27 AM	1:22 PM	1:54 PM	2:58 PM	3:30 PM	4:02 PM	4:34 PM	5:06 PM	5:38 PM	6:10 PM	6:42 PM	7:14 PM
	Novato San Marin	5:19 AM	5:51 AM	6:55 AM	7:27 AM	7:59 AM	8:31 AM	9:03 AM	9:07 AM	10:39 AM	1:34 PM	2:06 PM	3:10 PM	3:42 PM	4:14 PM	4:46 PM	5:18 PM	5:50 PM	6:22 PM	6:54 PM	7:26 PM
	Novato Downtown	5:22 AM	5:54 AM	6:58 AM	7:30 AM	8:02 AM	8:34 AM	9:06 AM	9:10 AM	10:42 AM	1:37 PM	2:09 PM	3:13 PM	3:45 PM	4:17 PM	4:49 PM	5:21 PM	5:53 PM	6:25 PM	6:57 PM	7:29 PM
	Novato Hamilton	5:30 AM	6:02 AM	7:06 AM	7:38 AM	8:10 AM	8:42 AM	9:14 AM	9:18 AM	10:50 AM	1:45 PM	2:17 PM	3:21 PM	3:53 PM	4:25 PM	4:57 PM	5:29 PM	6:01 PM	6:33 PM	7:05 PM	7:37 PM
	Marin Civic Center	5:38 AM	6:08 AM	7:12 AM	7:44 AM	8:16 AM	8:48 AM	9:20 AM	9:24 AM	10:56 AM	1:51 PM	2:23 PM	3:27 PM	3:59 PM	4:31 PM	5:03 PM	5:35 PM	6:07 PM	6:39 PM	7:11 PM	7:43 PM
	San Rafael	5:42 AM	6:14 AM	7:18 AM	7:50 AM	8:22 AM	8:54 AM	9:26 AM	9:30 AM	11:02 AM	1:57 PM	2:29 PM	3:33 PM	4:05 PM	4:37 PM	5:09 PM	5:41 PM	6:13 PM	6:45 PM	7:17 PM	7:49 PM
	Larkspur	5:49 AM	6:21 AM	7:25 AM	7:57 AM	8:29 AM	9:01 AM	9:33 AM	9:37 AM	11:09 AM	2:04 PM	2:36 PM	3:40 PM	4:12 PM	4:44 PM	5:16 PM	5:48 PM	6:20 PM	6:52 PM	7:24 PM	7:56 PM
		NORTHBOUND - Larkspur to Windsor																			
Train →		1	2	3	4	5	1	2	3	4	1	2	3	4	5	1	2	3	4	5	
	Larkspur	6:06 AM	6:38 AM	7:42 AM	8:14 AM	8:46 AM	9:18 AM	9:50 AM	10:54 AM	11:41 AM	2:21 PM	2:53 PM	3:25 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM	7:09 PM	7:41 PM
	San Rafael	6:14 AM	6:46 AM	7:50 AM	8:22 AM	8:54 AM	9:26 AM	9:58 AM	11:02 AM	11:49 AM	2:29 PM	3:01 PM	4:05 PM	4:37 PM	5:09 PM	5:41 PM	6:13 PM	6:45 PM	7:17 PM	7:49 PM	8:21 PM
	Marin Civic Center	6:19 AM	6:51 AM	7:55 AM	8:27 AM	8:59 AM	9:31 AM	10:03 AM	11:07 AM	11:54 AM	2:34 PM	3:06 PM	4:10 PM	4:42 PM	5:14 PM	5:46 PM	6:18 PM	6:50 PM	7:22 PM	7:54 PM	8:26 PM
	Novato Hamilton	6:26 AM	6:58 AM	8:02 AM	8:34 AM	9:06 AM	9:38 AM	10:10 AM	11:14 AM	12:01 PM	2:41 PM	3:13 PM	4:17 PM	4:49 PM	5:21 PM	5:53 PM	6:25 PM	6:57 PM	7:29 PM	8:01 PM	8:49 PM
	Novato Downtown	6:32 AM	7:04 AM	8:08 AM	8:40 AM	9:12 AM	9:44 AM	10:16 AM	11:20 AM	12:07 PM	2:47 PM	3:19 PM	4:23 PM	4:55 PM	5:27 PM	5:59 PM	6:31 PM	7:03 PM	7:35 PM	8:07 PM	8:55 PM
	Novato San Marin	6:38 AM	7:07 AM	8:11 AM	8:43 AM	9:15 AM	9:47 AM	10:19 AM	11:23 AM	12:10 PM	2:50 PM	3:22 PM	4:26 PM	4:58 PM	5:30 PM	6:02 PM	6:34 PM	7:06 PM	7:38 PM	8:10 PM	8:58 PM
	Petaluma Downtown	6:46 AM	7:20 AM	8:24 AM	8:56 AM	9:28 AM	10:00 AM	10:32 AM	11:36 AM	12:23 PM	3:03 PM	3:35 PM	4:39 PM	5:11 PM	5:43 PM	6:15 PM	6:47 PM	7:19 PM	7:51 PM	8:23 PM	9:11 PM
	Petaluma North (Planned at Corona)	6:53 AM	7:25 AM	8:29 AM	9:01 AM	9:33 AM	10:05 AM	10:37 AM	11:41 AM	12:28 PM	3:08 PM	3:40 PM	4:44 PM	5:16 PM	5:48 PM	6:20 PM	6:52 PM	7:24 PM	7:56 PM	8:28 PM	9:16 PM
	Cotati	7:01 AM	7:33 AM	8:37 AM	9:09 AM	9:41 AM	10:13 AM	10:45 AM	11:49 AM	12:36 PM	3:16 PM	3:48 PM	4:52 PM	5:24 PM	5:56 PM	6:28 PM	7:00 PM	7:32 PM	8:04 PM	8:36 PM	9:24 PM
	Rohnert Park	7:05 AM	7:37 AM	8:41 AM	9:13 AM	9:45 AM	10:17 AM	10:49 AM	11:53 AM	12:40 PM	3:20 PM	3:52 PM	4:56 PM	5:28 PM	6:00 PM	6:32 PM	7:04 PM	7:36 PM	8:08 PM	8:40 PM	9:28 PM
	Santa Rosa Downtown	7:13 AM	7:45 AM	8:49 AM	9:21 AM	9:53 AM	10:25 AM	10:57 AM	12:01 PM	12:48 PM	3:28 PM	4:00 PM	5:04 PM	5:36 PM	6:08 PM	6:40 PM	7:12 PM	7:44 PM	8:16 PM	8:48 PM	9:36 PM
	Santa Rosa North	7:17 AM	7:49 AM	8:53 AM	9:25 AM	9:57 AM	10:29 AM	11:01 AM	12:05 PM	12:52 PM	3:32 PM	4:04 PM	5:08 PM	5:40 PM	6:12 PM	6:44 PM	7:16 PM	7:48 PM	8:20 PM	8:52 PM	9:40 PM
	Sonoma County Airport	7:23 AM	7:55 AM	8:59 AM	9:31 AM	10:03 AM	10:35 AM	11:07 AM	12:11 PM	12:58 PM	3:38 PM	4:10 PM	5:14 PM	5:46 PM	6:18 PM	6:50 PM	7:22 PM	7:54 PM	8:26 PM	8:58 PM	9:46 PM

5 – 1 – 5 EXAMPLE SCHEDULE

Weekday Revised Schedule 5-1-5

5 Trainsets, 22 Trips

SOUTHBOUND - Sonoma County Airport to Larkspur

Train →	1	2	3	4	5	1	2	3	4	5	Tripper								
Trip Number →	1	1	1	1	1	3	3	3	3	3	1								
Sonoma County Airport	4:30 AM	5:02 AM	6:20 AM	6:52 AM	7:24 AM	7:56 AM	8:28 AM	9:18 AM	9:50 AM	12:45 PM	2:21 PM	2:53 PM	3:25 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM
Santa Rosa North	4:37 AM	5:09 AM	6:27 AM	6:59 AM	7:31 AM	8:03 AM	8:35 AM	9:25 AM	9:57 AM	12:52 PM	2:28 PM	3:00 PM	3:32 PM	4:04 PM	4:36 PM	5:08 PM	5:40 PM	6:12 PM	6:44 PM
Santa Rosa Downtown	4:41 AM	5:13 AM	6:31 AM	7:03 AM	7:35 AM	8:07 AM	8:39 AM	9:29 AM	10:01 AM	12:56 PM	2:32 PM	3:04 PM	3:36 PM	4:08 PM	4:40 PM	5:12 PM	5:44 PM	6:16 PM	6:48 PM
Rohnert Park	4:49 AM	5:21 AM	6:39 AM	7:11 AM	7:43 AM	8:15 AM	8:47 AM	9:37 AM	10:09 AM	1:04 PM	2:40 PM	3:12 PM	3:44 PM	4:16 PM	4:48 PM	5:20 PM	5:52 PM	6:24 PM	6:56 PM
Cotati	4:53 AM	5:25 AM	6:42 AM	7:14 AM	7:46 AM	8:18 AM	8:50 AM	9:40 AM	10:11 AM	1:07 PM	2:43 PM	3:15 PM	3:47 PM	4:19 PM	4:51 PM	5:23 PM	5:55 PM	6:27 PM	6:59 PM
Petaluma Downtown	5:01 AM	5:33 AM	6:57 AM	7:29 AM	8:01 AM	8:33 AM	9:05 AM	9:55 AM	10:27 AM	1:22 PM	2:58 PM	3:30 PM	4:02 PM	4:34 PM	5:06 PM	5:38 PM	6:10 PM	6:42 PM	7:14 PM
Novato San Marin	5:19 AM	5:51 AM	7:09 AM	7:41 AM	8:13 AM	8:45 AM	9:17 AM	10:07 AM	10:39 AM	1:34 PM	3:10 PM	3:42 PM	4:14 PM	4:46 PM	5:18 PM	5:50 PM	6:22 PM	6:54 PM	7:26 PM
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Novato Hamilton	5:30 AM	6:02 AM	7:20 AM	7:52 AM	8:24 AM	8:56 AM	9:28 AM	10:18 AM	10:50 AM	1:45 PM	3:21 PM	3:53 PM	4:25 PM	4:57 PM	5:29 PM	6:01 PM	6:33 PM	7:05 PM	7:37 PM
Marin Civic Center	5:36 AM	6:08 AM	7:26 AM	7:58 AM	8:30 AM	9:02 AM	9:34 AM	10:24 AM	10:56 AM	1:51 PM	3:27 PM	3:59 PM	4:31 PM	5:03 PM	5:35 PM	6:07 PM	6:39 PM	7:11 PM	7:43 PM
San Rafael	5:42 AM	6:14 AM	7:32 AM	8:04 AM	8:36 AM	9:08 AM	9:40 AM	10:30 AM	11:02 AM	1:57 PM	3:33 PM	4:05 PM	4:37 PM	5:09 PM	5:41 PM	6:13 PM	6:45 PM	7:17 PM	7:49 PM
Larkspur	5:49 AM	6:21 AM	7:39 AM	8:11 AM	8:43 AM	9:15 AM	9:47 AM	10:37 AM	11:09 AM	2:04 PM	3:40 PM	4:12 PM	4:44 PM	5:16 PM	5:48 PM	6:20 PM	6:52 PM	7:24 PM	7:56 PM

NORTHBOUND - Larkspur to Sonoma County Airport

Train →	1	2	3	4	5	1	2	3	4	5	Tripper								
Trip Number →	2	2	2	2	2	4	4	4	4	4	2								
Larkspur	8:06 AM	8:38 AM	9:00 AM	9:32 AM	10:04 AM	10:54 AM	11:41 AM	12:21 PM	1:04 PM	2:21 PM	3:57 PM	4:29 PM	5:01 PM	5:33 PM	6:05 PM	6:37 PM	7:09 PM	7:41 PM	8:29 PM
San Rafael	8:14 AM	8:46 AM	9:08 AM	9:40 AM	10:12 AM	11:02 AM	11:49 AM	12:29 PM	1:16 PM	2:29 PM	4:05 PM	4:37 PM	5:09 PM	5:41 PM	6:13 PM	6:45 PM	7:17 PM	7:49 PM	8:37 PM
Marin Civic Center	8:19 AM	8:51 AM	9:13 AM	9:45 AM	10:17 AM	11:07 AM	11:54 AM	12:34 PM	1:21 PM	2:34 PM	4:10 PM	4:42 PM	5:14 PM	5:46 PM	6:18 PM	6:50 PM	7:22 PM	7:54 PM	8:42 PM
Novato Hamilton	8:26 AM	8:58 AM	9:20 AM	9:52 AM	10:24 AM	11:14 AM	12:01 PM	12:41 PM	1:28 PM	2:41 PM	4:17 PM	4:49 PM	5:21 PM	5:53 PM	6:25 PM	6:57 PM	7:29 PM	8:01 PM	8:49 PM
Novato Downtown	8:32 AM	9:04 AM	9:26 AM	9:58 AM	10:30 AM	11:20 AM	12:07 PM	12:47 PM	1:34 PM	2:47 PM	4:23 PM	4:55 PM	5:27 PM	5:59 PM	6:31 PM	7:03 PM	7:35 PM	8:07 PM	8:55 PM
Novato San Marin	8:39 AM	9:11 AM	9:33 AM	10:05 AM	10:37 AM	11:27 AM	12:14 PM	12:54 PM	1:41 PM	2:50 PM	4:26 PM	4:58 PM	5:30 PM	6:02 PM	6:34 PM	7:06 PM	7:38 PM	8:10 PM	8:58 PM
Petaluma Downtown	8:48 AM	9:20 AM	9:42 AM	10:14 AM	10:46 AM	11:36 AM	12:23 PM	1:03 PM	1:50 PM	3:03 PM	4:39 PM	5:11 PM	5:43 PM	6:15 PM	6:47 PM	7:19 PM	7:51 PM	8:23 PM	9:11 PM
Cotati	8:51 AM	9:23 AM	9:45 AM	10:17 AM	10:49 AM	11:39 AM	12:26 PM	1:06 PM	1:53 PM	3:16 PM	4:52 PM	5:24 PM	5:56 PM	6:28 PM	7:00 PM	7:32 PM	8:04 PM	8:36 PM	9:24 PM
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Sonoma County Airport	9:23 AM	9:55 AM	10:17 AM	10:49 AM	11:21 AM	12:11 PM	12:58 PM	1:38 PM	2:25 PM	3:38 PM	5:14 PM	5:46 PM	6:18 PM	6:50 PM	7:22 PM	7:54 PM	8:26 PM	8:58 PM	9:46 PM

**** For Illustrative Purposes Only ****

SUMMARY

We have identified a range of budget options and savings proposals. Those include:

- One-time savings: Total of \$3.5 million
- Reduction in Ongoing Expense, Non-Service: Total of \$2.6 million annually
- Reduction in Ongoing Expense Due to Reductions in Service/Staff: Net savings of \$5.8 million annually

RECOMMENDATIONS

Today, in advance of your consideration of the revised Fiscal Year 2019-20 and Proposed 2020-21 budget, we recommend your Board:

1. Provide Input on Budget and Operational Changes
2. Approve Early Actions on Fiscal Year 2019-20 and 2020-21 Budget items for:
 - a. Elimination of On Board WiFi Service
 - b. Reduce rail liability insurance
 - c. Proceed with steps for Bond Refinancing
 - d. Direct staff to notify public on service reductions

For More Information

We welcome your input as we continue planning for the future of the SMART system

For more information, visit please www.SonomaMarinTrain.org

