



**BOARD OF DIRECTORS
MEETING AGENDA
February 17, 2021 – 1:30 PM**

**IN ACCORDANCE WITH GOVERNOR’S EXECUTIVE ORDERS N-25-20 AND N-29-20
THE SMART BOARD OF DIRECTORS MEETING WILL BE HELD VIRTUALLY**

MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON

ZOOM TELECONFERENCE INSTRUCTIONS

PUBLIC COMMENT PRIOR TO MEETING:

If you wish to make a comment you are strongly encouraged to please submit your comment by 5:00 p.m. on Tuesday, February 16, 2021 at

<https://www.surveymonkey.com/r/SMARTBoardComments>

PUBLIC COMMENT DURING THE MEETING:

The SMART Board Chair will open the floor for public comment during the Public Comment periods on the agenda. Please check and test your computer settings so that your audio speaker and microphones are functioning. Speakers are asked to limit their comments to two (2) minutes. The amount of time allocated for comments during the meeting may vary at the Chairperson’s discretion depending on the number of speakers and length of the agenda.

1. Call to Order
2. Approval of the February 3, 2021 Board Minutes
3. Board Member Announcements
4. General Manager’s Report
5. Public Comment on Non-Agenda Items
6. Consent Calendar
 - a. Accept Monthly Ridership Report – January 2021

Regular Calendar

7. Review of 2020 Activities and 2021 Goals and Challenges Presentations (*Discussion/Provide Feedback*)
8. Next Regular Meeting of the Board of Directors, March 3, 2021 – 1:30 PM
9. Adjournment

DISABLED ACCOMODATIONS:

Upon request, SMART will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, service or alternative format requested at least two (2) days before the meeting. Requests should be emailed to Leticia Rosas-Mendoza, Clerk of the Board at lrosas-mendoza@sonomamarintrain.org or submitted by phone at (707) 794-3072. Requests made by mail SMART's, 5401 Old Redwood Highway, Suite 200, Petaluma, CA 94954 must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.



**BOARD OF DIRECTORS
REGULAR MEETING MINUTES
February 3, 2021 - 1:30 PM**

**IN ACCORDANCE WITH GOVERNOR'S EXECUTIVE ORDERS N-25-20 AND N-29-20
THE SMART BOARD OF DIRECTORS MEETING WILL BE HELD VIRTUALLY**

MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON

1. Call to Order

Chair Rabbitt called the meeting to order at 1:30pm. Directors Arnold, Colin, Connolly, Fudge, Garbarino, Gorin, Hillmer, Lucan, Pahre, and Rogers were present.

Chair Rabbitt officially welcomed San Rafael's Mayor Kate Colin to the SMART Board of Directors; he looks forward to her participation on the Board.

2. Approval of the January 20, 2021 Board Minutes

Director Connolly stated that there is a minor typo on his comments on page 8 of 11 of the board minutes.

MOTION: Director Garbarino moved approval of January 20, 2021 Board Minutes as corrected. Director Arnold second. The motion carried 9-0 (Directors Colin and Hillmer abstain; 1 vacant)

3. Board Members Announcements

Vice-Chair Pahre stated that she attended the Blue-Ribbon Task Force meeting on behalf of Chair Rabbitt. She encouraged everyone to read the materials of the activities they are doing. She also attended the large operator forum and stated that everyone is optimistic of some good things that will happen and some things that can be improved. The Metropolitan Transportation Commission has a big job that they need to finish by the end of the year.

Director Rogers stated that he attended the Blue-Ribbon Task Force meeting for small operators, representing the City of Santa Rosa. It was a very good conversation around integrating all the transit systems, definitely something to continue to follow over the next few months.

Chair Rabbitt stated that he attended the Blue-Ribbon Task Force meeting for large operators. "It's very interesting times, transit has suffered a lot during COVID and it's an opportunity as well to look at how get out and what transit will look like in the future of the Bay Area." Supervisor Spering of Solano County is realistic about what can be achieved and how aspirational we should be; hopefully assistance from MTC will come out of it for SMART and other transit agencies.

Chair Rabbitt thanked the Marin County Board of Supervisors for approving an item regarding quiet zones and private crossings. Between Marin and Sonoma County there are 10 private crossings along the stretch; these are the 10 crossings in the entire system where the horn is blown by regulation. The process begins with the public jurisdiction and can't be done alone with a private entity so there is little coordination that needs to happen. Sonoma County is working with Marin County, Novato and Petaluma to establish quiet zones and he thanked everyone working on the project to bring it into compliance.

Chair Rabbitt stated that General Manager Mansourian will provide an update on the Transportation Security Administration (TSA) mask directive, as well as the freight grant award that was announced last week.

4. General Manager's Report

General Manager Mansourian illustrated a news clip from KPIX Channel 5 regarding the UV light cleaning process in the trains.

He reported that since the start of passenger service in August 2017, SMART has carried 1,941,000 passengers, 199,900 bicycles, and over 7,200 wheelchairs. He continues to provide weekly ridership data that is also available on SMART's website.

He provided an update on the bike sharing project that is being implemented by Sonoma County Transportation Authority and Transportation Authority of Marin and funded by Metropolitan Transportation Commission. Due to COVID-19 the project has been delayed; new target date is summer and fall of 2021. He thanked the agencies for moving forward with the project.

He announced that the California Transportation Commission on January 28th awarded SMART \$1,450,000 for a number of freight rail projects. It was a statewide competition grant that SMART applied to; we asked for the repairs of the Black Point Bridge and to improve the rail spurs in Windsor and Southern Santa Rosa. This grant requires a matching fund from private or public, staff is reaching out to business owners and Board member Fudge. This is good for SMART, since we are not in the freight business at this time, however the State saw the value of starting to integrate businesses, and especially North and trying to get more trucks off the congested roadways will be huge. I will continue to provide updates as the project moves forward.

He stated that at noon today he concluded a security briefing by Transportation Security Administration (TSA). SMART is regulated by the Federal Railroad Administration (FRA) and on the security side is regulated by Department of Homeland Security, and specifically TSA. President Biden issued an executive order requiring public entities, including trains to start requiring and mandating wearing mask. As a result of that we were directed by FRA, and this morning The Transportation Security Administration, then issued SMART a Security Directive to mandate wearing masks. SMART has been requiring wearing masks by employees and passengers, since April 2020. We are ahead of

many of our colleagues throughout the country. He illustrated the signs that are posted at SMART stations and on-board, a new sign that was provided by TSA will be posted at SMART stations. Failure to comply with this can result into citations and fines by federal entity.

He informed the Board that when people forget their mask, staff has been providing free masks to on board passengers. Staff will also develop a procedure to manage situations where a person refuses to comply with the requirements.

Lastly, SMART received a public comment form Sam Daily. Mr. Daily would like SMART continue the extension to Cloverdale, bring back morning northbound service, maintain the ferry time transfers and he finished by saying that living without a car, SMART train is the way to travel; he misses riding on the weekends and looks forward to riding again and getting to Cloverdale.

Comments

Director Arnold asked for the percentage of people refusing to wear a masking getting on the train. Mr. Mansourian responded that SMART compliance is 99%.

Chair Rabbitt congratulated the Operations department for the installation of the UV lights system to further clean the air circulating within the train units. Whatever else that we can combat the safer we can make our trains for the passengers. He appreciates SMART for applying for outside dollars for freight services.

5. Public Comment on Non-Agenda Items

Steve Birdlebough thanked staff for getting funding for freight service. Freight and rail save about 30% in energy cost and removed a lot of congestion on the highway. He suggested looking into a seamless transit and consider looking at what Europe has done.

Richard Brand congratulated staff for the ability to submit a grant. Receiving money from the State is fabulous since Caltrans can only benefit by getting trucks off the highway. He asked for the status of the Windsor Extension Project.

Eris Weaver thanked staff for showing the video about the UV light on the train, it is very nice to know the safety SMART is doing on the trains. She rides the train at least three times a week, and in all of the time since COVID began, there were three times that she saw someone who didn't have their mask on properly and in each case when they were asked to put it on by either SMART staff or another passenger they complied immediately. At the last meeting, she invited everyone to join her on a bike ride along the pathway for an user experience. Director Lucan and potential Board Member Melanie Bagby are interested in doing that; she offered the invitation again and provided her email she can be reached at. She asked for information regarding the MUP project in Petaluma between Southpoint and Penngrove, since there are various possible fixes being discussed. She stated despite COVID, SMART's reserve fund has increased, and she urged staff set funds aside to build the pathway.

Duane Bellinger stated he really appreciates the UV lights on the train. He said that it has been years since he thought about riding his bicycle over the Corona Station or riding along the Penngrove trail. He asked if staff could provide an update.

Jack Swearingen stated that he has taken a bike ride from Penngrove to Piner Road in Santa Rosa since the senior community exercise has been closed since March 2020. He has been riding his bicycle as an alternative exercise method and it has been great. He said that Friends of SMART supports Eris Weaver's comments. He suggested that staff measures the effectiveness of the UV lights on the train for cleanliness.

Mike Arnold stated that he agrees with Eris Weaver spotting additional funds in SMART's reserves. The monthly financial report in the packet provides useful information, however you can't rely on the current financial position of the Agency, that's because the monthly finance reports are done on a cash basis. He suggested producing a quarterly report that estimates position on revenues and expenses, probably the most notorious difference is the sales tax revenue. The State reports the allocations on the first or second business day of the month, and they have reported through January. The report indicates that SMART should be receiving \$10M more. One thing that is very accurate in the monthly finance reports is the cash position of the agency, because it involves deposits at the banks and deposits it in the Treasury Pole in Sonoma. The operating reserves are \$56M, which is \$18M more at the end of the prior fiscal year, and how much is potentially available for projects like expanding the bicycle path, he proposed that staff should analyze.

Sheila Baker agrees with Eris Weaver's comment. Trains and bicycles many times go together like fish and water. The SMART train is an alternative transportation to go to appointments, work or leisure. She cannot wait until the train gets to Cloverdale. She enjoys taking the train to do fun things, errands, and appointments.

Chair Rabbitt acknowledge public comments received by Mike Arnold and Richard Brand. He said that in regard to cash basis that SMART uses, he does not know of a government entity that receives sales tax revenue who does not use cash basis system.

General Manager Mansourian said that Chief Engineer, Bill Gamlen will provide an update on the Windsor Extension and Petaluma pathway project. He stated that on April 7th, staff will provide a review of SMART's capital plans that will detail all the pending projects with financial ability and options. Staff provided an update of the Petaluma Bicycle pathway project on the General Manager's Report – January 2021, page 10. Chief Engineer, Bill Gamlen will provide a brief update as well. Chief Financial Officer, Heather McKillop, will provide information under Budget Item #9 of the packet.

Chief Engineer, Bill Gamlen, stated that Petaluma is part of the Sonoma County pathway segment for which SMART received the active transportation grant in late 2019. The pathway covers two segments, from Petaluma to Penngrove, and Rohnert Park to Southern Santa Rosa, really nice connector pieces in Sonoma County that are currently being designed. We have included one of our design challenges on page 10 of the January's General Manager Report, that Ms. Weaver mentioned. We outlined the technical challenge with getting a safe crossing of McDowell Boulevard four lane, a fairly high-speed roadway in Petaluma. as well as environmental challenges, we have two different alignments that were cleared in our state environmental document versus our federal documents. We are proceeding with a federal approach because we're assuming that we're going to get federal dollars, the way the ATP grant was awarded, that really won't be determined for some time, but we're carrying both design so we have some flexibility moving forward, hopefully we're able to get the pathway into the -right-of-way, as desired.

The Windsor Extension project, which is fund dependent with Regional Measure 3 (bridge toll money) from MTC is currently in litigation. We hoped that it was going to be resolved this past fall, but it looks like the State Supreme Court is going to hear the case. The project is essentially out of money at this time, we are winterizing the project, which is getting things in a safe condition, so there's no site run off during storm events. We are finishing the Sonoma County widening project of Airport Boulevard near the Rail Operation Center.

Director Fudge stated that she would like to add regarding the grant for the spurs in Windsor. There are 10 major heavy industrial areas in South Windsor at Shiloh at the old Standard Structure site. That spur could benefit all those business, and some have indicated interest and so that would help them plan to be able to use freight. One major winery warehouse or possibly two could ship bottles out. It would get trucks off the road and is exciting that we might be able to help them pay for spurs that they would not have been able to afford to do.

Chris Rogers asked for an update on the spur in Southwest Santa Rosa and the Windsor Extension completion timeline. Mr. Gamlen responded that the Windsor Extension project is on hold because it is fund dependent with Regional Measure 3 funds, we are waiting for Metropolitan Transportation Commission to resolve the lawsuit.

Grants Manager, Joanne Parker will respond to Director Rogers's question. She stated the SMART is exploring opportunities at Southwest Rosa with the potential for Recycling and Waste, and the location has not been finalized. We have prospective properties and locations, but we don't have anything committed from anybody at this point on that location. The purpose of the funding is to reduce greenhouse gas emissions by shifting either future or current or both, traffic on the highways, over to freight on the rails so there's a couple of growth opportunities that staff is exploring. Director Rogers stated that the City of Santa Rosa would be very happy to work with staff to come up with options if needed.

Lastly, Chair Rabbitt stated that SMART took an aggressive approach getting to Windsor, always knowing that the project was dependent on Regional Measure 3 funds. Nobody foresaw that the funds would be tied up as long as they have or the fact that it would go to the State Supreme Court. The lower court rulings were relatively definitive in the favor of MTC, but here we are, and that's the schedule that we have. He is very appreciative on the answer regarding the different bikes segments and we're going to talk at a future date. It is important to work out the details of those segments, which could run between \$2M to \$5M and we need to continue to find ways to stay in the lower end of the cost.

6. Consent
 - a. Approval of Monthly Financial Report

Chair Rabbitt asked for Board and public comments on the proposed Consent Agenda.

MOTION: Director Lucan moved approval of the Consent Agenda as presented. Vice Chair Pahre second. The motion carried 11-0 (1 vacant).

7. Authorize the General Manager to Award Contract No. OP-SV-20-007 with Nick Barbieri Trucking, LLC DBA Redwood Coast Fuels - North Bay Petroleum for fuel delivery services to for the base term of two years with a maximum not-to-exceed amount of \$2,800,000

Procurement Coordinator, Ken Hendricks provided a brief overview and stated that SMART contracts with the third party fuel service to provide mobile fueling services of red-dyed diesel fuel on a nightly basis in regular deliveries of diesel exhaust fluid to the Rail Operations Center.

The existing contract has been in place for six-years and will expire soon. A formal Invitation for Bid was issued to procure the Fuel Delivery Services for SMART's Vehicle Maintenance Department. The Invitation for Bid scope of work included mobile fueling of Red-Dyed Diesel directly into the DMUs, the refilling of Diesel Exhaust Fluid tanks at the Rail Operation Center, the addition of the Schellville facility in preparation for freight fueling needs, and an option for SMART to launch a pilot program to test renewable diesel performance once authorization from the engine manufacturer is obtained.

SMART received a total of 2 bids from the following vendors: 1) Nick Barbieri Trucking, LLC DBA Redwood Coast Fuels – North Bay Petroleum; and 2) Western States Oil. An Invitation for Bid is awarded to the lowest responsive responsible bidder. Nick Barbieri Trucking, LLC was the lowest responsive responsible bidder. Nick Barbieri Trucking, LLC has provided SMART with reliable and quality service to-date over the past six years, including the proven ability to fuel SMART's trains during all the emergency events these past few years.

This agreement is for a base term of two years with three one-year option. The not-to-exceed amount of \$2,800,000 provides contract capacity for when your board approves the return of the full operating schedule. This Agreement locks in the margin rate for the fuel, the diesel exhaust fluid price-per-gallon, and the hourly labor rate to perform mobile fueling for the duration of the contract term. Funding for this Agreement is included in fiscal year 2020-21 Operations budget and assumed in the subsequent year.

Staff recommends authorizing the General Manager to execute Contract No. OP-SV-20-007 for fuel delivery services to Nick Barbieri Trucking, LLC DBA Redwood Coast Fuels - North Bay Petroleum in the amount of \$2,800,000.

Comments

Director Lucan asked for detail on the option for a pilot program to test renewable diesel. Mr. Mansourian responded that SMART's trains are under engine warranty and the engine manufacturer stated that if diesel is not used it will lose the warranty. Until such time that the warranty exists, we cannot use any other fuel, these option are in as we will continue negotiating with the manufacturer to see if they allow us to do that. If they don't, we're still looking at many years before we can start having alternative fuel. Director Lucan said that if at any point a letter is needed from the Board, I'm sure you will inform us.

MOTION: Director Rogers moved to Authorize the General Manager to Execute Contract No. OP-SV-20-007 with Nick Barbieri Trucking, LLC DBA Redwood Coast Fuels - North Bay Petroleum for fuel delivery services to for the base term of two years with a maximum not-to-exceed amount of \$2,800,000 as presented. Director Garbarino second. The motion carried 11-0 (1 vacant)

8. Authorize the General Manager to Award the Purchase and Sale Agreement No. OP-EQ-20-004 to Herzog Contracting Corp for the design and delivery of a custom-built Hi-Rail Scrubber Brush Truck in the amount of \$458,410

Operations Manager, Marc Bader stated that the item before you today, is to authorize the General Manager to purchase a custom-built Hi-Rail Scrubber Brush Truck from Herzog Contracting Corp in the amount of \$458,410.

SMART owns and maintains 45 miles of active track where passenger service takes place. The issue of adequate rail shunting arose during pre-revenue service. Shunting is the ability of the train control and grade crossing warning systems to detect the presence of a train. The combination of our lightweight DMU's, new rail, and contaminates on the rail were at times affecting these shunting. SMART has been leasing a custom built Hi-Rail Scrubber brush truck since December 2016 at annual cost of \$129,900 to solve for this issue. This vehicle has wire wheel brushes that remove rust from the top of the rail. The poor shunting issue decreased when we were running 38 trains per day but did not go away entirely.

SMART use a best value method of procurement instead of a low-bid method for this specialized rail transit equipment. This procurement method was selected due to the highly technical nature of the equipment and the need to review technical characteristics. The technical characteristics that were reviewed included the hi-rail truck specifications and capabilities, the experience and qualifications of the firm that would build the vehicle, the delivery and lead time schedule, and customer references.

A formal Request for Proposal was issued and SMART only received 1 Proposal in response from Herzog Contracting Corp due to the unique and technical equipment need that cannot be solved using readily available off-the-shelf items. SMART's evaluation committee reviewed and evaluated the proposal submitted by Herzog Contracting Corp based on the criteria included in the Request for Proposal.

SMART evaluated the cost of the vehicle proposed and determined that purchasing the vehicle was in the best interest of the District resulting in a break-even point of 3.6 years compared to the alternative of continuing the existing lease indefinitely. This custom-built hi-rail scrubber brush truck is expected to have a ten-year useful life or more.

Staff recommends authorizing the General Manager to Award the Purchase and Sale Agreement No. OP-EQ-20-004 to Herzog Contracting Corp for the design and delivery of a custom-built Hi-Rail Scrubber Brush Truck in the amount of \$458,410. The funding for this Agreement is included in fiscal year 2020-21 Operations budget and is supported by Senate Bill 1 funding from the State of California.

Comments:

Chair Rabbitt asked to expand on the meaning that staff has to perform weekly and asked if this is unique to our track and environment. Do others have to do something on such a frequency and to not have a kind of an off the shelf option. There are other DMU operators in the country that also have to scrub their track on a routine basis, the DMU is an extremely lightweight vehicle. Denton, Texas is one property that has to do the scrubbing weekly, they also lease a rail scrubber from Herzog Corporation, and in Florida that uses DMU's and has to scrub and they lease a vehicle.

Jack Swerengen stated that running more freight trains on SMART tracks will eliminate the scrubber.

MOTION: Vice Chair Pahre moved to Authorize the General Manager to Award the Purchase and Sale Agreement No. OP-EQ-20-004 to Herzog Contracting Corp for the design and delivery of a custom-built Hi-Rail Scrubber Brush Truck in the amount of \$458,410 as presented. Director Rogers second. The motion carried 11-0 (1 vacant)

9. Approve a Resolution to Amend Budget for Fiscal Year 2020-21

Chief Financial Officer, Heather McKillop stated we are halfway through fiscal year 2020-21 and we are providing an update and amended budget for your considerations. Fiscal year 2020-21 has been a volatile year and seemed appropriate to provide the latest information to the Board.

Over the course of the calendar year 2020, more than 6 meetings/workshops were held with the Board to discuss revenues and expenditure levels. When the budget was adopted in June 2020, SMART did not have sales tax forecast during the pandemic.

In the Board Resolution, Table 1 has been included. Table 1 has been updated which includes 4 columns. Column A is the current Board adopted budget, Column B contains revenues and expenditures rolled forward from FY 2019-20, Column C is additional adjustments since the budget was adopted in June 2020, and Column D is the proposed Amended Budget that we are asking you to adopt. The reductions totaled 20% of the operating budget or 10% of the total budget at the time. Highlights include the following:

Rollforward from FY 2019-20 Budget (Table 1, Column B)

- Payment of rail vehicles
- the Windsor project that will be completed in FY 2020/2021 and beyond.

Beginning Fund Balance (Table 1, Column A and B)

- \$10.3 savings had been identified at year end
- revenues higher in sales tax
- reduction of the operating reserves from \$17M to \$10M

Sales and Use Taxes (Columns C & D, Line 1)

Adjusted sales and use tax revenue up by \$6,112,246 to \$39,133,000 (new forecast)

Interest and Lease Earnings (Columns C & D, Line 2)

This is a reduction of \$236,583 for a total amount of \$738,700 (lower interest earnings and lower revenues from advertising)

Miscellaneous Revenues (Columns C & D, Line 3)

We are increasing miscellaneous revenues by \$76,176 to \$105,000 (insurance claim reimbursements, application/permit fees, and sale of used equipment)

Fare & Parking Revenues (Columns C & D, Line 4)

- The original forecast for fare revenue was \$4.1 million
- The new estimated for fare and parking revenue is \$680,525 (\$655,525 fares + \$25,000 parking).

State Grants (Columns B,C,& D, Line 5)

The new forecasted amount for FY 2020-21 is \$18,801,631 (revenues for Windsor, the bike path, and operating grants)

State Grants – Freight (Columns C & D, Line 6)

- Recently awarded \$4 million from the State of California (transfer of freight rights and equipment)
- \$2 million for freight safety and maintenance

These funds have not yet been received by SMART. We have created a separate fund, Fund 40, to be able to more easily track revenues and expenditures related to freight activities.

Federal Funds - Non-Cares Act (Columns B & D, Line 8)

Federal Railroad Funds (FRA) in the amount of \$494,025 were rolled forward to FY 2020/2021 for a total of \$7,394,025.

Federal Funds - CARES Act Funding (Column C & D, Line 9)

This was increase by \$294,348 for a total of \$6,894,348, at this time, we have not assumed any additional funds.

Other Governments/Misc. (Columns C & D, Line 10)

\$3,985,693 for the sale of the Railroad Square property, these funds, combined with other revenues from local governments for other projects, total \$8,957,193.

There were no changes to the following revenue line items:

- Charges for Services (Column D, Line 7)
- Measure M (Column D, Line 11).

The proposed Amended Budget Forecast for FY 2020-21

- Total revenues of \$88,941,770 (Column D, Line 12)
- Beginning Fund Balance of \$46,360,003 (Column A, B & D, Line 13)
- Total Revenue +Begin Fund Balance of \$135,301,773 (Column D, Line 14)
- Debt Service is \$14,284,259. (Columns C & D, Line 15)
- Total Revenue Less Debt Service is \$121,017,514 (Column D, Line 16)

Salaries and Benefits (Columns C &D, Line 17)

- In September 2020, the Board approved the elimination of two (2) vacancies - resulted in savings of \$310,078
- We are requesting as part of this amended budget a new position, titled “Principal Planner”.
- The net amount of \$241,962 is being reduced (\$310,078 - \$68,118)
- Money has been budgeted as it relates to weekend service

Services and Supplies (Columns C & D, Line 18)

Reduction of \$972,997 due to lower than anticipated expenditures roughly half of the savings related to fuel.

Capital Projects (Columns B, C, & D, Line 20)

- Capital projects has been increased by \$3,144,379 for the cost of rail cars that not paid in FY 2019-20 due to warranty issues

- The Windsor Extension project, and \$30,000 of anticipated expenditures has been moved to Other Governments line item.

Other Governments (Columns B, C, & D, Line 21)

- This line item was increase by \$259,600 of which \$229,600 is a rollforward from FY 2019-20
- \$30,000 was a line item adjustment between Capital Projects.

Freight (Columns C & D, Line 22)

The amount is \$6,000,000. State funds were approved and are expected to be received this fiscal year for the purchase of freight rights, equipment, and maintenance.

Proposed Amended Budget Expenditures

- Estimated at \$70,471,928 (Column D, Line 24)
- Total Revenues less Debt Service and Budgeted Expenditure is \$50,545,586 (Column D, Line 25)

Pension Liability (Columns B & D, Line 26)

\$1,079,380 transferred to the Pension Liability Fund for future use.

Equipment Sinking Fund (Columns A & D, Line 27)

The original contribution in the FY 2020-21 budget was \$5,000,000.

Adjustment to match Board approved minimum reserve (Columns A, B, & D, Line 28)

In the FY 2020-21 budget, the Board approved \$10 million for the reserve. This resulted in \$7 million going back to the unrestricted reserve.

Corridor Completions Fund Reserve (Columns C & D, Line 29)

\$7,000,000 (see line 28) is set aside for corridor completion activities.

Remaining Unrestricted Year End Fund Balance (Estimated)

The unrestricted fund balance for FY 2020-21 year-end is estimated at \$37,466,206 (Column D, Line 31)

Restricted Fund Balance – Reserves (Lines 32-36)

SMART currently has four (4) reserve funds were established in April 2020.

- Self-Insured Fund \$1,876,019
- Capital Sinking Fund - \$7,625,000
- Future Other Post-Employment Benefits (OPEB)/ CalPers Liability Fund - \$3,074,676
- Operating Reserve (Equivalent to 25% operations or 3 months) - \$10,000,000
- Corridor Completion Fund (New) - \$7,000,000

Lastly, SMART is in a much more favorable position than a few months ago, the addition of the sales tax, as well as the \$4 million one time, money from the sale that property was very helpful. We will be developing a 10-year Plan to see how that fund balance is available or not available over time.

Comments

Chair Rabbitt stated that is was a very clear and concise presentation. When the budget was passed at the beginning of COVID, nobody had an idea what it was going to do to our economy. There were talks about a looming recession and or, worse, and some decisions were made at the time thinking

that sales tax, for instance, would plummet. It's been a strange time, obviously the COVID impact on the economy. It is very devastating for those who are directly affected, not so much for those who aren't and are still employed. This is the time to revisit budget and he appreciates being a little conservative; he is pleasantly surprised the numbers are higher, rather than having it be the other way around, especially for a public entity that has limited sources.

Ms. McKillop clarified that the freight grant of \$1,450,000 that will be approved at the end of January has not been incorporated in this budget amendment.

Chair Rabbitt stated that he and Director Connolly are looking forward to expanding 75 to 80% of the dollars that are remaining public transit monies that came out of that latest CARES Act, the first the true up really went to five separate entities, where there was a difference in their sales tax revenue.

Director Rogers asked for clarification if the freight grant is received how far up is the reserve policy. Ms. McKillop responded that the reserve policy has to do with how much money you have in reserves, not necessarily what's in your fund balance. The reserves wouldn't necessarily change, but the fund balance would increase by that \$1.4M. He asked what the total fund balance would be. Ms. McKillop responded that it would be close to \$39M. He asked how much higher our fund balance is with that \$1.4M than what we are setting aside in terms of our reserve policy. Ms. McKillop responded that the \$37M is on top what is in the reserves, so if you combine the reserves amount and fund balance amount it will equal approximately \$57M.

Director Rogers stated that he likes to be more conservative in our approach. This allows us to start to plan on how to attract additional riders as more people are getting the vaccine. This also gives us a starting point to revisit the wireless internet service that was removed due to budget savings, in addition to that, in the original sales tax measure, there was language relative to excess funds going towards completion at the Multi-Use path. He said since he has been on the Board there has not been good news related to the budget before, how has it been dealt by the Board. Mr. Mansourian responded that the Board has not dealt with this before, however he reminded the Board and the public that \$40M is still pending from Regional Measure 3 funds that is currently in litigation and the Windsor Extension project is halfway constructed. During the Capital Project plan discussing there will be a complete list of pending project and available resources.

Director Rogers asked if SMART had an established process for additional funds and how would the public participate in the discussion. He appreciates the update of Regional Measure 3 funds because it might be an opportunity to plug that gap in the short term and, hopefully, at the same time, once those funds are approved free up some funds to do some of the other different projects that are pending, including the Multi-Use path. Mr. Mansourian responded he and Ms. McKillop brainstormed and created line item #29 to start setting funds aside for projects, it will be entirely up to the Board to increase or decrease the amount. Director Rogers said that is the information that we have seen, or the style that we have seen coming out on many of the assistance programs and looking forward at an infrastructure bill. Having the matching funds to be able to do some significant things with little money to get a lot more done for the community, it is very smart for us to be looking on that regard.

Mr. Mansourian stated that the new Secretary of Transportation at the federal level will be looking at shovel ready projects. That means projects that are 30% design or fully design, environmentally

cleared and ready for construction. At a future meeting, one of the points of discussion will be to select top projects and have them ready. The NEPA clearance can take up to 18 months. Having the project ready and being able to say the contract can be awarded in two months will earn a lot of favorable points. These are the discussions we are encouraging the Board to have; how does SMART take the small amount of funds available and really maximize the leverage and the ability to bring more funds to SMART.

Director Colin thanked Ms. McKillop for reviewing the budget. Having the multi-year budget that was alluded in the presentation will be helpful. So as the Board wants to set funds aside or match it to future things that will really help.

Director Lucan stated that the history of SMART, there has not been discretionary dollars necessarily available, it happened once before the start of service, and funds were allocated for safety measures. This is not a normal occurrence, and in the Expenditure Plan for Measure I, had we've been successful, stated that if there were discretionary dollars on a year to year basis, the Board would evaluate during budget time to determine where to best spend those funds. It makes sense to have a Capital Plan, the Board in the past did not want to spend several meetings figuring out where to spend the money that we didn't know we were going to have, and then by the time the money was available, five years later, those ideas may have changed. As the General Manager and staff putting together a Capital Plan it will give the Board the opportunity to have that robust discussion.

Director Fudge she thanked Ms. McKillop for the report. She liked the new layout of the table and line items that were in color. Those in the public who have been looking for a different way to present our financial picture, this was a really good picture and hope they're appreciative of it.

Chair Rabbitt stated that \$2.1M savings of the bond refinancing that's within this budget is great and to be able at some point in time to reinvest the dollars into those areas that are needed. Being conservative in the projections is great, this is a tough time to make any projection due to COVID.

Public Comment

Mike Arnold stated that he agrees with Director Fudge comments that is really a terrific report. He thanked the finance staff and the Chief Financial Officer, Ms. McKillop for putting it together, he always thought a revised budget was necessary. The detailed table which contrasts what was assumed last June versus what is apparent now, including the rollovers is valuable and hopes it's a new standard going forward. Second, the forecast of sales tax revenues are reasonable, based on my own models, they're conservative and consistent with the State. The trend is largely being determined by the work from home, those who have jobs in the City are not commuting however are purchasing good from their homes. Marin and Sonoma Counties sales tax revenues are up and San Francisco sales revenue are down 35%. Third, the fare revenue forecast reflects that we are not out of the crisis until the pandemic recedes. The fare revenue forecast translates to a ridership of about 107,000 riders depending on exactly what average fare revenue you decide over the fiscal year. Ridership is down about 85% than the previous calendar year proceeding the pandemic. The budget report shows \$36.6M for budgeted expenditures for operations and administration, it would be good to know how it compares with last year's budget, since is \$6M higher than the financial audit figure. For operating expenses, excluding depreciation that number isn't comparable to the budget numbers because the budget is reported on a cash basis. There is an awful lot of money that

is being spent subsidizing each and every passenger, it shows that taxpayer's subsidy per passenger is now over \$300. He suggested having this information available on the website.

Patrick Seidler thanked the Board and the new Chief Financial Officer, Ms. McKillop for an excellent presentation. He echoes some of the comments that were made, in particular Director Rogers about looking at where we can invest some of those funds. It was great to hear the mention of the Pathway and the feedback received during the Listening Session. when you did your listening. We need to be on to get those segments of the pathway built, which is to get the environmental clearances, 30% engineering design and environmental permits. The City of San Rafael was able to get their permit and build in six months the Anderson to Second Street project. They have a project, which is the top of Puerto Suello Hill to San Pedro Road, and falls under SMART's guidelines on how to prioritize pathways, this is the most important unconstructed segment in the entire SMART pathway system. He urged the Board to start a dialogue with the City of San Rafael to get good strategic alignment for the pathway. Ulta Engineering worked on an alignment for two years and suggested reviewing those plans.

Lastly, Chair Rabbitt stated that having environmental status on unfinished portions of the pathway throughout the two counties would be good and information is needed to make the decisions going forward.

MOTION: Director Arnold moved to Approve a Resolution to Amend Budget for Fiscal Year 2020-21 as presented. Director Hillmer second. The motion carried 11-0 (1 vacant)

10. Review of 2020 Activities and 2021 Goals and Challenges (*Discussion/Provide Feedback*)

General Manager Mansourian stated that you will be receiving departmental presentation from Legal, Finance, Human Resources, Procurement, and Information Technology on their 2020 activities and 2021 goals and challenges. Highlights of presentation as follows:

Legal Department

District Counsel, Tom Lyons provided the brief overview:

- Litigation / Claims / Applications and Responses
 - Matters before Federal and State Courts
 - Matters before the various Federal regulatory agencies including:
 - Matters before the various State agencies including:
 - Matters before the various California Boards
 - Arbitrations pursuant to various Labor Agreements
- Claims and Risk Management:
 - Claims, recovery, and Insurance
 - SMART claimed, recovered, or was reimbursed for damage to SMART's property
 - Responded to 200+ public records act requests (PRAs)
- Damage to SMART Property
- 2021 Goals and Challenges
 - Labor Negotiations
 - COVID-19 Matters
 - Freight Operations
 - Federal Regulatory Issues
 - FRA, STB and Common Carrier issues

- Property Access/Crossing/ Freight Spur Issues
- Litigation

Finance Department

Chief Financial Officer, Heather McKillop provided the brief overview:

- Introduction – Functions
 - Budget
 - Accounting
 - Finance
 - Payroll
 - Grants Budgeting and Reporting
 - 6 staff members
- Financial Documents and Reports
 - Found on SMART's External Website
- 2020 Activities
 - FY 2020-21 Annual Budget
 - Annual Financial Audit
 - Won the Government Finance Officers Association (GFOA) award for Excellence in Financial Reporting (7th year in a row)
- Refinanced \$ 122.9 million in Outstanding Debt
 - Resulted in \$3.4 million in annual savings
- 2020 Challenges
 - COVID-19
 - Measure I Election
 - Payroll System Upgrade
- 2021 Goals
 - FY 2021-22 Annual Budget
 - Review and Update SMART's Short Range Transit Plan (10 year document)
 - Develop a Transit Asset Management Plan
 - Review and Improve Invoice Process
- 2021 Challenges
 - Revenues
 - Remote Work
 - Budget Development
 - Service Levels
 - Regional Measure 3 Funding
 - Financial Reporting and Analysis
 - New Normal

Comments

Director Lucan said that one of the casualties of having gone through an election, was the additional scrutiny on SMART finances, and still hear that from various people. We have no audit findings; everything is clean, and SMART gets awards. How do we start to change that perception and really show transparency? Ms. McKillop responded as a new person interviewing for the job, one of the things she did was review the website, and it has a lot of financial information from her perspective. She is used to reading detailed budgets and financial documents and those were very transparent. It's how different people perceive information and how to provide that information in different ways. Earlier it was mentioned that the budget is shown on a cash basis and it is intended to do, and

it doesn't meet the needs of someone else who wants to see it on a different basis. The key is trying to find different ways to present the information, where it's consistent, but it might be shown in different ways for different audiences.

Human Resources Department

Human Resource Manager, Lisa Hansley provided the brief overview:

- 2020 Activities
 - Federal Railroad Administration (FRA) audited our Drug and Alcohol Compliance Program and congratulated us on a “well-run” program
 - Implemented Drug and Alcohol testing of staff as required by Federal Law
 - Signal Technician Training Program was created
 - National Recruitment was successfully conducted for Chief Financial Officer
 - COVID-19 Relief Act required implementation of certain policies and leaves. 46 such cases were managed
 - 2 amendments were negotiated and finalized with two of our Unions
 - Conducted 17 recruitments resulting in 7 external hires and 11 internal promotions
- 2021 Goals
 - Labor Relations – Teamsters Supervisors unit contract
 - Customer Service – Increase presence at Operations Center
 - Training
 - create Trainee positions for Vehicle Maintenance as well as for Transportation divisions
 - Launch the “Supervisor Academy”

General Manager Mansourian stated that he received a letter from National Transportation Safety Board last year regarding an incident that took place in Ohio and it really resonated with us. It's very clear that safety is SMART's priority, and this was exactly along those lines that is a directive from the Board. Ms. Hansley said that all railroads agencies are required to have a drug and alcohol testing program under federal regulation. The incident in Ohio occurred on August 12, 2019, it was a collision between two freight trains that were owned by a national freight carrier called CSX Transportation. Each train had two crew members one Conductor, and one Engineer, and both Engineers were injured in the accident and had \$4.9M worth of damages. The National Transportation Safety Board investigated and determined that the Engineer was at fault due to being under the influence of alcohol at the time of the accident. The post-accident testing also revealed that there was marijuana in his system, although it could not be determined if he was under the influence of marijuana during the accident. It also showed that the Engineer at fault had not been tested for 10-years prior to accident. The National Transportation Safety Board reached out to various railroads to receive feedback on their report and avoid the problem of not being tested for a very long time. The Human Resource staff along with Operations staff created a new program under district authority called Insured Testing Program that was implemented effective January 1, 2021. This program will ensure that everyone is tested at least once a year in addition to our federally regulated and company authority drug and alcohol testing programs that is established. Under the new program the first person tested was General Manager Mansourian.

Chair Rabbitt thanked all the employees for participating in a robust program and keeping everyone safe.

Procurement Department

Procurement Coordinator, Ken Hendricks provided the brief overview:

- Introduction
 - Purchase of Goods, Equipment and Supplies
 - Contracting of Services
 - Vendor Outreach, Onboarding and Management
- 2020 Activities
 - Implemented a fully electronic eProcurement and Vendor Management System (Bonfire)
 - Implemented DocuSign for SMART (including all security controls) and shifted Contract Execution to electronic signature
 - Managed SMART's Equipment and Supply Needs during the 2020 Wildfires and COVID-19 Emergencies
 - Issued:
 - 91 Purchase Orders totaling over \$3M
 - 35 New Contracts totaling Nearly \$4M
 - Established 74 new vendors
- 2020 Challenges
 - Transitioning from In-Person Procurement Activities to Fully Electronic
 - Receiving Bids/Proposals
 - Hosting Pre-Proposal Conferences
 - Evaluations
 - Finding credible vendors for COVID-19 emergency supplies
 - Managing Supply Chain and Shipment Delays of all of our goods and supplies due to the pandemic
- 2021 Goals
 - More efficiency and Automation
 - Implement Purchasing and Contracting Resource and Training Program for Staff
 - Reduction of Paper Files – Transition to Fully Electronic Procurement Records
- 2021 Challenges
 - Influx of New Funding Sources will add complexities to the Procurement Process
 - Increased Procurement Activity Expected as we look to shift back to normal operations and boost ridership post COVID-19.
 - Developing multi-year procurements and contract needs.

Comments

Chair Rabbitt stated that one of the biggest procurements for 2020 due to COVID was toilet paper. It's great timing to move towards electronic procurement and DocuSign in this year.

Information Technology Department

Information Technology Manager, Bryan Crowley provided the brief overview:

- SMART IT Systems are in place across the whole agency:
 - 4 Offices
 - 12 Stations
 - 46 miles
 - All managed by a team of 3
- What We Do?
 - Administrative Information Systems – 4 offices

- Railroad Information Systems
- MAXIMO – Enterprise Asset Management
- Devices Maintained Today - 758
- 2020 Accomplishments
 - IT Support
 - Infrastructure
 - Security
 - SMART General
 - Maximo System
- 2020 Challenges
 - COVID-19
 - Remote Board Meetings
 - Designing and procuring technology solutions
 - Work from Home
 - supporting users remotely for all IT issues
 - Cancellation of seminars and trainings for IT systems
 - Deferred replacement of some devices
- 2021 Goals and Opportunities
 - Complete the SMART File System migration to the cloud
 - Continue to invest in IT security
 - Implement a company-wide IT Security training program
 - Continue IT Department training on the latest in IT security
 - MAXIMO
 - Further automate reporting
 - Asset audits - Documentation vs. reality
 - Implement more detailed tracking of asset conditions
 - Automatic work orders
- 2021 Growth Post Pandemic
 - Establishing a summer IT Internship Program
 - Fresh new perspective on technology
 - Help a student gain experience for their career
 - Give back by educating local students about the unique aspects of working in technology at a transit agency

Comments

Vice Chair Pahre stated that she was absolutely impressed listening to each of the departments presentation especially IT. SMART has almost 800 devices and had 1600 incidences where people need help, which could be understated. We have a transportation agency and need to keep the business aspect running. She said that during the budget process we need make sure that there are enough resources to keep this amazingly robust transportation agency.

Chair Rabbitt stated that there is a lot of work getting done with a small lean workforce and it is amazing, especially in a COVID year the amount of work that everyone had to pick up in addition to the normal flow of work to take care of the issues that arose. Working within a small lean organization has its benefits and it has its challenges. Advancement opportunities are a little harder to come, however it gives a little extra opportunity for our managers or supervisors to really engage the workforce to make sure that they're excited to come to work, every day. It puts additional pressure on this Board to make sure that we look out for our employees who are out there doing the work that they are every day.

Jack Swearengen stated that it has become apparent that we need to understand where people are coming from. For example, people are resisting the vaccine due to their belief system. He suggested that SMART provide the best information that is available and not be driven by the demand for more information.

Director Arnold stated that it was an amazing report on SMART's activities, having been there, almost at the very beginning and seeing how much the agency has grown is very exciting. We have the departmental staff now and they're ready to take on a lot because of all their experience. She mentioned to Ms. McKillop the importance of Mike Arnold praising her budget report. She suggested including the passenger cost is in the report. She thanked the General Manager and staff for all the work to continue to provide passenger service, that you have in what they're doing and makes her feel good.

Lastly, Chair Rabbitt stated that there are a few for listening sessions still pending. Once they are complete, staff will provide all those comments to the Board to have a discussion on how to implement going forward.

11. Next Regular Meeting of the Board of Directors, February 17, 2021 – 1:30pm
12. Adjournment – Meeting adjourned at 4:10pm

Respectfully submitted,

Leticia Rosas-Mendoza
Clerk of the Board

Approved on: _____



David Rabbitt, Chair
Sonoma County Board of Supervisors

February 17, 2021

Barbara Pahre, Vice Chair
Golden Gate Bridge,
Highway/Transportation District

Sonoma-Marin Area Rail Transit Board of Directors
5401 Old Redwood Highway, Suite 200
Petaluma, CA 94954

Judy Arnold
Marin County Board of Supervisors

SUBJECT: Monthly Ridership Report – January 2021

Kate Colin
Transportation Authority of Marin

Dear Board Members:

Damon Connolly
Marin County Board of Supervisors

RECOMMENDATIONS: Information Item

Debora Fudge
Sonoma County Mayors' and
Councilmembers Association

SUMMARY:

We are presenting the monthly ridership report for activity for the month of January 2021. This report shows trends in ridership for SMART by tracking Totals, Average Weekday riders, and Average Weekend/Holiday riders via the two methods we employ to track riders on a daily basis: Onboard Counts and Clipper + Mobile App paid fares. The report details bicycles and wheelchairs counted as well.

Patty Garbarino
Golden Gate Bridge,
Highway/Transportation District

Susan Gorin
Sonoma County Board of Supervisors

Dan Hillmer
Marin County Council of Mayors and
Councilmembers

Eric Lucan
Transportation Authority of Marin

As discussed in prior presentations to Your Board, both methods of counting are necessary to track progress. Onboard Counts capture all riders, including the riders who are riding during the Free Fare Days or Free Fare Programs offered by Your Board, riders with passes who neglect to tag on or off, as well as categories of riders such as children under five years old. Therefore, Clipper + Mobile App paid fare reports do not capture all riders.

Chris Rogers
Sonoma County Mayors' and
Councilmembers Association

This and future reports will compare the most recent month to the same month during the prior year, as is standard industry practice for tracking trends over time. The report also shows progress so far in the Fiscal Year compared to the same time in the last Fiscal Year, to enable tracking of riders relative to budget expectations.

Farhad Mansourian
General Manager

5401 Old Redwood Highway
Suite 200
Petaluma, CA 94954
Phone: 707-794-3330
Fax: 707-794-3037
www.sonomamarintrain.org

SMART's rider data for December 2020 was posted on the SMART Ridership website (<http://sonomamarintrain.org/RidershipReports>) and SMART's detailed December 2020 data will be posted once validated.

The report covers the slow increase of riders returning to SMART as Bay Area Counties lift their Shelter-In-Place restrictions and begin to phase the opening of restaurants, retail shops, offices, and other places of work. In response to the pandemic, SMART annulled service on weekends starting March 21, 2020, and reduced weekday services, first from 38 to 34 trips, then to 32 trips and, starting April 6, reduced weekday service to 16 trips.

FISCAL IMPACT: None

REVIEWED BY: [x] Finance ____/s/____ [x] Counsel ____/s/____

Very truly yours,

/s/

Joanne Parker
Programming and Grants Manager

Attachment(s): January 2021 Monthly Ridership Report

JANUARY 2021 (COVID-19) SMART RIDERSHIP

SMART Ridership Report
Board of Directors,
February 17, 2021

COVID-19 related public health orders to Stay at Home were re-issued by Sonoma and Marin Counties in the third week of December 2020 and extended into January 2021, having previously been relaxed in Fall 2020 to allow for some restaurants, retail shops, offices, and other places of work to reopen.

SMART modified services in March 2020 due to the pandemic, with weekend service annulled starting March 21/22 and weekday service reduced first by 4 trips (down to 34) on March 23rd, then by another 18 trips, (down to 16), on April 6th.

SMART's January 2021 ridership was down 91% overall compared to January 2020. The decrease is greater than in prior monthly reports due to the opening of the Larkspur extension and service schedule increases in January 2020 which resulted in dramatic ridership increases over January 2019. Total ridership year-to-date is down 87%. Fare payments in January through the Clipper and SMART App systems were also down 85% from the previous year. The total number of bicycles is down 74%. However, the percentage of riders bringing bicycles onboard grew from 9% in January 2019 to 22% in January 2020.

MONTHLY TOTALS YEAR-OVER-YEAR	Jan 2020	Jan 2021	% Change
Total Ridership (Onboard Counts)	71,974	6,728	-91%
Total Paid Ridership (Clipper + App Only)	62,995	6,428	-90%
Average Weekday Ridership (Onboard Counts)	2,847	336	-88%
Average Weekday Paid Ridership (Clipper + App Only)	2,510	321	-87%
Average Weekend/Holiday Ridership (Onboard Counts)	1,037	0	-100%
Average Weekend/Holiday Paid Ridership (Clipper + App Only)	980	0	-100%
Total Bikes Onboard	6,709	1,497	-78%
Total Wheelchairs Onboard	239	10	-96%

FISCAL YEAR-TO-DATE (JUL - JAN)	Fiscal Year 2020	Fiscal Year 2021	% Change*
Total Ridership (Onboard Counts)	443,538	59,178	-87%
Total Paid Ridership (Clipper + App Only)	357,739	55,314	-85%
Average Weekday Ridership (Onboard Counts)	2,606	400	-85%
Average Weekday Paid Ridership (Clipper + App Only)	2,154	373	-83%
Average Weekend/Holiday Ridership (Onboard Counts)	954	0	-100%
Average Weekend/Holiday Paid Ridership (Clipper + App Only)	662	0	-100%
Total Bikes Onboard	48,476	12,609	-74%
Total Wheelchairs Onboard	1,618	194	-88%

**NOTES: COVID-19 Stay at Home Orders issued third week of March 2020. SMART annulled services starting March 21. SMART experienced similar ridership reductions to other transit systems in the Bay Area and Nationally. Free fare days and free fare programs offered in Fiscal Year 2020 also contributed to lower Clipper + App numbers. Stay at Home Orders were re-issued in December 2020 and extended in January 2021.*



David Rabbitt, Chair
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February 17, 2021

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Sonoma- Marin Area Rail Transit Board of Directors
5401 Old Redwood Highway, Suite 200
Petaluma, CA 94954

SUBJECT: Review of 2020 Activities and 2021 Goals and Challenges

Dear Board Members:

RECOMMENDATIONS: Discussion and Provide Feedback

SUMMARY:

At your January 20th Board meeting; you reviewed the suggested discussions for the next several months. At your February 3rd meeting you received departmental reports from Legal, Finance, Human Resources, Procurement, and Information Technology.

Today you will receive departmental presentations from Real Estate, Operations, Train Control Systems, and Safety and Security.

Upon the completion of these departmental presentations in the coming weeks, we will review the results of our Listening Tour discussions thus far. We will provide you with list of topics that were brought up and will seek your direction on how and which topic should be considered for further discussions and implementation.

Also, at your direction, in today's session we will solicit your ideas and that of the public regarding developing strategies for our "Welcome Back Campaign". In this discussion we are requesting your general thoughts on the following topics:

- Marketing
- Incentives
- Partnerships
- Service Schedule
- Safety

Our goal is to develop a robust passenger growth plan targeting our previous riders and new riders from unexplored or new markets.

In later months, we will provide information on capital projects and financing options. This will be a critical discussion in preparation for upcoming Federal infrastructure investment discussions that undoubtedly will take place.

In anticipation of the Annual Budget and Short-Range Transit Plan coming to the Board in May and June, we will continue our presentations in the Spring of 2021 covering our system service schedules and fare policies, requesting public and Board input on both topics, including implementation of possible modifications.

As part of these springtime presentations, we will discuss for you options for developing a set of performance measures that we will use in going forward to gauge how we are doing and how we are doing in comparison to other transit agencies. These measures then become a tool to be available and updated periodically, will be used for all of us to easily determine areas where we may need to make operational or policy adjustments. These measures can be incorporated into the Short-Range Transit Plan and monitored annually as part of the Annual Budget process.

Finally, in May, we will discuss rail freight operations and services. Assuming the Federal process is successful, we will discuss personnel, levels of service, types of service and discuss policies and guidelines that need to be developed to address these services.

We would appreciate receiving any directions and feedback that you or members of public might have for us. The PowerPoint we provided at our January 20, 2021 board meeting showing the next several months activities are attached here as a reference.

FISCAL IMPACT: None

Very truly yours,

/s/

Farhad Mansourian
General Manager

Attachment(s): Board of Directors' Presentation - January 20, 2021

SMART BOARD OF DIRECTORS

Review of 2020 Activities and 2021 Goals and Challenges



January 20, 2021

January 20, 2021 Board of Directors Public Meeting

- Review February – June 2021 Board Work Plan & Public Discussion Schedule
 - Budget
 - 2020 Performance Report
 - 2021 Goals and Challenges
 - Capital Plan
 - Listening Sessions
 - Welcome Back Campaign
 - Freight
- Receive Feedback and Directions



February 3, 2021 Board of Directors Public Meeting

2020 Department Activities Report and 2021 Goals and Challenges

Department Presentations:

- Legal
- Finance
- Human Resource
- Procurement
- Information Technology



February 17, 2021 Board of Directors Public Meeting

2020 Department Activities Report and 2021 Goals and Challenges

Department Presentations:

- Real Estate
- Operations
- Train Control and Systems
- Safety and Security



March 3, 2021 Board of Directors Public Meeting

2020 Department Activities Report and 2021 Goals and Challenges

Department Presentations:

- Capital Projects
- Grants and Legislation
- Planning
- Customer Outreach



March 17, 2021 Board of Directors Public Meeting

Listening Sessions

- Review comments received during these sessions thus far
- Review process for discussion and implementation
- Listening Sessions Implementation Report
 - Short term
 - Long term
 - Required Resources, if any.



April 7, 2021 Board of Directors Public Meeting

Transit Operating Services & Capital Plan





Transit Operating Services

- Discuss Post COVID-19 Recovery and Growth Plans
- Review Existing Fare Policies and Discuss Options
- Review Weekday and Weekend Schedules
- Review Service Performance Measures

Capital Plan

- Review Adopted Principles
- Review Pending Projects
- Review New Projects
- Financing Options

Begin **2021-22 Budget Process** Incorporating decisions made in the previous sessions

April 21, 2021 Board Of Directors Public Meeting

- Review Welcome Back Campaign
 - Strategies
 - Marketing
 - Incentives
 - Partnerships



May 5, 2021 Board of Directors Public Meeting

■ Freight Update

- Legislation Status
- Federal Approval Status
- Review Potential New Policies
- Review Potential New Marketing Strategy
- Review Options for Providing Freight Services
 - In House
 - Contract out



May 19, 2021 Board of Directors Public Meeting

- Present Draft Fiscal Year 2021-2022 Annual Budget
- Release Draft Short-Range Transit Plan & Capital Improvement Program
- Public and Board Comments & Discussions



June 2, 2021 Board of Directors Public Meeting

- Adoption of Fiscal Year 2021-2022 Budget

June 16, 2021 Board of Directors Public Meeting

- Adoption of 2022-2032 Short-Range Transit Plan & Capital Improvement Program

Connect with us:

www.SonomaMarinTrain.org



Customer Service:

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(707) 794-3330

