

# Sonoma-Marín Area Rail Transit District

*Fiscal Year 2024/2025 Draft Budget*



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# Sonoma-Marin Area Rail Transit District's Board of Directors

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SMART is governed by a 12-member Board consisting of elected officials appointed as specified in AB 2224: two county supervisors each from Marin and Sonoma counties, three appointed City Council members from each county and two representatives from the Golden Gate Bridge District.

**Eric Lucan - Chair**  
Marin County Board of Supervisors

**Melanie Bagby - Vice Chair**  
Sonoma County Mayors and Councilmembers Association

**Kate Colin**  
Transportation Authority of Marin

**Chris Coursey**  
Sonoma County Board of Supervisors

**Rachel Farac**  
Transportation Authority of Marin

**Debora Fudge**  
Sonoma County Mayors and Councilmembers Association

**Patty Garbarino**  
Golden Gate Bridge, Highway and Transportation District

**Barbara Pahre**  
Golden Gate Bridge, Highway and Transportation District

**Gabe Paulson**  
Marin County Council of Mayors and Councilmembers

**David Rabbitt**  
Sonoma County Board of Supervisors

**Chris Rogers**  
Sonoma County Mayors and Councilmembers Association

**Mary Sackett**  
Marin County Board of Supervisors

## Sonoma-Marin Area Rail Transit Executive Management Team

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**Eddy Cumins**  
General Manager

**Tom Lyons**  
General Counsel

**Bill Gamlen**  
Chief Engineer

**Heather McKillop**  
Chief Financial Officer

## About SMART

The Sonoma-Marín Area Rail Transit (SMART) District was established by the California Legislature through the enactment of AB 2224 in 2002. The SMART District includes both Sonoma and Marin Counties and was created for the purpose of providing unified and comprehensive structure for the ownership and governance of the passenger and freight rail system within Sonoma and Marin Counties and to provide passenger and freight train service along the existing publicly owned railroad right-of-way.

SMART passenger rail service began in August of 2017 with two-way passenger train service on 43 miles to 10 stations between Downtown San Rafael in Marin County and Airport Boulevard in Sonoma County.

Train service is provided in state-of-the-art diesel multiple unit (DMU) rail vehicles utilizing one of the first Positive Train Control systems for passenger rail. In late 2019, two new stations were built in Downtown Novato and Larkspur near the regional Ferry to San Francisco. These two stations in Marin County brought rail service to its current total of 45 miles with 12 passenger stations. SMART is currently running higher levels of service than it was pre-pandemic, with 38 weekday trips and 16 weekend trips. SMART, along with partner agencies, has constructed 28 miles of Class 1 bicycle/pedestrian pathway on its right-of-way connecting to the stations where cyclists can find secure parking at the station or on-board the train for their bikes. SMART manages twelve (12) of those miles of pathway.

In March of 2022, SMART assumed the freight operations from the Northwestern Pacific Railroad Company (NWPCo) which had been operating service from Napa County to Petaluma since 2011.

### SMART's History

2002	SMART was created by the California Legislature
2008	SMART's ¼ cent sales tax was passed
August 2017	Service Started between San Rafael and Santa Rosa Airport to include 34 trips/ weekday and 10 trips/ weekend
October 2017	Tubbs Fire
January 2019	One Millionth Rider Mark
February 2019	Flooding
October 2019	Kincade Fire
December 2019	Larkspur Extension and Downtown Novato Station opens
January 2020	Service increases to 38 trips/weekday
March 2020	COVID-19 Shelter-in-Place Orders go into effect; trips reduced to 16 trips/ weekday and no weekend service

August 2020	LNU Lighting Complex Fires
May 2021	Fares lowered by 40%; additional 10 weekday trips are added for a total of 26 weekday trips; Saturday service returns
November 2021	New General Manager is hired
March 2022	Assumed freight operations from the Northwestern Pacific Railroad Company (NWPCo.)
May 2022	Sunday service returns
June 2022	Additional 10 weekday trips are added for a total of 36 weekday trips
July 2022	Started operations of freight service with SMART employees
September 2022	Launched real-time map and arrival prediction tool on SMART website
October 2022	Additional 2 weekday trips are added for a total of 38 weekday trips
June 2023	Launched free Summer Youth Pass
June 2023	Launched new SMART Connect service at Sonoma County Airport Station
July 2023	Reduction in 31-day pass price by 15% to reflect hybrid work schedule of 3 days a week in office
October 2023	Added one weekend round trip for total of 14 weekend trips
November 2023	Groundbreaking for Petaluma North Station, McDowell, and Pathways
November 2023	Secured funding to complete the previously suspended work on the Windsor Extension and re-engaged contractors
January - March 2024	Strategic Plan update listening sessions held to inform Strategic Plan to guide Agency from 2025-2029
April 2024	Youth and Seniors Ride Free Program implemented to encourage use of public transit
April 2024	SMART carries a record high of 80,405 riders in April, setting a new all-time monthly ridership record

## SMART's Passenger Rail System

### System Statistics

- Forty-five (45) miles rail corridor - connecting the Larkspur Ferry to the Sonoma County Airport
- Twelve (12) miles of twenty-eight (28) miles of pathway constructed and maintained by SMART, providing a first/ last mile connection to the rail corridor
- Twelve (12) stations
- Six (6) park-n-ride lots
- Sixty-eight (68) public crossings
- Twenty-seven (27) bridges
- Two (2) tunnels
- Fleet of eighteen (18) Diesel Multiple Units (DMUs)



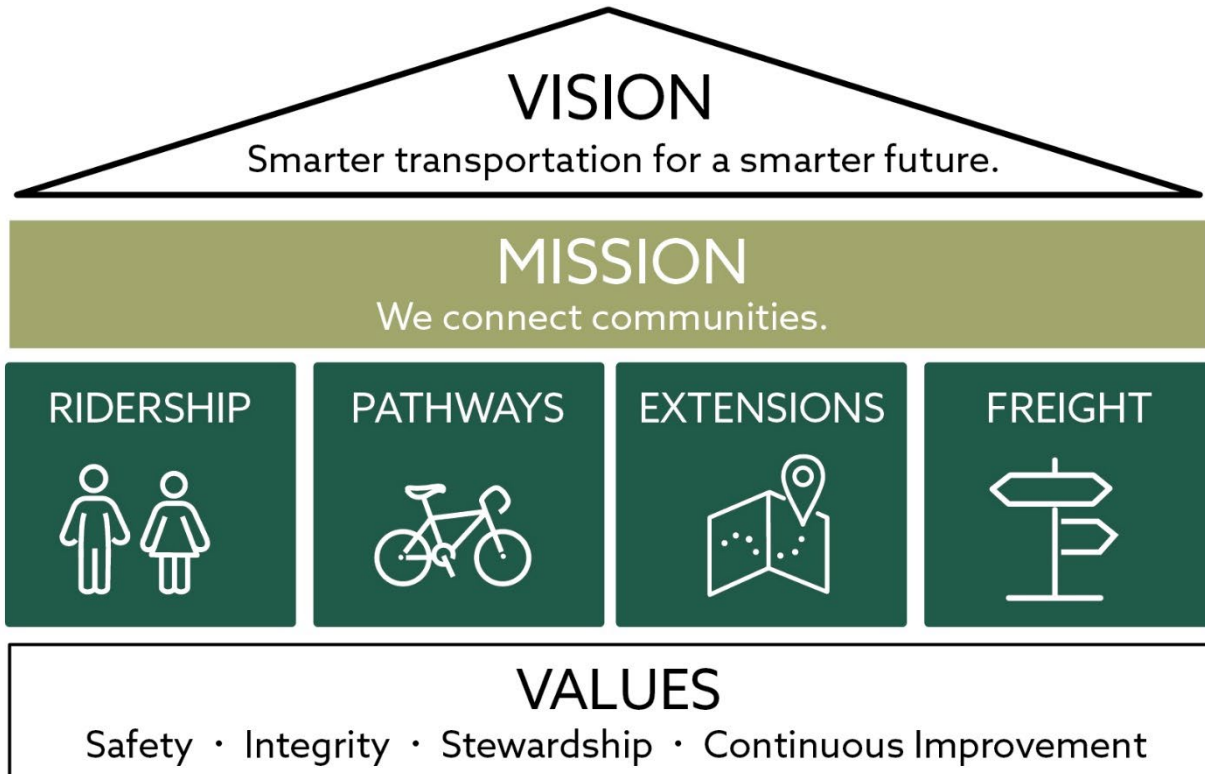




# SMART Overview

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In Fiscal Year 2022, the Board of Directors approved SMART’s Vision, Mission, Objectives, and Values. In Fiscal Year 2023, strategies for the objectives were developed and presented. In Fiscal Year 2024, many of these objectives were accomplished, as detailed below.



## How We Measure Up: Progress on Strategies from the Fiscal Year 2024 Budget

### Ridership

In the fiscal year 2024 Budget, SMART formulated strategies designed to boost ridership and address some of the most vexing elements frustrating riders. The Microtransit Pilot Program was implemented at the Airport station, to solve the first and last mile gap between the station and the Sonoma County Airport. Additional evening service was added over the summer with the Starlighter Pilot Program, and when the program ended, service was adjusted slightly later than prior to the program. SMART has offered additional service to meet events like the Marin County Fair, Giants games, and the Butter and Eggs Festival. The planning department has coordinated with Transit Provider partners to improve connections to bus and ferry service. SMART is now allowing overnight parking at the Park-and-Ride Lots for ease of utilizing the system. In order to respond to the current realities of the hybrid work



schedule, SMART repriced its monthly pass to reflect a 3-day work week in July of 2023. SMART applied for and received a grant through the Road Repair and Accountability Act, funded by Caltrans Sustainable Transportation Planning Grant, for the Quality of Life and Economic Impact Assessment. In coordination with other local transit providers, SMART offered free fares for K-12 students over the summer. The success of this program impacted SMART's decision to implement the Youth and Seniors Ride Free program as of April 1, 2024, which is currently slated to continue through June of 2025. SMART is in the process of designing and installing Public Information Display Signs at station platforms, to provide riders and the public with the most up-to-date information available. Additionally, SMART is monitoring ridership and the overall system to remain agile in a changing environment.

### Pathway

In the Fiscal Year 2024 Budget, several high-level strategies were pursued with respect to Pathway Projects. The plan was to construct the funded segments of the pathway, which is in progress. SMART currently has segments of pathway under construction in the Sonoma County Pathway Project, as part of the Petaluma North Project, which will be completed in Fiscal Year 2025. These segments are:

- 2.9 miles between Southpoint Boulevard in Petaluma to Main Street in Penngrove, from mile post 40.4 to mile post 43.3
- 2.7 miles between Golf Course Drive in Rohnert Park to Bellevue Avenue in Santa Rosa, from mile post 48.5 to mile post 51.2

Additionally, SMART is constructing 2.7 miles of pathway between the Airport Station and Windsor Station as part of the Windsor Project, to be completed in Fiscal Year 2025. A segment of pathway in San Rafael is under construction to add 0.9 miles of pathway between McInnis Parkway and Smith Ranch Road, from mile post 20.1 to 21.

SMART designed and permitted additional pathway segments in Marin and Sonoma Counties, but that work will continue into Fiscal Year 2025. Updated pathway maps are included on the SMART website (and on page B-42 of this document), and these maps illustrate the segments of pathway currently under construction. Additionally, the pathway wayfinding project was developed in Fiscal Year 2024, with plans for installation in Fiscal Year 2025.

### Extensions

In Fiscal Year 2024, SMART broke ground on the Petaluma North Station and resumed construction on the Windsor Extension Project.

SMART is currently involved in the East/West Rail Highway 37 Corridor Project, with continued participation in corridor activities. Working with partners, SMART seeks to incorporate rail in the project. SMART's engineering team is working with Caltrans on the rail service plan analysis.

### Freight

The freight division of SMART is actively involved in seeking out additional customers and ways to increase revenue but did not achieve its goal of increasing revenue by \$500,000 in Fiscal Year 2024. Freight did gain one new customer and is currently storing cars at its Schellville location. The expenditures for freight have reduced, though not reaching the goal that was set in the Fiscal Year 2024 budget. Leadership continues to work to secure funding for capital projects and to maintain the system's state of good repair.

### Fiscal Year 2025 Strategies

SMART has established strategic objectives for the Fiscal Year 2025. In some cases, these strategies are related to projects that were started in previous fiscal years and will continue into future years. The goal is to make measurable progress on each and complete as many of these objectives as possible within the year.

### Ridership - Strategies

- Finish construction and open Petaluma North Station
- Complete Windsor Extension and open Windsor Station
- Implement two additional weekday round trips (from 38 to 42 trips)
- Continue Youth and Seniors Ride Free Program
- Public Information Sign Design and Implementation
- Additional shuttle service location(s)
- Work with Transit Providers to improve Bus/Ferry Connections
- Undertake Quality of Life Study
- Continuation of Enhanced Marketing Plan
- Continue monitoring the system/ridership and adjusting where necessary
- Ridership Estimate: 904,200 (nearly 10% increase from FY24)

### Pathway - Strategies

- Construct funded segments of the Pathway
  - Santa Rosa to Windsor Pathway (2.7 miles, part of Windsor Extension)
  - Segments 2 and 3 of the Sonoma County Pathway (part of Petaluma North Project)
    - Segment 2: Southpoint Boulevard, Petaluma to Main Street, Penngrove mile post 40.4 to 43.3, 2.9 miles
    - Segment 3: Golf Course Drive, Rohnert Park to Bellevue Avenue, South Santa Rosa mile post 48.5 to 51.2
  - Complete McInnis to Smith Ranch Road
- Seek out grant funding to construct further segments of Pathway
  - Hanna Ranch Rd to Vintage Way
  - Guerneville Rd to Airport Blvd
- Completion of design and permitting of Pathways
- Implement wayfinding program

### Extensions

- Open Petaluma North Station
- Complete Windsor Extension and open Windsor Station
- North Extension to Cloverdale
  - Design and Build Portions that are funded
  - Extension to Healdsburg Partially Funded - Design and Partial Construction
- Continue effort to get Extensions into Plan Bay Area
- East/ West Rail
  - Continue participation in Highway 37 corridor activities
  - Work with partners to incorporate rail into the project
  - Complete Caltrans rail service plan analysis
  - Continue to partner with Caltrans and FRA Corridor ID Program through SMART East-West project development and subsequent phases

### Freight - Strategies

- Increase annual revenue
- Secure funding for capital/ SGR improvement (\$10 million)
- Market freight and storage opportunities at SMART
- Leverage storage track at Schellville and Burdell
- Promote transload opportunities at Victory Station (Schellville)
- Acquire new business
- Examine freight tariffs and consider increasing fees
- Manage maintenance requirements
  - Bridges, tracks, crossings, equipment, etc.

## Performance Measures

In Fiscal Year 2021, SMART looked at developing performance measures to help the agency move from reporting data to measuring performance. After several meetings with the Board of Directors, the following measures were determined to merit agency focus in the near term.

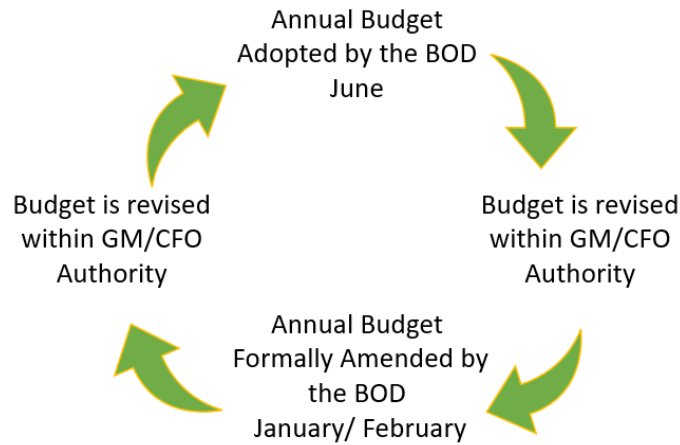
- Operating Expense per Vehicle Revenue Mile
- Operating Expense per Passenger Mile
- Passenger Trips per Vehicle Revenue Mile
- Average Fare per Passenger

NTD Metrics	2019	2020	2021	2022	2023
Boardings	716,847	567,103	122,849	354,328	640,099
Vehicle Revenue Miles	923,002	821,415	398,291	679,245	974,479
Passenger Miles	18,371,183	13,516,234	3,148,345	7,855,912	13,922,153
Operating Expense	\$ 27,490,190	\$ 28,757,008	\$ 24,833,822	\$ 27,834,598	\$ 30,585,066
Operating Cost per Vehicle Revenue Mile	\$ 29.78	\$ 35.01	\$ 62.35	\$ 40.98	\$ 31.39
Operating Cost per Passenger Mile	\$ 1.50	\$ 2.13	\$ 7.89	\$ 3.54	\$ 2.20
Passenger Trips per Vehicle Revenue Mile	0.8	0.7	0.3	0.5	0.7
Investment Per Passenger Mile (IPPM) = (Cost - Fare/ Passenger Miles)	\$ 1.27	\$ 1.90	\$ 7.66	\$ 3.38	\$ 2.07
Fare Revenues	\$ 4,094,540	\$ 3,090,457	\$ 706,938	\$ 1,283,112	\$ 1,800,747
Farebox Recovery (Fare Revenues/Operating Expense)	15%	11%	3%	5%	6%
Average Fare (Fares/ Boardings)	\$ 5.71	\$ 5.45	\$ 5.75	\$ 3.62	\$ 2.81
Cost per Boarding (Operating Expense/ Boardings)	\$ 38.35	\$ 50.71	\$ 202.15	\$ 78.56	\$ 47.78
Subsidy per Boarding [(Cost - Fare)/ Boardings]	\$ 32.64	\$ 45.00	\$ 196.39	\$ 74.93	\$ 44.97

Note: Fiscal Years 2020, 2021, and 2022 were impacted by COVID and had reduced or curtailed service.

## Budget Cycle

The Administrative Code of SMART, as adopted by the Board of Directors in July 2013, provides that the Board of Directors will adopt an annual budget no later than the District's June meeting for the ensuing fiscal year.



The budget outlines the expected revenues and expenditure amounts needed for salaries, benefits, services, supplies, capital and other necessary spending throughout the fiscal year. The budget limits the amount of total expenditures that can be incurred without further Board approval.

In the event that total expenditures need to be increased, a budget amendment can be presented to the Board of Directors for approval.

Mid-year, an amended budget will be presented to the Board of Directors for approval. The amended budget will include the most recent expectations for revenues and expenditures projected through fiscal year end.

Budget adjustments can be made and approved by the Chief Financial Officer as long as total expenditures in the Board-adopted budget are not exceeded.

At the end of each fiscal year, once the financial audit has been finalized, a comparison of the previous year's budget to actual expenditures will be generated and presented to the Board of Directors for information.

## Basis of Budgeting

The District's financial statements are reported using the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred regardless of the timing of related cash flows. Sales taxes are recorded when earned and reported as non-operating revenue. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The District's budget is prepared on a modified accrual basis with the following exceptions:

- Inclusion of capital outlays and debt principal payments as expenditures
- Inclusion of asset sale proceeds and debt issuance proceeds
- Exclusion of gains and losses on disposition of property and equipment
- Exclusion of the non-cash portion of long-term unfunded pension accruals

## Fund Structure

SMART reports its financial activity as an enterprise. We have two funds, the General Fund (01), with several sub funds for purposes of segregating expenditures, and the Freight Fund (60).

Fund	Description
<b>01</b>	<b>General Fund</b>
02	Bond Fund
03	Bond Reserve Fund
08	General Reserve Fund
15	Self-Insurance Fund
18	OPEB Pension Fund
20	Equipment Replacement Fund
30	Landing Way Replacement Fund
<b>60</b>	<b>Freight</b>



# BUDGET OVERVIEW

## Passenger

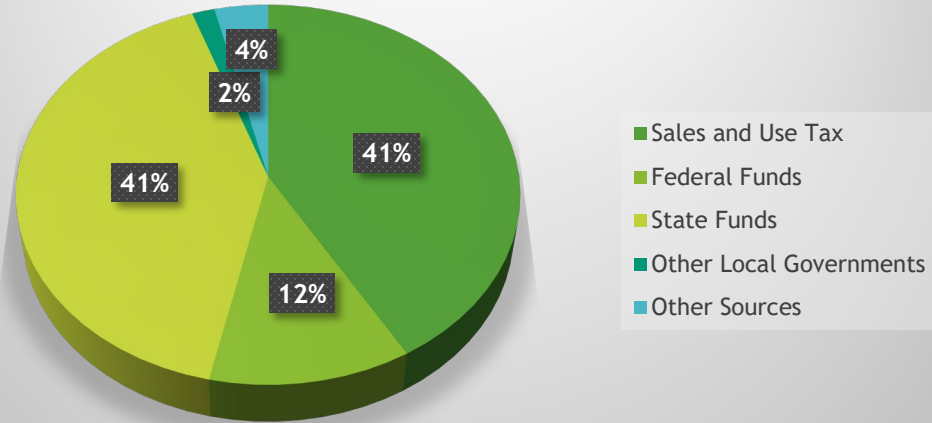
The Fiscal Year 2025 revenue estimate for passenger rail and pathways totals \$120.3 million compared to \$114.8 million in Fiscal Year 2024. Of the \$120.3 million, \$40 million is anticipated for federal and state project specific capital grants for construction. Fiscal Year 2025 will be the first year we receive 5337 funds from the Federal Transit Administration for State of Good Repair projects in the amount of \$6.35 million. These 5337 funds are in addition to the State and Federal grants which provide \$12.8 million support to the Fiscal Year 2025 operating budget.

Overall expenditures are expected to increase in Fiscal Year 2025 due to the large capital construction program and projects slated for completion. The capital engineering projects (pathways and extensions) are budgeted to come in \$12 million higher than in Fiscal Year 2024.

Revenues	FY24 Amended Budget	FY25	Difference
SMART S&U Tax	\$ 50,031,000	\$ 50,426,000	\$ 395,000
Federal Funds	\$ 5,749,081	\$ 14,224,841	\$ 8,475,760
State Funds	\$ 47,746,437	\$ 49,245,697	\$ 1,499,260
Other Sources	\$ 3,021,327	\$ 4,503,447	\$ 1,482,120
Regional Funds	\$ 8,221,921	\$ 1,889,987	\$ (6,331,934)
<b>Total Revenues</b>	<b>\$ 114,769,766</b>	<b>\$ 120,289,972</b>	<b>\$ 5,520,206</b>
Expenditures	FY24 Amended Budget	FY25	Difference
Debt Service	\$ 16,296,220	\$ 16,904,116	\$ 607,896
Salaries & Benefits	\$ 27,157,564	\$ 28,822,096	\$ 1,664,532
- Reduction for Salaries Charged to Projects	\$ (1,130,258)	\$ (1,673,973)	\$ (543,715)
Services & Supplies	\$ 20,381,904	\$ 19,647,823	\$ (734,081)
Contribution to OPEB/CalPERS Liability Fund	\$ 500,000	\$ 1,000,000	\$ 500,000
Vehicle/Equipment Capital Reserve	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000
Operating Reserve	\$ 1,278,617	\$ 450,346	\$ (828,271)
<b>Projects</b>			\$ -
Information Systems	\$ 501,422	\$ 805,910	\$ 304,488
Planning	\$ 1,068,684	\$ 999,000	\$ (69,684)
Environmental Mitigation	\$ 263,398	\$ 1,338,666	\$ 1,075,268
Train Control	\$ -	\$ 2,500,000	\$ 2,500,000
Equipment	\$ 69,500	\$ 1,200,000	\$ 1,130,500
Non-Revenue Vehicles	\$ 1,037,906	\$ 571,000	\$ (466,906)
Shuttle	\$ -	\$ 100,000	\$ 100,000
Maintenance of Way, Track, Facilities	\$ 291,333	\$ 568,389	\$ 277,056
Vehicle Maintenance (DMUs)	\$ 2,037,000	\$ 1,801,218	\$ (235,782)
Pathways	\$ 16,375,801	\$ 26,940,744	\$ 10,564,943
Extensions	\$ 37,095,913	\$ 38,555,872	\$ 1,459,959
Miscellaneous	\$ -	\$ 113,987	\$ 113,987
<b>Total</b>	<b>\$ 124,225,004</b>	<b>\$ 142,645,194</b>	<b>\$ 18,420,190</b>

# Revenues

## FY25 Estimated Revenue - Passenger



Ticket Vending Machine (TVM)

## Fiscal Year 2025 Estimated Revenues

Revenues	FY 25
<b>SMART S&amp;U Tax</b>	
Measure Q	\$ 50,426,000
<b>Total Sales and Use Tax</b>	<b>\$ 50,426,000</b>
<b>Federal Funds</b>	
5307 - Urbanized Area Formula Funds (Preventative Mtce)	\$ 3,770,292
5337 - Federal State of Good Repair Funds	\$ 6,350,000
Discretionary Earmark	\$ 1,800,000
FTA Quick Strike Funds (CMAQ)	\$ 789,308
FRA CRISI - Santa Rosa to Windsor	\$ 1,499,298
Suicide Prevention Grant	\$ 15,943
<b>Total Federal Funds</b>	<b>\$ 14,224,841</b>
<b>State Funds</b>	
AHSC - Petaluma North Station (Petaluma/ Danco)	\$ 2,549,485
AHSC - Windsor (Kashia Tribe/ Windsor/ Burbank Housing)	\$ 750,000
AHSC - Windsor (City of Santa Rosa/ Mid-Pen)	\$ 2,263,161
ATP - Sonoma County Pathway	\$ 8,104,983
Clean California Transit Grant	\$ 881,316
ITIP - Windsor Systems	\$ 3,230,381
LCTOP - Low Carbon Transit Operating	\$ 543,086
LCTOP - Population Marin Allocation	\$ 23,270
LPP - Local Partnership Program Funds	\$ 789,308
Caltrans Sustainability Communities Competative Planning Grant	\$ 390,000
SCC - Windsor	\$ 13,341,386
STA - State of Good Repair (SGR)	\$ 340,634
STA - State Transit Assistance (Revenue)	\$ 2,451,807
STA - State Transit Assistance (Population)	\$ 1,162,223
SB1 - SRA - State Rail Assistance	\$ 3,700,000
State Funds - Shuttle Service	\$ 500,000
TIRCP - Petaluma North	\$ 6,774,657
TIRCP - Windsor to Healdsburg	\$ 1,450,000
<b>Total State Funds</b>	<b>\$ 49,245,697</b>
<b>Other Local Governments</b>	
City of Windsor - Utility Crossing Work	\$ 100,000
City of Santa Rosa	\$ 13,987
City of Windsor	\$ 500,000
SCTA- RM3	\$ 1,276,000
<b>Total Local Governments</b>	<b>\$ 1,889,987</b>
<b>Other Sources</b>	
Fare Revenues	\$ 2,215,290
Parking	\$ 11,400
Shuttle Revenues	\$ 1,200
Interest Earning	\$ 1,500,000
Advertising	\$ 132,100
Rent - Real Estate	\$ 479,636
Misc.	\$ 54,257
Charges for Services	\$ 109,564
<b>Total Other Sources</b>	<b>\$ 4,503,447</b>
<b>Total Revenues</b>	<b>\$ 120,289,972</b>

## Sales Tax

On November 4, 2008, more than two-thirds of the voters in Sonoma and Marin counties approved Measure Q implementing the 2008 Measure Q Sales Tax. The 2008 Measure Q Sales Tax is a sales and use tax of one quarter of one percent (1/4%) imposed for a period of 20 years beginning April 1, 2009, on the gross receipts from all tangible personal property sold at retail businesses in the counties and a use tax at the same rate on the storage, use, or other consumption in the counties of such property purchased from any retailer, subject to certain exceptions. While we saw a decrease of revenues in Fiscal Year 2020, subsequent growth was in the double digits for Fiscal Year 2021 and 2022. While Fiscal Year 2023 finished out a little over a percentage point above Fiscal Year 2022, in Fiscal Year 2024 growth slowed even further. Based on current projections, Fiscal Year 2025 appears to be flat.

### SMART HISTORICAL SALES TAX COLLECTIONS

	Sales Tax	Growth Rate	
2009	\$ 4,976,687		
2010	\$ 24,059,929	383.45%	Actual
2011	\$ 26,826,843	11.50%	Actual
2012	\$ 28,303,501	5.50%	Actual
2013	\$ 30,435,753	7.53%	Actual
2014	\$ 32,473,329	6.69%	Actual
2015	\$ 33,845,426	4.23%	Actual
2016	\$ 34,776,012	2.75%	Actual
2017	\$ 36,061,895	3.70%	Actual
2018	\$ 37,135,476	2.98%	Actual
2019	\$ 41,241,140	11.06%	Actual
2020	\$ 38,978,630	-5.49%	Actual
2021	\$ 44,002,410	12.89%	Actual
2022	\$ 49,074,830	11.53%	Actual
2023	\$ 49,649,375	1.17%	Actual
2024	\$ 50,031,000	0.77%	Estimated
2025	\$ 50,426,000	0.79%	Estimated
	\$ 612,298,236		

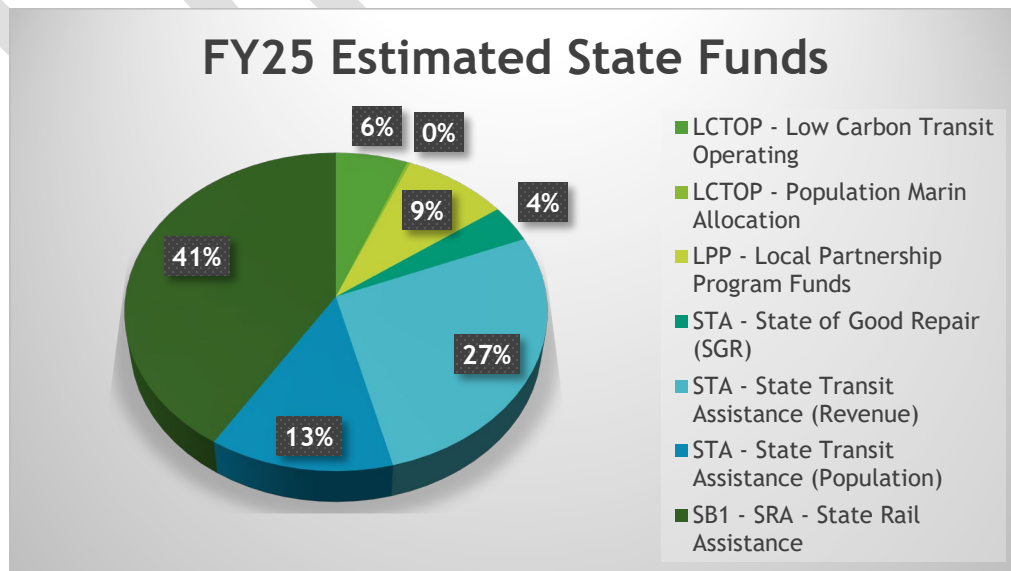
## State Revenues

SMART receives formula allocation from four (4) state revenue programs itemized below. SMART may receive other state grants but those are allocated on an application basis, are project specific, and are typically one-time allocations.

- **State Transit Assistance:** A portion of the revenues derived from the sales tax on diesel fuel purchases and registration fees is appropriated by the State Legislature to the State Transit Assistance Program (“STA”) for public transportation purposes. These STA revenues are allocated to public transit agencies throughout the State based on population and operating revenues by

formula. This fund source increased through 2017 Senate Bill 1, the Road Repair and Accountability Act. SB1 created an additional STA program, the STA State of Good Repair (SGR) Program to provide annual funding to transit operators in California for eligible transit maintenance, rehabilitation, and capital projects.

- **State Rail Assistance:** Another new funding source created by SB 1 is the State Rail Assistance (SRA) program. SRA directs a 0.5% portion of new diesel sales tax revenue for allocation: half to the five (including, Altamont Corridor Express Authority (ACE), North County Transit Development Board (Coaster), Peninsula Corridor Joint Powers Board (Caltrain), Sonoma-Marín Area Rail Transit District (SMART), Southern California Regional Rail Authority (Metrolink)) commuter rail providers and half to intercity rail corridors.
- **State Local Partnership Program:** SB 1 created the Local Partnership Program Formula fund source. This program continuously appropriates funding annually from the Road Maintenance and Rehabilitation Account to local and regional transportation agencies that have sought and received voter approval of taxes or that have imposed fees, which taxes or fees are dedicated solely for transportation improvements. The funds are managed by the California Transportation Commission, which also manages a Competitive portion of the Local Partnership Program.
- **Low Carbon Transit Operations Program (LCTOP):** LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, with a priority on serving disadvantaged communities. Funds for this program come from State Cap and Trade auctions. Approved projects in LCTOP will support new or expanded bus or rail services, expand intermodal transit facilities, and may include equipment acquisition, fueling, maintenance and other costs to operate those services or facilities, with each project reducing greenhouse gas emissions.



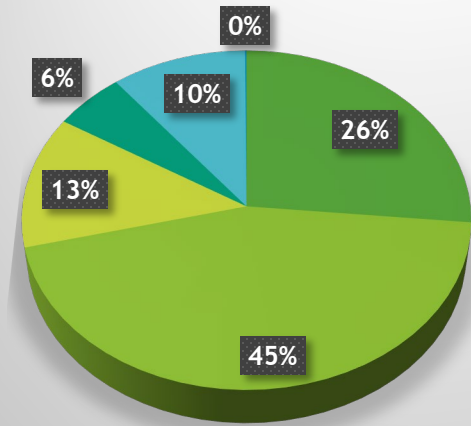
## Federal Revenues

SMART is a direct recipient of Federal Transit Administration (FTA) and Federal Rail Administration (FRA) Funds.

- 5337 Funds: FTA Formula funds providing capital assistance for maintenance, replacement, and rehabilitation projects of fixed guideway systems to help transit agencies maintain assets in a state of good repair in urbanized areas. Fiscal Year 2025 is the first year that SMART is eligible for this funds source.
- 5307 Funds: FTA Urbanized Area Formula Funds that can be used for capital projects, operating assistance, job access, reverse commute projects, and transportation related planning. SMART became eligible for these funds in Fiscal Year 2020.
- FTA/ Quick-Strike Funds: The Safe and Seamless Mobility Quick-Strike program is a one-time, competitive grant program established by the Metropolitan Transportation Commission. Federal funding was made available to support local and regional projects that could be implemented quickly to benefit communities responding and adapting to the COVID-19 environment. The program emphasizes bicycle/pedestrian safety and mobility, connections to transit, and projects that advance equitable mobility. SMART was awarded these funds and transferred them to the FTA for execution into a grant.
- Community Project Funds (Discretionary Earmark): The Consolidated Appropriations Act, 2023 appropriated \$360.46 million in Community Project Funding (CPF), also known as Congressionally Directed Spending (CDS). The SMART Rail Extension to Healdsburg - Preliminary Design was nominated by U.S. Congressman Jared Huffman.
- FRA CRISI Funds: Consolidated Rail Infrastructure and Safety Improvements Program, which provides funding for projects that improve safety, efficiency, and reliability of intercity passenger and freight rail. These grant funds are specifically to fund the Windsor Systems project to implement positive train control (PTC) on the extension.



## FY25 Estimated Federal Funds



- 5307 - Urbanized Area Formula Funds (Preventative Mtce)
- 5337 - Federal State of Good Repair Funds
- Discretionary Earmark
- FTA Quick Strike Funds (CMAQ)
- FRA CRISI - Santa Rosa to Windsor
- FRA Suicide Prevention Grant

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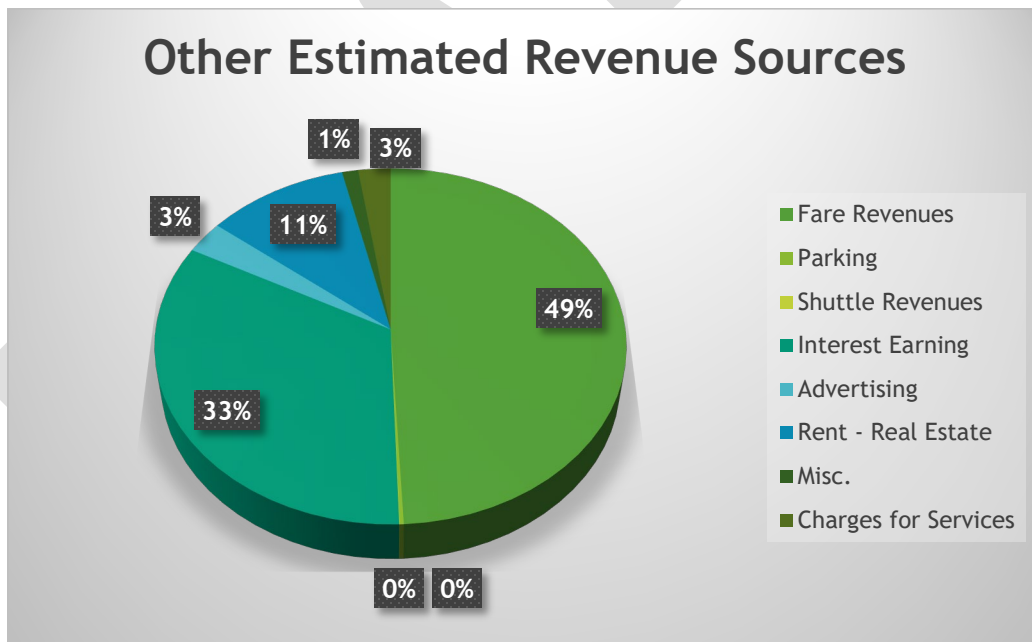
## State Funds - Project Specific

- Windsor Extension
  - AHSC - Affordable Housing & Sustainable Communities
    - Two grants for a total in FY25 of \$2,788,161
  - SCC - Solutions for Congested Corridors
    - \$13,341,386 budgeted in FY25
  - ITIP - Interregional Transportation Improvement Program
    - \$3,230,381 budgeted in FY25
- Windsor to Healdsburg
  - TIRCP - Transit and Intercity Rail Capital Program
    - \$1,450,000 budgeted in FY25
- Petaluma North Station
  - TIRCP - Transit & Intercity Rail Capital Program
    - \$6,774,657 budgeted in FY25
  - AHSC - Affordable Housing Sustainable Communities Program
    - \$895,000 budgeted in FY25
- McDowell Crossing
  - AHSC - Affordable Housing Sustainable Communities Program
    - \$1,654,485 budgeted in FY25
- Sonoma County Pathway
  - ATP - Active Transportation Program
    - \$8,104,983 budgeted in FY25
- Joe Rodota to Third Street Pathway Construction
  - AHSC - Affordable Housing Sustainable Communities Program
    - \$225,000 budgeted in FY25
- Quality of Life & Economic Impact Assessment
  - RMRA - Road Repair and Accountability Act funded Caltrans Sustainable Transportation Planning Grant
    - \$390,000 budgeted in FY25
- Shuttle Service
  - Funded by State of California General Fund Budget Act of 2023
    - \$500,000 budgeted to FY25
- Real Time Signage at Stations
  - Clean California Transit Grant - \$300,000 budgeted in FY25
- Pathway Wayfinding Fabrication and Implementation
  - Clean California Transit Grant - \$581,316 budgeted in FY25

## Local Governments - Project Specific

- Joe Rodota to 3<sup>rd</sup> Street Traffic Signal Design
  - City of Santa Rosa
    - \$13,987 budgeted in FY25
- Windsor Pedestrian Undercrossing
  - Town of Windsor
    - \$500,000 budgeted in FY25
  - Region Measure 3 (RM3) funding through Sonoma County Transportation Authority
    - \$1,276,000 rolling to FY25
- Windsor Utility Crossings
  - Town of Windsor
    - \$100,000 rolling to FY25

## Other SMART Revenues



- **Farebox Revenues:** SMART passengers pay for their rides using the fare structure approved by the SMART Board in 2015 and 2016. SMART participates in the regional Clipper fare system that allows riders to transfer seamlessly among Bay Area operators using one fare media card. SMART also has its own mobile ticket app that provides easy purchasing of multiple or discounted tickets without purchasing a Clipper card. The fares are based on the distance travelled by a

rider, like other commuter rail services. In May of 2021, fares were lowered by approximately 40%. SMART also provides several discounts to SMART riders.

- In May 2021, a new “Weekend Day Pass” was implemented. The Weekend Day Pass is \$10.00 for adults and \$5.00 for seniors, youth, passengers with disabilities and START customers. The Weekend Day Pass offers unlimited rides for the entire day.
- In September 2021, the 31-day pass was lowered to \$135.00 for adults and \$67.50 for youth, seniors, and passengers with disabilities. In July 2023, the 31-day pass was lowered again and was priced based on a 3-day work week and an average of 3-zones travelled. This reduced the price to \$117.00 for adults and \$58.50 for seniors, youth, and passengers with disabilities.
- In April 2024, the Youth and Seniors Ride Free Program was implemented, and is planned to continue through June 2025.
- Advertising Revenues: Revenues from advertising space sold onboard trains and station platform shelter panels.
- Charges for Services: Includes flagging services.
- Interest Earnings: Interest earnings are budgeted to increase in Fiscal Year 2025 due to the current interest rates.
- Lease Revenues: Revenues generated by real estate holdings
- Miscellaneous Revenues: Vary each year, but are assumed to be like Fiscal Year 2024
- Parking Revenue: Parking fees are suspended during the hours of 4:00 am and 11:59 pm. Effective July 1, 2023, those wishing to park overnight pay a fee of \$5.00 between the hours of 12:00 am and 3:59 am.
- Shuttle Revenue: Fiscal Year 2024 marked the first full year of shuttle service, budgeting for Fiscal Year 2025 based on that information

# RIDERSHIP

## Expenditures by Objectives - Ridership

- Finish construction and open Petaluma North Station
- Complete Windsor Extension and open Windsor Station
- Implement two additional round trips
- Continue Youth and Seniors Ride Free Program
- Public Information Sign Design and Implementation
- Additional shuttle service location(s)
- Work with Transit Providers to improve Bus/Ferry Connections
- Undertake Quality of Life Study
- Continuation of Enhanced Marketing Plan
- Continue monitoring the system/ridership and adjusting where necessary
- Ridership Estimate: 904,200 (nearly 10% increase from FY24)

Ridership	FY25
First/ Last Mile Connections - Microtransit at Airport Station, Implement other location(s)	\$ 1,000,000
Continue Enhanced Marketing Plan	\$ 200,000
Quality of Life & Economic Impact Assessment	\$ 390,000
Public Information Display Signs at Platforms	\$ 550,000
Website Redesign	\$ 500,000
Automated Station Announcements	\$ 34,000
Planning	\$ 50,000
Direct Operations	\$ 20,514,343
- Additional Weekday Service	
- Additional Event Service Based on Demand	
- Additional Operations Cost to extend to Windsor	
Administration	\$ 18,498,968
Operations	\$ 11,244,231
<b>Total</b>	<b>\$ 52,981,541</b>

# PATHWAYS

## Expenditures by Objectives - Pathways

- Construct funded segments of the Pathway
  - Santa Rosa to Windsor Pathway (part of Windsor Extension)
  - Segments 2 and 3 of the Sonoma County Pathway (part of Petaluma North Project)
  - Complete McInnis to Smith Ranch Road
- Seek out grant funding to construct further segments of Pathway
  - Hanna Ranch Rd to Vintage Way
  - Guerneville Rd to Airport Blvd
- Complete design and permitting of Pathways
- Implement wayfinding program

Pathways	FY25
Construct Funded Segments of the Pathway	
- McInnis to Smith Ranch Pathway	\$ 1,620,233
- Sonoma County Pathways	\$ 17,556,937
- Joe Rodota to Third Street	\$ 465,986
- Hanna Ranch to Vintage Way Pathway	\$ 200,000
- Guerneville Road to Airport Blvd. Pathway	\$ 200,000
Design and Permit Pathways	
- Marin- Sonoma Pathways	\$ 1,304,423
- Marin Pathways	\$ 4,038,421
- Puerto Suello to San Pedro Road	\$ 708,227
Wayfinding Program	\$ 731,316
Pathway Specific Maintenance	\$ 145,700
Administration	\$ 1,744,220
Operations	\$ 1,252,579
<b>Total Pathways</b>	<b>\$ 29,968,042</b>



## EXTENSIONS

### Expenditures by Objectives - Extensions

- Open Petaluma North Station
- Complete Windsor Extension and open Windsor Station
- North Extension to Cloverdale
  - Design and Build Portions that are Funded
  - Extension to Healdsburg Partially Funded – Design and Partial Construction
- Continue effort to get Extensions into Plan Bay Area
- East/ West Rail
  - Continue participation in Highway 37 corridor activities
  - Work with partners to incorporate rail into the project
  - Complete Caltrans rail service plan analysis
  - Partner with Caltrans and FRA Corridor ID Program through SMART East-West project development and subsequent phases

Extensions	FY25
Santa Rosa to Windsor	\$ 23,715,963
Windsor Pedestrian Undercrossing	\$ 1,776,000
Windsor to Healdsburg	\$ 3,250,000
Petaluma North Station	\$ 7,549,424
McDowell Crossing	\$ 1,664,485
<b>Total</b>	<b>\$ 37,955,872</b>

# FREIGHT

## Expenditures by Objectives - Freight

- Increase annual revenue
- Secure funding for capital/ SGR improvement (\$10 million)
- Market freight and storage opportunities at SMART
- Leverage storage track at Schellville and Burdell
- Promote transload opportunities at Victory Station (Schellville)
- Acquire new business
- Examine freight tariffs and consider increasing fees
- Manage maintenance requirements
  - Bridges, tracks, crossings, equipment, etc.

Freight	FY25
Operations	\$ 767,290
Capital	\$ 167,920
Salary and Benefits	\$ 870,099
<b>Total Freight</b>	<b>\$ 1,805,309</b>

# Expenditures

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## Passenger Rail Operations

Passenger Rail Operations has three (3) major divisions that work together to move people in a safe, reliable, and affordable way.

The Transportation Division is responsible for operating the trains, checking fares, assisting passengers, ensuring onboard passenger safety, and guaranteeing compliance with FRA regulations related to train operations and passenger service. In addition, the Operations Control Center monitors the status of the entire system, dispatches passenger and freight trains, and is the emergency point of contact for outside first responder agencies.

The Vehicle Maintenance Division is responsible for preventative maintenance work, inspections, cleaning, and repairs of the Diesel Multiple Units (DMUs), along with interior inspections and cleaning.

The Maintenance of Way Division is responsible for track and right of way inspection and maintenance, train control and grade crossing warning device maintenance and regulatory required inspections, and maintenance of all SMART owned facilities (pathway, stations, moveable bridge electronics and mechanics, buildings, and right of way fencing.)

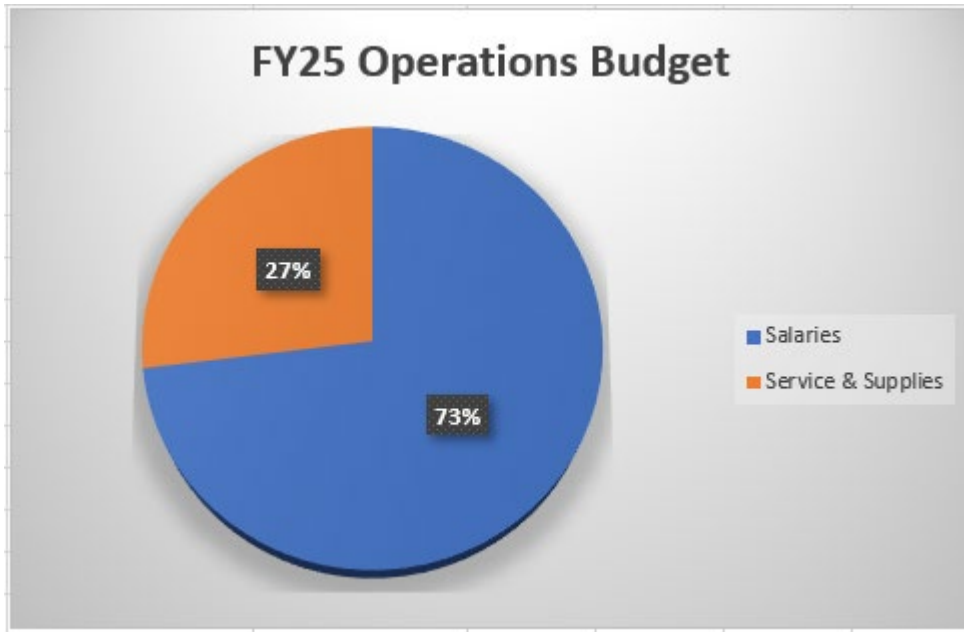
In addition to Transportation, Vehicle Maintenance and Maintenance of Way two additional functions are under the operations budget.

### Public Safety

The Public Safety Department coordinates with Federal, State, and local jurisdictions to provide incident response, facility safety, and keep the public and our customers safe.

### Train Control Systems

The Train Control Systems is responsible for monitoring and managing SMART's train control systems. The train control systems perform such functions as: safely route trains, safely separate trains, track and report the location of trains, detect and report broken rail, detect and report misaligned switches, detect and report misaligned bridges, and detect and report faults. In addition, other integral parts of the train control systems include positive train control (PTC), traffic signal interconnection, and grade crossing warning systems.



The Operations Department has 121 full-time equivalent (FTE) employees with an estimated budget for salaries and benefits of \$19,472,537. Salaries and Benefits make up 73% of the total Operations budget, see above.

Operations	FY25
Operations General	\$ 1,147,654.27
Maintenance of Way	\$ 4,558,979.96
Transportation	\$ 8,963,208.18
Vehicle Maintenance	\$ 4,040,949.75
Safety	\$ 1,022,872.34
<b>Total</b>	<b>\$ 19,733,664.50</b>

This budget funds one (1) new Lead Facility Maintenance Engineer, one (1) new Superintendent of Maintenance of Way, two (2) new Operations Communications Specialist positions, and one (1) limited-term Code Compliance Officer.

Operations Salaries and Benefits are increasing by \$971,428 or 5.2%. This is a result of the four (4) new positions and one (1) limited-term position, implementation of raises in accordance



with the collective bargaining agreements, and an estimated increase of 10% in benefits.

SMART has been operating 38 weekday trips since October 2022. In Fiscal Year 2023 added evening service on Friday and Saturdays, consisting of two additional trips on Friday on Saturday and allowed for additional service for special events as warranted. This budget anticipates adding 2 roundtrip weekday trips in Fiscal Year 2025, for a total of 42 weekday trips. The Windsor Extension is planned to open in this fiscal year, and this budget accounts for those additional operations costs for the increased distance and maintenance requirements. This budget features a new account for consumables, which consolidates items previously lumped into miscellaneous expenses and small tools. The increase in Contracted Services is generated by the need to procure a new service to test the Auxiliary Power Supply (APS) units on the trains. Overall, this results in a 5.3% increase from Fiscal Year 2024.

Account	Account Description	FY 24 Amended Budget	FY 25 Requested Budget
51061	Maintenance of Equipment	\$ 474,904	\$ 480,404
51063	Maintenance of Signals	\$ 137,675	\$ 167,500
51064	Maintenance of Revenue Vehicles	\$ 347,000	\$ 411,000
51071	Maintenance of Facilities	\$ 275,375	\$ 263,345
51074	Maintenance of Railway	\$ 455,158	\$ 176,300
51075	Maintenance of Pathway	\$ 19,500	\$ 30,500
51225	Training & Travel Expense	\$ 58,500	\$ 66,660
51252	Fare Collection Fees	\$ -	\$ -
51401	Rental/ Leases - Equipment	\$ 50,160	\$ 57,960
51605	Mileage Reimbursement & Auto Tolls	\$ 1,000	\$ 1,000
51802	Contract Services - Administrative	\$ 604,850	\$ 1,141,602
51804	Contract Services - Transportation	\$ 1,092,500	\$ 872,337
51902	Communications	\$ 50,260	\$ 50,996
52021	Uniform Expense	\$ 84,000	\$ 92,400
52061	Fuel and Lubricants	\$ 2,018,363	\$ 1,993,363
52091	Memberships	\$ 2,500	\$ 1,100
52101	Miscellaneous Expense	\$ 53,000	\$ 10,000
52111	Office Expense	\$ 60,000	\$ 54,000
52117	Postage	\$ 14,000	\$ 55,000
52135	Consumables	\$ -	\$ 73,000
52141	Small Tools and Equipment	\$ 124,500	\$ 111,500
52142	Computer Hardware	\$ 7,000	\$ -
52143	Software	\$ 32,200	\$ 77,823
52162	Public Relations Expense	\$ -	\$ 75,000
52161	Marketing and Promotional Items	\$ 48,902	\$ 48,902
52191	Utilities	\$ 890,120	\$ 955,980
	<b>Grand Total</b>	<b>\$ 6,901,466</b>	<b>\$ 7,267,672</b>

## Administration

The Administration budget funds the day-to-day business functions of the organization such as finance, human resources, planning, legal, real estate, information technology, and government/ legislative relations.

## Communications and Marketing Department

The Communications Department consists of three different areas of focus: Media and Public Relations, Marketing, and Customer Service.

Media and Public Relations is responsible for keeping SMART's external audiences informed and engaged about the agency's services, programs, and projects. Some examples are:

- Digital and Social Media Platforms
- Websites
- Media relations
- Community presentation, construction outreach, and events
- Rail Safety Education

Marketing is responsible for outreach and marketing. Some examples are:

- Digital, Print, On-Board Train, and Platform Advertising
- Marketing Collateral

Customer Service is responsible for responding to customer inquiries through phone calls and emails received.

## Finance and Procurement Department

The Finance Department includes the following functions:

- Accounting
- Budget
- Finance
- Government/ Legislative Relations
- Grants Budgeting and Reporting
- Payroll
- Procurement
- Treasury

## Human Resource Department

Human Resources is responsible for personnel issues, recruitment and selection of employees, employee compensation, labor negotiations, and performance management.

## Information Systems (IS) Department

The IS Department develops, operates, and maintains SMART's information and telecommunications systems.

- Maintains the cybersecurity of all SMART IT systems
- Administrative Information Systems for 4 offices including email, servers, and printers
- Railroad Information Systems such as CCTV, radio, platform equipment, and fare collection devices
- 1,300 devices consisting of computers, cell phones, vehicle locators, printers, radios, cameras, and network devices

## Legal Department

The Legal department is responsible for the following:

- Transactional Matters
- Litigation
- Risk Management

## Planning Department

Planning is responsible for the following functions:

- Rail and multiuse pathway planning and service delivery studies
- Ridership and service planning analyses and recommendations
- Capital planning studies
- Local and regional agency planning coordination
- First-last mile solutions planning

## Real Estate

The Real Estate Department is responsible for managing SMART's Right-of-Way and processing all third-party requests for access to the Right-of-Way. It also handles property sales and acquisitions and supports all departments with title research and boundary information.

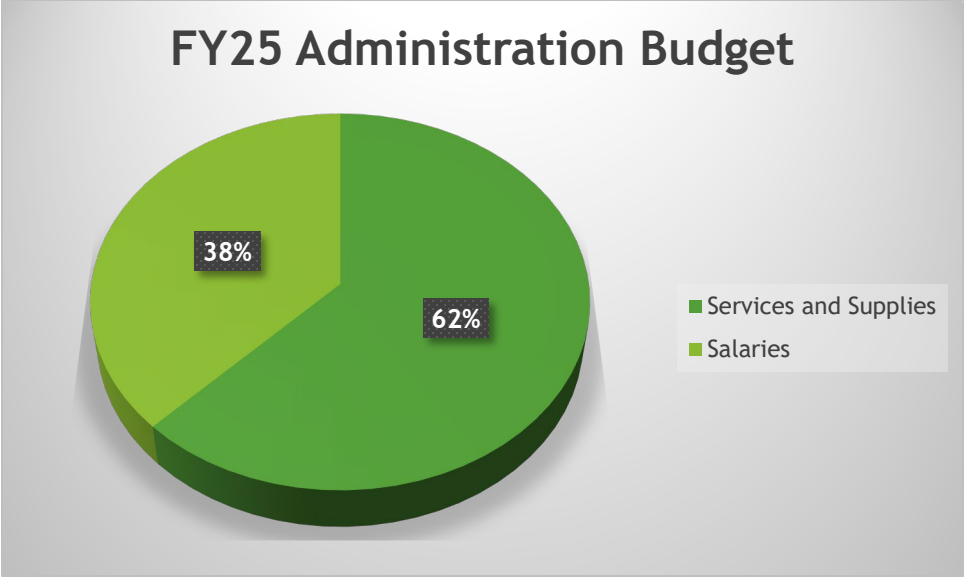
## Engineering

Engineering is responsible for planning and managing the expansion of the rail and pathway systems, managing SMART's existing infrastructure, supporting grant applications, and coordinating with local jurisdictions. Most of the staff time in engineering is charged to projects, but time associated with leave, training, and non-project related activities are included in the chart below.

Administration	FY25
General Administration	\$ 3,255,482
Information Systems	\$ 485,659
Human Resources	\$ 504,038
Legal	\$ 1,035,728
Marketing and Communications	\$ 629,385
Board Office	\$ 179,136
Real Estate	\$ 564,674
Planning	\$ 524,377
Engineering (Non-Project Specific)	\$ 381,990
<b>Total</b>	<b>\$ 7,560,469</b>

SMART's District Administration has 46 full-time equivalent (FTE) employees, two (2) limited-term employees, and interns with an estimated budget for salaries and benefits of \$7,560,469. There are two new positions - Grants & Budget Analyst and an Administrative Assistant for Real Estate, as well as a limited term position and intern in Marketing and Communications have been added in Fiscal Year 2025 to accommodate the additional workload. A three percent (3%) cost of living increase has been included for all non-bargaining unit employees. These additions lead to a 9.1% increase over Fiscal Year 2024.





The Administrative Budget has increased by \$1.1 million (8.9%) over Fiscal Year 2024. Much of this increase is related to the following:

- Transferring the cost of fare collection from operations to administration.
- Contracted Services increasing with necessary implementations in software for Finance and IT, as well as the cost to engage a recruiting firm to help with hard-to-fill positions.
- Legal expenses decreased in this fiscal year, due to fewer active cases.
- A significant increase in insurance costs, even after large increases in previous fiscal years. We have not received our final insurance quotes but are anticipating an overall 20% increase.

Account	Account Description	FY 24 Amended Budget	FY 25 Requested Budget
51042	Insurance	\$ 2,606,570	\$ 3,184,605
51045	Provisions for Claims	\$ 500,000	\$ 500,000
51062	Maintenance of Radios	\$ 156,200	\$ 196,910
51206	Auditing/ Accounting Services	\$ 58,500	\$ 61,110
51207	Fiscal Accounting Services	\$ 10,609	\$ 6,300
51211	Legal	\$ 1,071,000	\$ 775,000
51214	Agency Extra Help	\$ 155,000	\$ 155,000
51225	Training & Travel Expense	\$ 328,535	\$ 325,000
51226	Contracted Services	\$ 217,000	\$ 225,000
51241	Printing Services	\$ 57,300	\$ 62,800
51242	Fiscal Agent Fees	\$ 5,000	\$ 5,000
51244	Permits/ Fees	\$ 30,500	\$ 20,300
51252	Fare Collection Fees	\$ 216,000	\$ 306,500
51301	Public/ Legal Notices	\$ 54,800	\$ 64,000
51401	Rental/ Leases - Equipment	\$ 61,218	\$ 56,000
51421	Rental/ Leases - Buildings	\$ 460,867	\$ 460,867
51605	Mileage Reimbursement & Auto Tolls	\$ 40,560	\$ 54,600
51802	Contract Services - Administrative	\$ 2,186,707	\$ 2,573,100
51803	Contract Services - Personnel	\$ 229,375	\$ 270,500
51902	Communications	\$ 369,350	\$ 354,500
51918	Claims Processing Payroll	\$ 42,200	\$ 50,000
52021	Uniform Expense	\$ 5,000	\$ 5,600
52091	Memberships	\$ 35,895	\$ 62,290
52101	Miscellaneous Expense	\$ 1,000,000	\$ 1,000,000
52111	Office Expense	\$ 49,600	\$ 53,600
52115	Books/ Periodicals	\$ 3,500	\$ 3,500
52117	Postage	\$ 5,000	\$ 5,000
52141	Small Tools and Equipment	\$ 1,000	\$ 1,000
52142	Computer Hardware	\$ 163,500	\$ 182,500
52143	Computer Software	\$ 758,200	\$ 1,067,570
52161	Marketing/ Promotional Items	\$ 30,000	\$ 30,000
52162	Public Relations Expense	\$ 363,800	\$ 262,000
	<b>Grand Total</b>	<b>\$ 11,272,786</b>	<b>\$ 12,380,151</b>

## Environmental Projects

As part of SMART's expansions and pathway projects, riparian mitigation projects are often required by the environmental permits to compensate for temporary and permanent construction impacts. These projects entail restoring creeks and rivers by planting native trees and scrubs, removing invasive plant species, and removing trash. There are performance and monitoring criteria for each project for periods of 5 to 10 years to confirm success of the mitigation efforts.

Department	Project	Total FY25 Amount
Environmental/Mitigation		
	San Rafael Creek Riparian Construction & Monitoring (Larkspur Mitigation)	\$ 31,641
	Las Gallinas Riparian Enhancement & Monitoring	\$ 19,225
	Mira Monte Resortation	\$ 9,000
	Petaluma Riparian Construction & Monitoring (SoCo NMP Seg 1 & 2)	\$ 43,287
	Crane Creek Riparian Monitoring (SoCo NMP Seg 3 and Guerneville NMP)	\$ 618,798
	Helen Putnam Riparian Monitoring (McInnis NMP)	\$ 601,398
	Windsor Riparian Mitigation Monitoring	\$ 15,318
<b>Total</b>		<b>\$ 1,338,666</b>

Riparian Mitigation in Petaluma for Pathway Projects



# State of Good Repair and Capital Projects

49 CFR 625.5 defines State of Good Repair (SGR) as the condition in which a capital asset can operate at a full level of performance. Per FTA, “having well maintained, reliable transit infrastructure - track, signal systems, bridges, tunnels, vehicles and stations - will help ensure safe, dependable and accessible services.”

SMART has broken our costs into State of Good Repair and Capital Projects. State of Good Repair expenditures are those costs that keep our assets in a condition where the asset can operate at a full level of performance. This requires regular repairs and replacement of those assets.

Department	Project	Total FY25 Amount
<b>Engineering</b>		
<b>Expansion</b>		
	Santa Rosa Airport Station to Windsor Station	\$ 23,715,963
	Windsor Station to Healdsburg Station	\$ 3,250,000
	Windsor Pedestrian Undercrossing	\$ 1,776,000
	Petaluma North Station	\$ 7,549,424
	N. McDowell Boulevard Crossing Reconstruction	\$ 1,664,485
<b>Total</b>		<b>\$ 37,955,872</b>
<b>Miscellaneous</b>		
	Joe Rodota Trail to 3rd St Traffic Signal Design (City of Santa Rosa)	\$ 13,987
	Town of Windsor Utility Crossings (CNPA)	\$ 100,000
<b>Total</b>		<b>\$ 113,987</b>

Department	Project	Total FY25 Amount
<b>Admin</b>		
<b>Information Systems</b>	Petaluma Voicemail Server	\$ 6,000
	6 UPSs in Petaluma	\$ 33,000
	Petaluma Print Server	\$ 5,000
	Access Control Server	\$ 14,000
	PET Internet Routers (Primary & Secondary)	\$ 37,000
	PET Firewalls and Switches (Active and Standby)	\$ 37,000
	PET Internal Routers (Primary and Secondary)	\$ 37,000
	PET CCTV Network PoE Switches (2)	\$ 10,000
	PET VPN Concentrator	\$ 11,550
	PET Access Control / Security Camera Network Switch	\$ 6,000
	Roblar Cisco Switches - C&D, S&U, CCTV POE	\$ 15,750
	Roblar Avaya Phone System and switch	\$ 10,000
	OMF Server	\$ 6,000
	Bridge/Tunnel CCTV Servers and Video Appliance	\$ 81,060
	ROC Avaya Phone System and switch	\$ 10,500
	ROC VPN Concentrator	\$ 11,550
	ROC IPSec Router to Marin County AVL	\$ 26,000
	ROC IPSec Router to Sonoma County AVL	\$ 26,000
	ROC Fiber Switch CDC to MPOE; CDC to IDF (2 switches)	\$ 12,000
	ROC Point-of-Entry Routers (Primary & Secondary)	\$ 50,000
	ROC Point-of-Entry Switches (Primary & Secondary)	\$ 10,000
	2 Backup Servers - ROC and PET	\$ 14,000
	Radio System Upgrade	\$ 287,500
	Board Meeting AV Equipment (Cameras, Audio Mixer, Video Board)	\$ 15,000
	Automated Station Announcements	\$ 34,000
<b>Total</b>		<b>\$ 805,910</b>

Department	Project	Total FY25 Amount
<b>Operations</b>		
Non-Revenue Vehicles	F-350 Hi-Rail	\$ -
	Ram Truck	\$ -
	Ram Truck	\$ 50,000
	F350 Extended Cab XL (Hi-Rail)	\$ -
	F250 Crew Cab w/ Harbor Body	\$ 75,000
	F350 Extended Cab XL (Hi-Rail)	\$ 75,000
	F250 W/ Harbor Body (2 axle)	\$ 75,000
	F150 Crew Cab XL (2 axle)	\$ 48,000
	F150 Crew Cab XL	\$ 48,000
	Used Hyrail boom Truck	\$ 200,000
<b>Total</b>		<b>\$ 571,000</b>
Shuttle	Larkspur Train & Ferry Shuttle Electrification Project	\$ 100,000
<b>Total</b>		<b>\$ 100,000</b>
Train Control	Dispatch Software	\$ 2,500,000
<b>Total</b>		<b>\$ 2,500,000</b>
Track, MOW, & Facilities	Joints (Insulated/ Welded)	\$ 29,700
	Train Control Systems & Communications	\$ 62,862
	FY25 Guideway & Trackwork - Mainline (Surfacing)	\$ 345,338
	Power drop - Fulton	\$ 30,000
	Fabric Building - Scrubber storage, garage	\$ 30,000
	Backup generator at Roblar	\$ 50,000
	Generator Plug Retrofit at all Platforms	\$ 20,489
<b>Total</b>		<b>\$ 568,389</b>
Equipment & Machinery	New DMU Cameras	\$ 1,200,000
<b>Total</b>		<b>1,200,000.00</b>
Revenue Vehicles (DMUs)	Purchase spare Auxillary Power Supply (Parts)	\$ 250,000
	Master Control Overhaul	\$ 175,804
	Shift Cylinders / Valve Blocks (parts)	\$ 70,000
	FY25 DMU Air Brake Overhaul and Air Supply Unit- Fleet Material Lead Time	\$ 701,414
	Energy Cushion Device Crash System	\$ 150,000
	Truck sus. Replacement (Parts)	\$ 150,000
	Fire Sup. System, PKP	\$ -
	Engineer Seat Replacement	\$ 50,000
	Placeholder (LED's) (Parts vs Project)	\$ 200,000
	Event Recorder Overhaul	\$ 54,000
<b>Total</b>		<b>\$ 1,801,218.00</b>





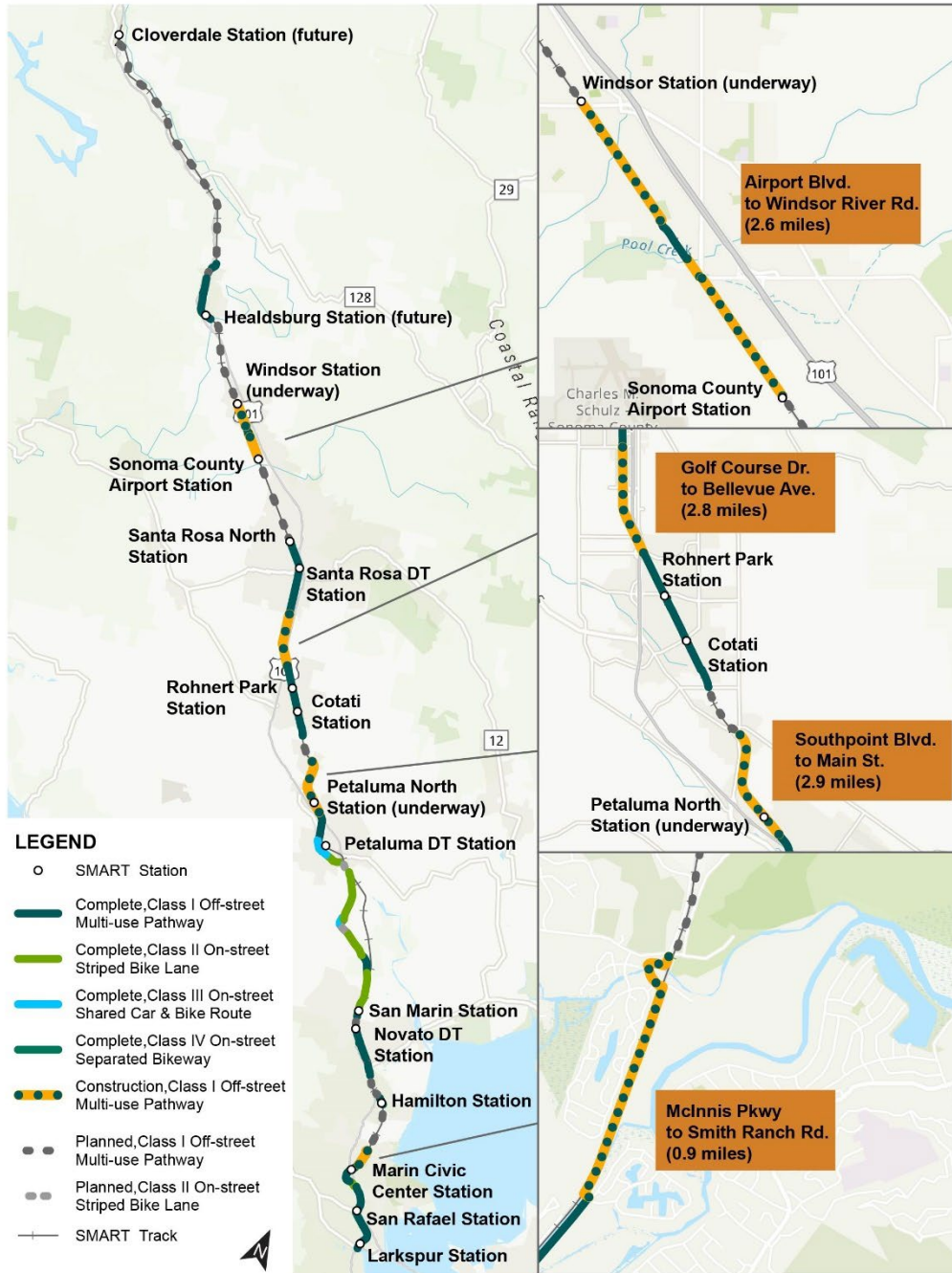
The Fiscal Year 2025 Budget completes several sections of pathway. The budget will complete the construction of 9.26 miles of pathway (Airport to Windsor, Golf Course to Bellevue, Petaluma to Penngrove, McInnis to Smith Ranch, Joe Rodota Trail to W. 3<sup>rd</sup>) as well as begin initial construction on Hanna Ranch Road to Vintage Way and Guerneville Road to Airport Boulevard. The budget also funds the design work for over 15 miles of pathway in both Marin and Sonoma County. Progressing the design on this pathway will bring these segments closer to shovel-ready, which will allow SMART to pursue additional grant funds and support their near-term completion.

See the following link for pathway interactive maps, and below for a map featuring the sections of pathway currently under construction:

[https://sonomamarintrain.org/smart\\_pathway](https://sonomamarintrain.org/smart_pathway)

Department	Project	Total FY25 Amount
<b>Pathways</b>		
	Marin - Sonoma Pathway Design & Permitting	\$ 1,304,423
	Marin Pathway Design & Permitting	\$ 4,038,421
	McInnis Pkwy to Smith Ranch Rd NMP Permitting	\$ 41,617
	McInnis Pkwy to Smith Ranch Rd NMP Construction	\$ 1,578,616
	Joe Rodota Trail to 3rd St NMP Design and Construction	\$ 465,986
	Hanna Ranch Rd to Vintage Wy NMP Construction	\$ 200,000
	Guerneville Rd to Airport Blvd NMP Construction	\$ 200,000
	SoCo NMP Gap Closure Construction (Segments 2 & 3)	\$ 17,556,937
	Puerto Suello Tunnel NMP Design	\$ 708,227
	Pathways - Slurry seal 2 miles	\$ 115,200
	Pathway Wayfinding - Fabrication & Installation	\$ 731,316
<b>Total</b>		<b>\$ 26,940,744</b>

# SMART PATHWAY MAP



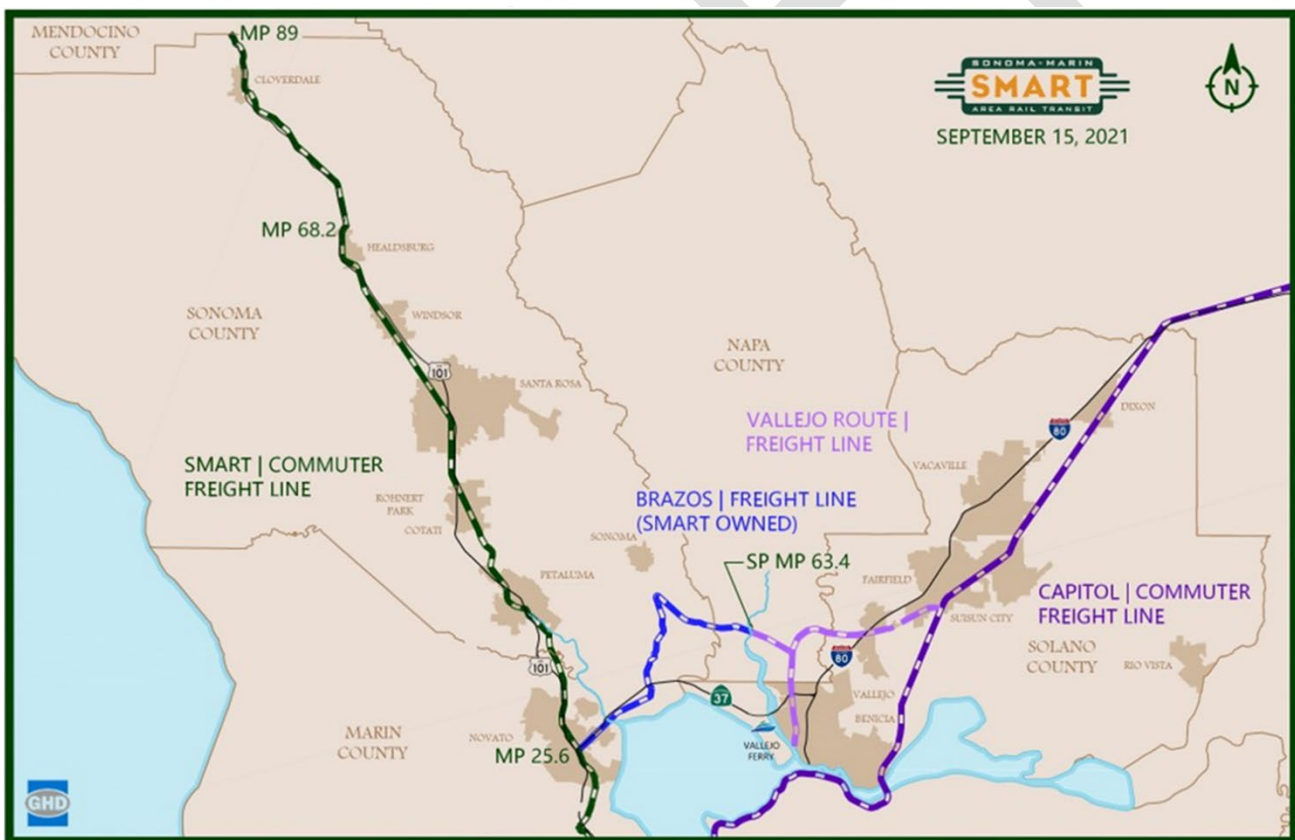


# FREIGHT

## Freight

In July of 2022, SMART began in-house operations of freight services. Revenues for freight operations in Fiscal Year 2025 are estimated at \$1.8 million. We anticipate spending \$870,099 on salaries and benefits, \$767,290 on operations, and \$167,920 on capital repairs and replacements in Fiscal Year 2025.

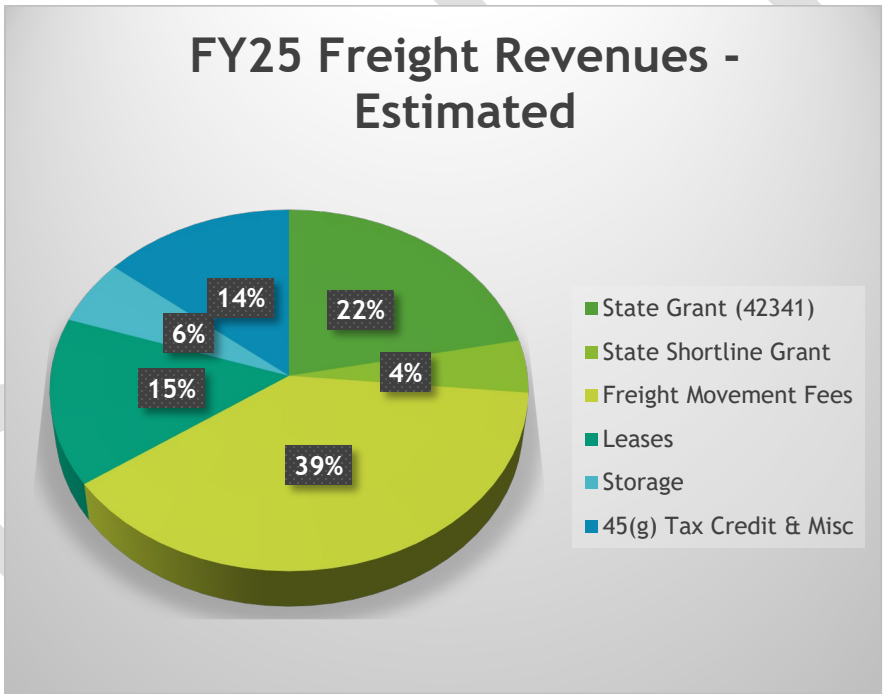
In March of 2022, SMART assumed the freight operations from the Northwestern Pacific Railroad Company (NWPCo) which had been operating service from Napa County to Petaluma since 2011. SMART began in-house operations on July 1, 2022. Currently there are three customers that receive primarily feed grain. In addition, there is a freight car storage location at the Schellville yard, currently storing rail cars for one customer. Service consists of two round trips a week to Petaluma customers as well as two round trips to the California Northern Railroad to receive and deliver rail cars to and from the interchange.



Revenues and expenditures for freight operations are being tracked separately in Fund 60. Administrative expenses are allocated based on a ratio of total passenger miles freight operated versus total passenger miles commuter rail operated, with a passenger mile for freight defined as cars multiplied by miles.

The SMART Board of Directors previously approved six (6) FTE to operate the Freight Division for the organization. The FY 25 budget for salaries and benefits for freight operations is estimated at \$870,099. This budget funds one (1) freight manager, four (4) freight utility workers, and a half-time administrative assistant. The other authorized half-time freight utility worker is not budgeted due to funding constraints. The details regarding these positions can be found in Appendix C. A three percent (3%) cost of living increase is included for Fiscal Year 2025.

The SMART Freight Division has been evaluating and prioritizing the work that needs to be performed to run the service and comply with all Federal Railroad Administration requirements. Work to clean up Schellville Depot and repairs to high priority bridges were completed in previous fiscal years. Further maintenance on the bridges and infrastructure will be considered based on acquiring additional funding. The Fiscal Year 2025 Budget includes the purchase of bridge timbers for future bridge repairs as well as funds for the Grade Crossing Repair. The Freight Manager continues to reach out to potential new customers to increase revenues.



Revenue Source	FY25 Estimated
State Grant (42341)	\$ 393,549
State Shortline Grant	\$ 83,960
Freight Movement Fees	\$ 700,000
Leases	\$ 270,000
Storage	\$ 104,800
45(g) Tax Credit & Misc	\$ 253,000
<b>Total</b>	<b>\$ 1,805,309</b>



Account	Account Description	FY 24 Amended Budget	FY 25 Requested Budget
	Salaries and Benefits	\$ 920,876	\$ 870,099
50995	Freight Cost Allocation - Administration	\$ 120,000	\$ 32,895
51042	Insurance	\$ 73,704	\$ -
51061	Maintenance of Equipment	\$ 35,250	\$ 36,150
51062	Maintenance of Radios	\$ 2,034	\$ -
51063	Maintenance of Signals	\$ 15,000	\$ 15,000
51064	Maintenance of Revenue Vehicles	\$ 95,000	\$ 45,000
51071	Maintenance of Facilities	\$ 25,000	\$ 5,000
51074	Maintenance of Railway	\$ 60,000	\$ 87,000
51225	Training & Travel Expense	\$ 10,000	\$ -
51244	Permits and Fees	\$ 70,000	\$ 72,690
51401	Rental/ Leases - Equipment	\$ 55,000	\$ 57,947
51605	Mileage Reimbursement & Auto Tolls	\$ 1,389	\$ 2,500
51802	Contract Services - Administrative	\$ 235,683	\$ 220,481
51902	Communications	\$ 15,050	\$ 15,000
52021	Uniform Expense	\$ 3,957	\$ 5,000
52061	Fuel and Lubricants	\$ 114,111	\$ 115,000
52091	Memberships	\$ 2,043	\$ 1,100
52101	Miscellaneous Expense	\$ 14,374	\$ 2,887
52117	Postage	\$ -	\$ 5,000
52141	Small Tools and Equipment	\$ 15,000	\$ 18,000
52143	Software	\$ 8,640	\$ 8,640
52191	Utilities	\$ 15,000	\$ 22,000
	<b>Total</b>	<b>\$ 1,907,111</b>	<b>\$ 1,637,389</b>
	<b>Projects</b>		
	Brazos Branch - Phase I	\$ 660,696	\$ -
	Tie Replacement	\$ 50,000	\$ -
	Brazos Branch - Phase II	\$ 95,000	\$ 67,920
	Grade Crossing Repair	\$ 100,000	\$ 100,000
	<b>Total</b>	<b>905,696.00</b>	<b>\$ 167,920</b>
	<b>Grand Total</b>	<b>\$ 2,812,807</b>	<b>\$ 1,805,309</b>

The freight fund does not have reserves and the fund balance will be dependent on the amount budgeted but not spent in Fiscal Year 2024. Likely that fund balance will be very low.



Freight Repairs

## Reserves

---

SMART has several reserves that have been established for various purposes.

### Pension & OPEB Liability Reserve

This reserve is to ensure that we have funds set aside for future pension costs. We have set aside \$1,000,000 for Fiscal Year 2025. The Fiscal Year 2024 balance is \$5,574,676.

### Vehicles & Equipment Reserve

This reserve is used to accumulate funds for future capital equipment needs such as DMU replacement. The Fiscal Year 2024 balance is \$10,625,000. We are adding an additional \$2,000,000 for a total reserve of \$12,625,000 in Fiscal Year 2025.

### Corridor Completion Reserve

This reserve was established in the FY 2020/2021 amended budget to set aside funds for design, environmental, or leveraging grants. The current balance is \$7,000,000.

### Operating Reserve

The Fiscal Year 2024 operating reserve was \$11,278,617. We have calculated 25% of the operating costs for Fiscal Year 2025 which would result in a reserve of or an increase of \$450,346.

### Fund Balance

The estimated fund balance for Fiscal Year 2024 year-end is \$60,494,300.

## Debt

In October of 2020, SMART pursued a successful taxable advance refunding of the 2011A bonds. The refunding matched the existing March 1, 2029, final maturity of the 2011A bonds. These bonds are secured by a gross lien of SMART's ¼ cent sales tax. The bonds were rated "AA" by Standard & Poor's. The debt service schedule is listed below.

<b>Fiscal Year</b>	<b>Series 2020 Bonds Principal</b>	<b>Series 2020 Bonds Interest</b>	<b>Debt Service</b>
2021	\$3,365,000.00	\$566,576.35	\$3,931,576.35
2022	13,280,000.00	1,656,755.80	14,936,755.80
2023	14,015,000.00	1,581,192.60	15,596,192.60
2024	14,765,000.00	1,479,443.70	16,244,443.70
2025	15,580,000.00	1,324,115.90	16,904,115.90
2026	15,860,000.00	1,136,844.30	16,996,844.30
2027	16,105,000.00	893,869.10	16,998,869.10
2028	16,385,000.00	614,930.50	16,999,930.50
2029	13,615,000.00	284,281.20	13,899,281.20
<b>Total</b>	<b>\$122,970,000.00</b>	<b>\$9,538,009.45</b>	<b>\$132,508,009.45</b>



# APPENDIX A - PASSENGER RAIL OVERVIEW OF SOURCES & USES

FISCAL YEAR 2024-2025 DRAFT BUDGET - SOURCES AND USES				
		A	B	C
		FY24 Amended Budget	FY25 Budget	Difference
1	<b>Beginning Fund Balance *</b>	\$ 90,529,548	\$ 81,342,877	\$ (9,186,671)
2	<b>Revenues</b>			
3	<b>SMART S&amp;U Tax</b>			
4	Measure Q	\$ 50,031,000	\$ 50,426,000	\$ 395,000
5	<b>Federal Funds</b>			
6	5307 - Urbanized Area Formula Funds (Preventative Maintenance)	\$ 3,997,642	\$ 3,770,292	\$ (227,350)
7	5337 - Federal State of Good Repair Funds	\$ -	\$ 6,350,000	\$ 6,350,000
8	Discretionary Earmark	\$ -	\$ 1,800,000	\$ 1,800,000
9	FRA - Consolidated Rail Infrastructure and Safety Improvements (CRISI)	\$ 250,000	\$ 1,499,298	\$ 1,249,298
10	FRA Suicide Prevention Grant	\$ 78,902	\$ 15,943	\$ (62,959)
11	Quick Strike (CMAQ) McInnis to Smith Ranch Rd)	\$ 1,422,537	\$ 789,308	\$ (633,229)
12	<b>State Funds</b>			
13	AHSC - Roseland Village (Round5)	\$ 2,038,161	\$ 2,263,161	\$ 225,000
14	AHSC - Kashia Tribe (Round 7)	\$ 750,000	\$ 750,000	\$ -
15	AHSC - Petaluma (Danco)	\$ 645,515	\$ 2,549,485	\$ 1,903,970
16	ATP - SoCo Pathway - CTC/Caltrans/MTC	\$ 4,138,101	\$ 8,104,983	\$ 3,966,882
17	Caltrans Sustainability Communities Competative Planning Grant	\$ 400,000	\$ 390,000	\$ (10,000)
18	Clean California Transit Grant	\$ 1,000,000	\$ 881,316	\$ (118,684)
19	LCTOP - Low Carbon Transit Operating	\$ 520,218	\$ 566,356	\$ 46,138
20	LPP - Local Partnership Program	\$ 1,422,537	\$ 789,308	\$ (633,229)
21	ITIP - Windsor Systems	\$ 6,966,677	\$ 3,230,381	\$ (3,736,296)
22	SCC - Windsor	\$ 16,658,614	\$ 13,341,386	\$ (3,317,228)
23	SRA - State Rail Assistance	\$ 5,026,754	\$ 3,700,000	\$ (1,326,754)
24	STA - State Transit Assistance (Population)	\$ 653,792	\$ 1,162,223	\$ 508,431
25	STA - State Transit Assistance (Revenue)	\$ 3,170,013	\$ 2,451,807	\$ (718,206)
26	STA - SGR (State of Good Repair)	\$ 330,712	\$ 340,634	\$ 9,922
27	State Funds - Shuttle Service	\$ 500,000	\$ 500,000	\$ -
28	TIRCP - Petaluma North and McDowell Crossing	\$ 3,325,343	\$ 6,774,657	\$ 3,449,314
29	TIRCP - Windsor to Healdsburg	\$ 200,000	\$ 1,450,000	\$ 1,250,000
30	<b>Regional Funds</b>			
31	Measure M - SCTA	\$ 974,254	\$ -	\$ (974,254)
32	Other Governments	\$ 4,447,667	\$ 613,987	\$ (3,833,680)
33	Regional Measure 3 (RM3)	\$ 2,800,000	\$ 1,276,000	\$ (1,524,000)
34	<b>Other Sources</b>			
35	Advertising	\$ 70,000	\$ 132,100	\$ 62,100
36	Charges for Services	\$ 75,637	\$ 109,564	\$ 33,927
37	Fare Revenues	\$ 1,803,384	\$ 2,215,290	\$ 411,906
38	Interest Earning	\$ 627,926	\$ 1,500,000	\$ 872,074
39	Misc.	\$ 5,659	\$ 54,257	\$ 48,598
40	Parking	\$ 15,000	\$ 11,400	\$ (3,600)
41	Rent - Real Estate	\$ 423,721	\$ 479,636	\$ 55,915
42	Shuttle Revenues	\$ -	\$ 1,200	\$ 1,200
43	<b>Total Revenues</b>	\$ 114,769,766	\$ 120,289,972	\$ 5,520,206
44	<b>Total Revenues + Fund Balance</b>	\$ 205,299,314	\$ 201,632,849	\$ (3,666,465)



45				
46		<b>FY24 Amended Budget</b>	<b>FY25 Budget</b>	<b>Difference</b>
47	<b>Debt Service</b>	\$ 16,296,220	\$ 16,904,116	\$ 607,896
48	Salaries & Benefits	\$ 27,157,564	\$ 28,822,096	\$ 1,664,532
49	Reduction for Salaries Charged to Projects	\$ (1,130,258)	\$ (1,673,973)	\$ (543,715)
50	Reduction for Allocation of Salaries/ Services/ Supplies to Freight	\$ (120,000)	\$ (32,895)	\$ 87,105
51	Service & Supplies	\$ 20,381,904	\$ 19,656,823	\$ (725,081)
52	<b>Total Salaries, Benefits, Service, &amp; Supplies</b>	<b>\$ 46,289,210</b>	<b>\$ 46,772,051</b>	<b>\$ 482,841</b>
53	Contribution to OPEB/ CalPERS Liability Fund	\$ 500,000	\$ 1,000,000	\$ 500,000
54	Contribution to Capital Sinking Fund	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000
55	Operating Reserve	\$ 1,278,617	\$ 450,346	\$ (828,271)
56	<b>Total Reserve Contributions</b>	<b>\$ 2,778,617</b>	<b>\$ 3,450,346</b>	<b>\$ 671,729</b>
57	<b>Total Debt Service, Operating, Reserves</b>	<b>\$ 65,364,047</b>	<b>\$ 66,227,820</b>	<b>\$ 863,773</b>
58	<b>Balance</b>	<b>\$ 139,551,992</b>	<b>\$ 135,405,029</b>	<b>\$ (4,146,963)</b>
59				
60		<b>FY24 Amended Budget</b>	<b>FY25 Budget</b>	<b>Difference</b>
61				
62	<b>State of Good Repair and Projects</b>			
63	Bridges	\$ 136,458	\$ -	\$ (136,458)
64	DMU	\$ 2,037,000	\$ 1,801,218	\$ (235,782)
65	Equipment	\$ 69,500	\$ 1,200,000	\$ 1,130,500
66	Information Technology	\$ 501,422	\$ 805,910	\$ 304,488
67	Non-Revenue Vehicles	\$ 1,037,906	\$ 571,000	\$ (466,906)
68	Safety and Security	\$ 78,902	\$ 15,943	\$ (62,959)
69	Track, MOW, and Facilities	\$ 291,333	\$ 568,389	\$ 277,056
70	Train Control	\$ -	\$ 2,500,000	\$ 2,500,000
71	<b>Total State of Good Repair</b>	<b>\$ 4,737,401</b>	<b>\$ 7,462,460</b>	<b>\$ 3,309,939</b>
72	Environmental and Mitigation	\$ 263,398	\$ 1,338,666	\$ 1,075,268
73	Planning - Expense	\$ 119,877	\$ 449,000	\$ 329,123
74	Planning - Capital	\$ -	\$ 550,000	\$ 550,000
75	Shuttle	\$ -	\$ 100,000	\$ 100,000
76	Other Construction	\$ 584,880	\$ 113,987	\$ (470,893)
77	<b>Total Planning, Environmental, Other Construction, Shuttle</b>	<b>\$ 968,155</b>	<b>\$ 2,551,653</b>	<b>\$ 1,583,498</b>
78				
79		<b>FY24 Amended Budget</b>	<b>FY25 Budget</b>	<b>Difference</b>
80				
81	<b>Capital Projects</b>			
82	Expansion	\$ 37,095,913	\$ 37,955,872	\$ 859,959
83	Pathways - Expense	\$ -	\$ 6,051,072	\$ 6,051,072
84	Pathways - Capital	\$ 16,375,801	\$ 20,889,672	\$ 4,513,871
85	<b>Total Capital Expenditures</b>	<b>\$ 53,471,714</b>	<b>\$ 64,896,616</b>	<b>\$ 11,424,902</b>
86	<b>Ending Fund Balance</b>	<b>\$ 81,342,877</b>	<b>\$ 60,494,300</b>	<b>\$ (20,465,302)</b>
	* Excludes Reserves			

## APPENDIX B - FREIGHT OVERVIEW OF SOURCES & USES

<b>Appendix B - Freight Sources and Uses</b>				
<b>Fiscal Year 2024-2025 Draft Budget</b>				
		A	B	C
		FY24 Amended Budget	FY25 Budget	Difference
1	Beginning Fund Balance	\$ 393,549		\$ (393,549)
2	<b>Revenues</b>			
3	State Grant (42341)	\$ 1,363,606	\$ 393,549	\$ (970,057)
4	State Shortline Grant	\$ 115,000	\$ 83,960	\$ (31,040)
5	Freight Movement Fees	\$ 800,000	\$ 700,000	\$ (100,000)
6	Leases	\$ 270,000	\$ 270,000	\$ -
7	Storage	\$ 26,200	\$ 104,800	\$ 78,600
8	45(g) Tax Credit & Misc. Revenues	\$ 253,000	\$ 253,000	\$ -
9	<b>Total Revenues</b>	\$ 2,827,806	\$ 1,805,309	\$ (1,022,497)
10	<b>Total Revenues + Fund Balance</b>	\$ 3,221,355	\$ 1,805,309	\$ (1,416,046)
11				
12		FY24 Amended Budget	FY25 Budget	Difference
13				
14	Salaries & Benefits	\$ 920,876	\$ 870,099	\$ (50,777)
15	Service & Supplies	\$ 1,021,234	\$ 767,290	\$ (253,944)
16	<b>Total Salaries, Benefits, Services, &amp; Supplies</b>	\$ 1,942,110	\$ 1,637,389	\$ 304,721
17	<b>Balance</b>	\$ 1,279,245	\$ 167,920	\$ (1,111,325)
18				
19		FY24 Amended Budget	FY25 Budget	Difference
20				
21	Brazos Branch Bridge Repairs (High Priority)	\$ 660,696	\$ -	\$ (660,696)
22	Brazos Branch Bridge Repairs - Phase II	\$ 75,000	\$ 67,920	\$ (7,080)
23	Tie Replacement	\$ 50,000	\$ -	\$ (50,000)
24	Grade Crossing Repair	\$ 100,000	\$ 100,000	\$ -
25	<b>Total Capital &amp; State of Good Repair</b>	\$ 885,696	\$ 167,920	\$ (717,776)
26	<b>Balance</b>	\$ 393,549	\$ -	\$ (393,549)

## APPENDIX C - POSITION AUTHORIZATION

# of Positions	Position Title	New Title	Hourly		Annual	
			Min	Max	Min	Max
Administrative						
1	Accountant I		\$ 37.27	\$ 46.54	\$ 77,517	\$ 96,809
1	Accounting Manager		\$ 65.76	\$ 82.13	\$ 136,788	\$ 170,830
1	Accounts Payable Technician		\$ 31.35	\$ 39.15	\$ 65,213	\$ 81,442
3	Administrative Assistant		\$ 32.14	\$ 40.13	\$ 66,843	\$ 83,478
1	Assistant General Counsel		\$ 90.66	\$ 113.22	\$ 188,564	\$ 235,491
1	Assistant Planner		\$ 40.13	\$ 50.12	\$ 83,478	\$ 104,252
1	Budget and Finance Manager		\$ 65.76	\$ 82.13	\$ 136,788	\$ 170,830
1	Chief Financial Officer		\$ 118.88	\$ 148.60	\$ 247,271	\$ 309,089
1	Clerk of the Board/ Executive Assistant		\$ 46.54	\$ 58.13	\$ 96,809	\$ 120,901
1	Communications and Marketing Coordinator		\$ 40.13	\$ 50.12	\$ 83,478	\$ 104,252
1	Communications and Marketing Manager		\$ 74.41	\$ 92.92	\$ 154,763	\$ 193,278
1	Communications and Marketing Specialist		\$ 59.54	\$ 74.42	\$ 123,838	\$ 154,798
1	Communications and Marketing Specialist - Limited Term		\$ 55.32	\$ 69.09	\$ 115,075	\$ 143,713
1	General Counsel		\$ 118.95	\$ 148.55	\$ 247,412	\$ 308,984
1	General Counsel - Limited Term Position		\$ 118.95	\$ 148.55	\$ 247,412	\$ 308,984
1	General Manager		\$ 152.35	\$ 176.37	\$ 316,878	\$ 366,843
2	Grants and Budget Analyst		\$ 52.66	\$ 65.76	\$ 109,530	\$ 136,788
1	Grants and Legislative Affairs Manager		\$ 76.23	\$ 95.29	\$ 158,562	\$ 198,203
1	Human Resources Manager		\$ 74.41	\$ 92.92	\$ 154,763	\$ 193,278
1	Human Resources Specialist		\$ 38.20	\$ 47.71	\$ 79,455	\$ 99,229
1	Information Systems Analyst		\$ 46.54	\$ 58.13	\$ 96,809	\$ 120,901
1	Information Systems Manager		\$ 76.27	\$ 95.25	\$ 158,632	\$ 198,110
1	Information Systems Technician		\$ 41.14	\$ 51.37	\$ 85,565	\$ 106,859
1	Legal Administrative Assistant		\$ 37.27	\$ 46.54	\$ 77,517	\$ 96,809
1	MMIS Analyst		\$ 58.09	\$ 72.62	\$ 120,837	\$ 151,046
1	Payroll Technician		\$ 33.08	\$ 41.35	\$ 68,813	\$ 86,016
1	Planning Manager		\$ 74.41	\$ 92.92	\$ 154,763	\$ 193,278
1	Procurement and Contracts Analyst		\$ 48.90	\$ 61.07	\$ 101,710	\$ 127,021
1	Procurement and Contracts Manager		\$ 69.09	\$ 86.29	\$ 143,713	\$ 179,478
1	Procurement Technician		\$ 32.14	\$ 40.13	\$ 66,843	\$ 83,478
1	Real Estate Manager		\$ 82.09	\$ 102.61	\$ 170,744	\$ 213,429
1	Risk Manager		\$ 64.16	\$ 80.13	\$ 133,452	\$ 166,663
1	Senior Buyer		\$ 53.98	\$ 67.41	\$ 112,278	\$ 140,208
1	Senior Management Analyst		\$ 59.54	\$ 74.42	\$ 123,838	\$ 154,798
1	Senior Planner		\$ 55.32	\$ 69.09	\$ 115,075	\$ 143,713
1	Senior Real Estate Officer		\$ 55.29	\$ 69.11	\$ 114,994	\$ 143,743
	Interns (Multiple)		\$ 18.00		\$ 37,440	\$ -
39						

# of Positions	Position Title	New Title	Hourly		Annual	
			Min	Max	Min	Max
Capital						
2	Assistant Engineer		\$ 48.90	\$ 61.07	\$ 101,710	\$ 127,021
1	Associate Engineer		\$ 56.71	\$ 70.82	\$ 117,952	\$ 147,306
1	Chief Engineer		\$ 97.54	\$ 121.93	\$ 202,890	\$ 253,613
2	Junior Engineer		\$ 42.17	\$ 52.66	\$ 87,704	\$ 109,530
1	Manager Train Control Systems		\$ 97.54	\$ 121.93	\$ 202,890	\$ 253,613
1	Principal Engineer		\$ 76.27	\$ 95.25	\$ 158,632	\$ 198,110
1	Senior Engineer		\$ 65.76	\$ 82.13	\$ 136,788	\$ 170,830
9						

# of Positions	Position Title	Hourly		Annual	
		Min	Max	Min	Max
<b>Operations</b>					
1	Administrative Services Specialist	\$ 46.53	\$ 58.16	\$ 96,776	\$ 120,969
3	Bridge Tender		\$ 35.83		\$ 74,526
1	Chief Operating Officer	\$ 102.57	\$ 128.09	\$ 213,343	\$ 266,436
1	Chief of Police	\$ 88.39	\$ 110.48	\$ 183,843	\$ 229,803
3	Code Compliance Officer	\$ 36.36	\$ 45.41	\$ 75,627	\$ 94,448
1	Code Compliance Officer - Limited Term	\$ 36.36	\$ 45.41	\$ 75,627	\$ 94,448
6	Conductor *		\$ 45.52		\$ 94,682
	Conductor Trainee*		\$ 38.70		\$ 80,496
28	Engineer *		\$ 54.73		\$ 113,838
	Engineer Trainee*		\$ 46.52		\$ 96,762
1	Facilities Maintenance Supervisor	\$ 52.80	\$ 64.18	\$ 109,824	\$ 133,494
3	Facilities Maintenance Technician		\$ 44.81		\$ 93,205
3	Inventory and Parts Clerk	\$ 33.08	\$ 41.35	\$ 68,813	\$ 86,016
1	Inventory Manager / Asset Management Specialist	\$ 56.71	\$ 70.82	\$ 117,952	\$ 147,306
1	Lead Facility Maintenance Engineer		\$ 49.29		\$ 102,523
1	Maintenance of Way Manager	\$ 78.17	\$ 97.63	\$ 162,598	\$ 203,063
1	Maintenance of Way Superintendent	\$ 65.76	\$ 82.13	\$ 136,788	\$ 170,830
2	Operations Communications Specialist	\$ 37.27	\$ 46.54	\$ 77,517	\$ 96,809
1	Safety & Compliance Officer	\$ 67.38	\$ 84.22	\$ 140,150	\$ 175,188
1	Senior Administrative Assistant	\$ 35.47	\$ 44.30	\$ 73,782	\$ 92,144
2	Signal Supervisor	\$ 56.31	\$ 68.43	\$ 117,125	\$ 142,334
8	Signal Technician **		\$ 59.34		\$ 123,427
	Signal Technician Trainee (2) **		\$ 44.50		\$ 92,560
2	Track Maintenance - Laborers		\$ 33.50		\$ 69,680
5	Track Maintainer I		\$ 44.38		\$ 92,310
1	Track Maintainer II		\$ 48.82		\$ 101,546
2	Track Maintenance Supervisor	\$ 52.67	\$ 64.03	\$ 109,554	\$ 133,173
1	Transportation Manager	\$ 78.17	\$ 97.63	\$ 162,598	\$ 203,063
1	Transportation Superintendent	\$ 65.76	\$ 82.13	\$ 136,788	\$ 170,830
12	Transportation Supervisor	\$ 58.13	\$ 72.59	\$ 120,901	\$ 150,989
10	Vehicle Maintenance - Laborers		\$ 34.31		\$ 71,365
1	Vehicle Maintenance Manager	\$ 78.17	\$ 97.63	\$ 162,598	\$ 203,063
5	Vehicle Maintenance Supervisor	\$ 58.13	\$ 72.59	\$ 120,901	\$ 150,989
12	Vehicle Maintenance Technician ***		\$ 54.23		\$ 112,798
	Vehicle Maintenance Tech Trainee (2) ***		\$ 40.67		\$ 84,594
121					
<b>Freight</b>					
0.5	Administrative Assistant	\$ 32.14	\$ 40.13	\$ 66,843	\$ 83,478
1	Freight Manager	\$ 78.17	\$ 97.63	\$ 162,598	\$ 203,063
4.5	Freight Utility Worker	\$ 36.36	\$ 45.41	\$ 75,627	\$ 94,448
6					

<b>Total FTE</b>	<b>175</b>				
*	<b>Total positions cannot exceed 34.</b>				
**	<b>Total positions cannot exceed 8.</b>				
***	<b>Total positions cannot exceed 12.</b>				