



February 27, 2019  
12:00 p.m.

## AGENDA

**Regular Board of Directors Meeting  
Board Room  
32-505 Harry Oliver Trail  
Thousand Palms, CA 92276**

In compliance with the Brown Act and Government Code Section 54957.5, agenda materials distributed 72 hours prior to the meeting, which are public records relating to open session agenda items, will be available for inspection by members of the public prior to the meeting at SunLine Transit Agency's Administration Building, 32505 Harry Oliver Trail, Thousand Palms, CA 92276 and on the Agency's website, [www.sunline.org](http://www.sunline.org).

In compliance with the Americans with Disabilities Act, Government Code Section 54954.2, and the Federal Transit Administration Title VI, please contact the Clerk of the Board at (760) 343-3456 if special assistance is needed to participate in a Board meeting, including accessibility and translation services. Notification of at least 48 hours prior to the meeting time will assist staff in assuring reasonable arrangements can be made to provide assistance at the meeting.

### ITEM

### RECOMMENDATION

1. CALL TO ORDER
2. ROLL CALL
3. PRESENTATIONS
4. FINALIZATION OF AGENDA
5. APPROVAL OF MINUTES –  
JANUARY 23, 2019 BOARD MEETING
6. PUBLIC COMMENTS

APPROVE  
(PAGE 4-8)

RECEIVE COMMENTS

### **NON AGENDA ITEMS**

Members of the public may address the Board regarding any item within the subject matter jurisdiction of the Board; however, no action may be taken on off-agenda items unless authorized. Comments shall be limited to matters not listed on the agenda. Members of the public may comment on any matter listed on the agenda at the time that the Board considers that matter. Each person's presentation is limited to a maximum of three (3) minutes.

<b><u>ITEM</u></b>	<b><u>RECOMMENDATION</u></b>
<b>7. BOARD MEMBER COMMENTS</b>	<b>RECEIVE COMMENTS</b>
<b>8. CONSENT CALENDAR</b>	<b>RECEIVE &amp; FILE</b>
All items on the Consent Calendar will be approved by one motion, and there will be no discussion of individual items unless a Board Member requests a specific item be pulled from the calendar for separate discussion. The public may comment on any item.	
8a) Checks \$1,000 and Over Report for December 2018	(PAGE 9-13)
8b) Credit Card Statement for December 2018	(PAGE 14-17)
8c) Monthly Budget Variance Report for December 2018	(PAGE 18-24)
8d) Contracts Signed in Excess of \$25,000 January 2019	(PAGE 25-27)
8e) Union & Non-Union Pension Investment Asset Summary December 2018	(PAGE 28-30)
8f) Ridership Report for January 2019	(PAGE 31-32)
8g) SunDial Operational Notes for January 2019	(PAGE 33-36)
8h) Metrics for January 2019	(PAGE 37-48)
8i) Board Member Attendance for January 2019	(PAGE 49-50)
<b>9. CHANGE OF COMMITTEE APPOINTMENTS</b> (Kathleen Kelly, Chairperson of the Board)	<b>APPROVE</b> (PAGE 51-52)
<b>10. SUNDIAL CANCELLATION AND NO-SHOW POLICY UPDATE</b> (Ty Peabody, Vice-Chair of Board Operations Committee; Staff: Vanessa Mora, Deputy Chief Safety Officer)	<b>APPROVE</b> (PAGE 53-56)
<b>11. PROHIBITION OF SMOKING AT SUNLINE TRANSIT AGENCY BUS STOPS</b> (Ty Peabody, Vice-Chair of Board Operations Committee; Staff: Vanessa Mora, Deputy Chief Safety Officer)	<b>APPROVE</b> (PAGE 57-62)
<b>12. AUTHORIZATION TO NEGOTIATE AND EXECUTE MEMORANDUM OF UNDERSTANDING (MOU) WITH INLAND EMPIRE HEALTH PLAN (IEHP)</b> (Robert Radi, Vice-Chair of Finance/Audit Committee; Staff: Eric Mester, Assistant IT Administrator)	<b>APPROVE</b> (PAGE 63)
<b>13. CONTRACT FOR TRANSIT ZERO EMISSIONS WORKSHOP</b> (Robert Radi, Vice-Chair of Finance/Audit Committee; Staff: Rudy Le Flore, Chief Project Consultant)	<b>APPROVE</b> (PAGE 64)

**ITEM**

**RECOMMENDATION**

14. **ROOFING REPAIR & REPLACEMENT (DIVISION II)**  
(Robert Radi, Vice-Chair of Finance/Audit Committee;  
Staff: Dean Holm, Facility Engineer) **APPROVE**  
(PAGE 65-67)
15. **APPROVAL OF FINANCIAL AUDIT SERVICES**  
(Robert Radi, Vice-Chair of Finance/Audit Committee;  
Staff: Eric Taylor, Deputy Chief Financial Services) **APPROVE**  
(PAGE 68-71)
16. **SUNLINE'S STRATEGIC PLAN FY 2018/19**  
(Staff: Lauren Skiver, CEO/General Manager) **INFORMATION**  
(PAGE 72-107)
17. **CEO/GENERAL MANAGER'S REPORT**
18. **CLOSED SESSION**

**CONFERENCE WITH LABOR NEGOTIATORS**

Pursuant to Government Code section 54957.6

Agency designated representatives: Lauren Skiver, CEO/GM SunLine, Tommy Edwards, Chief Performance Officer SunLine, Kelly Trainer, special legal counsel, Burke Williams Sorensen, LLP.

Employee organization: Amalgamated Transit Union

**PUBLIC EMPLOYEE APPOINTMENT**

Pursuant to Government Code section 54957

Title: Chief Operations Officer / Chief Financial Officer

19. **NEXT MEETING DATE**  
March 27, 2019  
12 p.m. – Board Room  
32-505 Harry Oliver Trail  
Thousand Palms, CA 92276
20. **ADJOURN**

## MINUTES

### SunLine Transit Agency Board of Directors Meeting January 23, 2019

A regular meeting of the SunLine Transit Agency Board of Directors was held at 12:09 p.m. on Wednesday, January 23, 2019 in the Board Room at SunLine Transit Agency, 32-505 Harry Oliver Trail, Thousand Palms, CA 92276.

#### 1. CALL TO ORDER

The meeting was called to order at 12:09 p.m. by Vice-Chairperson Kathleen Kelly.

#### 2. ROLL CALL

##### Members Present:

Kathleen Kelly, Vice-Chair, SunLine Agency Board Member, City of Palm Desert  
Robert Radi, SunLine Agency Board Member, City of La Quinta  
Steven Hernandez, SunLine Agency Board Member (Alternate), City of Coachella  
Russell Betts, SunLine Agency Board Member, City of Desert Hot Springs  
Ty Peabody, SunLine Agency Board Member, City of Indian Wells  
Lupe Ramos Amith, SunLine Agency Board Member, City of Indio  
Lisa Middleton, SunLine Agency Board Member, City of Palm Springs  
V. Manuel Perez, SunLine Agency Board Member, County of Riverside

##### Members Absent

City of Cathedral City  
G. Dana Hobart, SunLine Agency Board Member, City of Rancho Mirage

#### 3. PRESENTATIONS

A Transit Network Redesign Briefing was provided by Ken Potts, Chief Planning Consultant.

#### 4. FINALIZATION OF AGENDA

No changes to the agenda.

#### 5. APPROVAL OF MINUTES – DECEMBER 5, 2018 BOARD MEETING

SunLine Transit Agency Board Member Peabody moved to approve the minutes of the December 5, 2018 Board meeting. The motion was seconded by SunLine Transit Agency Board Member Middleton. The motion was approved by a vote of 7 yes; 0 no; 1 abstain



**6. PUBLIC COMMENTS**

Public comments were made by:

Amy Stuart

**7. BOARD MEMBER COMMENTS**

Board Member comments were made by:

Steven Hernandez, City of Coachella  
Russell Betts, City of Desert Hot Springs

**8. CONSENT CALENDAR**

- a) Checks \$1,000 and Over Report for November 2018
- b) Credit Card Statement for November 2018
- c) Monthly Budget Variance Report for November 2018
- d) Contracts Signed in Excess of \$25,000 November & December 2018
- e) Union & Non-Union Pension Investment Asset Summary November 2018
- f) Ridership Report for November & December 2018
- g) SunDial Operational Notes for November & December 2018
- h) Metrics for November & December 2018
- i) Board Member Attendance for December 2018
- j) Quarterly Capital Project Update for 4<sup>th</sup> Quarter 2018

SunLine Agency Board Member Radi moved to approve the consent calendar. The motion was seconded by SunLine Agency Board Member Middleton. The consent calendar was approved by a unanimous vote of 8 yes; 0 no; 0 abstain

**9. ELECTION OF INTERIM OFFICER**

The Clerk of the Board opened the floor for nominations of Interim Chairperson of the Board. SunLine Board Member Peabody nominated Kathleen Kelly and the motion was seconded by Board Member Middleton. The motion was approved by a vote of 8 yes; 0 no; 0 abstain.

Board Chair Kelly opened the floor for nominations of Interim Vice-Chairperson of the Board. SunLine Board Member Middleton nominated Robert Radi and the motion was seconded by Board Member Betts.

The Election of Interim Officer was approved by a vote of 8 yes; 0 no; 0 abstain

**10. SECOND READING OF REVISED CONFLICT OF INTEREST CODE ORDINANCE**

Tamara Miles, Compliance/Eligibility Officer, provided a brief report on this item. SunLine Transit Agency Board Member Peabody moved to approve the Second Reading of Revised Conflict of Interest Code Ordinance. The motion was seconded by SunLine Transit Agency Board Vice-Chair Radi. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**11. DBE PROGRAM UPDATE**

Tamara Miles, Compliance/Eligibility Officer, provided a brief report on this item. SunLine Transit Agency Board Member Peabody moved to approve the DBE Program Update. The motion was seconded by SunLine Transit Agency Board Member Vice-Chair Radi. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**12. ELECTRIC BUS CHARGER INSTALLATION (DIVISION II)**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve the Electric Bus Charger Installation (Division II). The motion was seconded by SunLine Transit Agency Board Member Middleton. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**13. AMENDMENT TO CONTRACT FOR HYDROGEN ELECTROLYZER**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve the Amendment to Contract for Hydrogen Electrolyzer, delegating authority to the CEO/General manager to (a) negotiate and execute an amendment to the contract with Proton Energy Systems Inc. (Proton) in an amount not to exceed \$750,000; and (b) execute an assignment from Proton Energy Systems Inc. to Nel Hydrogen Inc. The motion was seconded by SunLine Transit Agency Board Member Peabody. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**14. REVISION OF APPENDIX A FROM CHECK POLICY NO. B-030403**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve the Revision of Appendix A from Check Policy No. B-030403. The motion was seconded by SunLine Transit Agency Board Member Peabody. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**15. CREDIT CARD POLICY NO. B-030503 REVISION APPROVAL**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve the Credit Card Policy No. B-030503 Revision Approval. The motion was seconded by SunLine Transit Agency Board Member Middleton. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**16. RESOLUTION NO. 0771 FOR AFFORDABLE HOUSING AND SUSTAINABLE COMMUNITIES GRANT APPLICATION**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve Resolution No. 0771 for Affordable Housing and Sustainable Communities Grant Application. The motion was seconded by SunLine Transit Agency Board Member Peabody. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**17. AWARD OF CONTRACT FOR CNG TRUCKS**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve the Award of Contract for CNG Trucks. The motion was seconded by SunLine Transit Agency Board Member Peabody. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**18. APPROVAL OF TEMPORARY LOCAL TRANSPORTATION FUND (LTF) REQUEST**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve the Temporary Local Transportation Fund (LTF) Request. The motion was seconded by SunLine Transit Agency Board Member Peabody. The motion was approved by a vote of 8 yes; 0 no; 0 abstain

**19. CHANGE ORDER #2 FOR SURVEILLANCE CAMERAS**

Finance/Audit Committee Vice-Chair Radi reported that this item was brought to the Committee and they unanimously approved the item. SunLine Transit Agency Board Vice-Chair Radi moved to approve Change Order #2 for Surveillance Cameras. The motion was seconded by SunLine Transit Agency Board Member Betts. The motion was approved by a vote of 7 yes; 0 no; 0 abstain

*Board Member Ty Peabody briefly excused himself from the meeting – the vote record reflects 1 non-vote*

**20. CHANGE ORDER FOR SURVEILLANCE CAMERAS**

CEO/General Manager, Lauren Skiver, provided a brief report on this information item.

**21. AGREEMENT FOR IT (INFORMATION TECHNOLOGY) SECURITY AUDIT**

CEO/General Manager, Lauren Skiver, provided a brief report on this information item.

**22. CHANGE OF COMMITTEE APPOINTMENTS**

In this discussion item, Board Chairperson Kathleen Kelly asked for the Board Members to review the committee membership and connect with her prior to the February Board meeting to relay their desired appointment.

**23. CEO/General Manager's Report**

A report was provided to the Board by CEO/General Manager, Lauren Skiver.

**24. CLOSED SESSION**

No reportable action was taken.

**25. NEXT REGULAR BOARD MEETING DATE**

Wednesday, February 27, 2019 at 12:00 p.m.  
SunLine Transit Agency Board Room  
32-505 Harry Oliver Trail  
Thousand Palms, CA 92276

**22. MEETING ADJOURNMENT**

The meeting was adjourned at 1:15 p.m.

Respectfully Submitted,

Brittney B. Sowell  
Clerk of the Board

**SunLine Transit Agency**  
**CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: Checks \$1,000 and Over Report for December 2018

Summary:

The checks \$1,000 and over report lists all of the checks processed at the Agency with a value of over \$1,000 for a given month. Items identified in bold font represent "pass through" payments that were, or will be, reimbursed to SunLine under the provisions of specific grants or contracts. Items identified with underlines represent "shared" payments with SunLine and specific vendors/employees.

- For the month of December, the largest payment issued was to BAE for payment of the drive system and integrated bus part for five (5) Hydrogen Fuel Cell buses which is funded primarily through SCAG.

Recommendation:

Receive and file.

**SunLine Transit Agency  
Checks \$1,000 and Over  
For the month of December 2018**

NOTE: 1). Bold check payments represent "pass through" payments that were, or will be reimbursed to SunLine under the provisions of specific grants or contracts. 2). Underlined check payments represent "shared" payments with SunLine and specific vendors/employees.

Vendor Filed As Name	Description	Check #	Payment Date	Payment Amount
<b>BAE SYSTEMS CONTROLS, INC.</b>	<b>WIP- Hydrogen FCB Lo-No</b>	<b>677550</b>	<b>12/14/2018</b>	<b>462,625.00</b>
<b>BAE SYSTEMS CONTROLS, INC.</b>	<b>WIP- Hydrogen FCB Lo-No</b>	<b>677722</b>	<b>12/31/2018</b>	<b>231,313.00</b>
PERMA - INSURANCE	Gen Liability/WC Prem	677592	12/14/2018	145,810.33
<b>AMERICAN SECURITY GROUP</b>	<b>WIP-Surveillance &amp; Security Camera Sys Upgr</b>	<b>677602</b>	<b>12/14/2018</b>	<b>127,195.91</b>
<u>U.S. BANK INSTITUTIONAL TRUST-WESTERN</u>	<u>Pension Deposit</u>	<u>677629</u>	<u>12/18/2018</u>	<u>103,722.25</u>
<u>U.S. BANK INSTITUTIONAL TRUST-WESTERN</u>	<u>Pension Deposit</u>	<u>677483</u>	<u>12/04/2018</u>	<u>103,001.01</u>
<u>U.S. BANK INSTITUTIONAL TRUST-WESTERN</u>	<u>Pension Deposit</u>	<u>677716</u>	<u>12/31/2018</u>	<u>102,153.83</u>
<b>NR DEVELOPMENT, INC.</b>	<b>WIP-Fencing Project Div 1</b>	<b>677584</b>	<b>12/14/2018</b>	<b>68,585.52</b>
ELEMENT MARKETS RENEWABLE ENERGY, LLC	CNG/Hydrogen	677647	12/21/2018	50,540.02
<b>HDR ENGINEERING, INC.</b>	<b>WIP-Transit Redesign &amp; Network Analysis</b>	<b>677507</b>	<b>12/07/2018</b>	<b>35,462.37</b>
<b>STANTEC ARCHITECTURE, INC.</b>	<b>WIP- Operations Facility</b>	<b>677532</b>	<b>12/07/2018</b>	<b>35,250.48</b>
<b>US HYBRID CORPORATION</b>	<b>WIP- Battery Dominant Hydrogen Fuel Cell Bus</b>	<b>677539</b>	<b>12/07/2018</b>	<b>34,328.00</b>
<u>RELIANCE STANDARD</u>	<u>LTD/STD/LIFE Ins Prem</u>	<u>677598</u>	<u>12/14/2018</u>	<u>29,301.15</u>
<b>PCMG, INC.</b>	<b>WIP-Information Technology Projects</b>	<b>677590</b>	<b>12/14/2018</b>	<b>26,948.99</b>
SO CAL GAS CO.	Utilities	677600	12/14/2018	23,280.90
IMPERIAL IRRIGATION DIST	Utilities	677580	12/14/2018	22,101.51
<b>WSP USA INC.</b>	<b>TDM &amp; Vanpool Program</b>	<b>677675</b>	<b>12/21/2018</b>	<b>16,239.74</b>
<b>YELLOW CAB OF THE DESERT</b>	<b>Taxi Voucher Program</b>	<b>677540</b>	<b>12/07/2018</b>	<b>14,746.52</b>
THE LEFLORE GROUP LLC	Consulting Services	677625	12/18/2018	14,465.00
CALIFORNIA TRANSIT ASSOCIATION	Membership & Subscriptions	677612	12/18/2018	12,717.00
<b>SMARTDRIVE SYSTEMS, INC.</b>	<b>WIP- Replacement &amp; Expansion DAR Vehicles</b>	<b>677529</b>	<b>12/07/2018</b>	<b>11,484.22</b>
<b>HDR ENGINEERING, INC.</b>	<b>WIP-Transit Redesign &amp; Network Analysis</b>	<b>677578</b>	<b>12/14/2018</b>	<b>11,369.34</b>
CUMMINS SALES AND SERVICE	Inventory Repair Parts	677495	12/07/2018	11,295.50
HD INDUSTRIES	Inventory Repair Parts	677506	12/07/2018	8,466.28
ADMIRAL SECURITY SERVICES, INC.	Security Guard Service	677633	12/21/2018	8,212.99
NFI PARTS	Inventory Repair Parts	677534	12/07/2018	7,571.28
PE FACILITY SOLUTIONS, LLC	Janitorial Services	677666	12/21/2018	7,240.00
BRIGHT MOMENTS	HR Consulting	677694	12/31/2018	7,200.00
CUMMINS SALES AND SERVICE	Inventory Repair Parts	677688	12/31/2018	7,199.81
<b>OM OFFICE SUPPLY, INC.</b>	<b>WIP-Information Technology Projects</b>	<b>677587</b>	<b>12/14/2018</b>	<b>6,547.50</b>
<b>AMALGAMATED TRANSIT UNION</b>	<b>Union Dues</b>	<b>677610</b>	<b>12/18/2018</b>	<b>6,441.82</b>
ANDREA CARTER & ASSOCIATES	Marketing Service Consultant	677547	12/14/2018	6,400.00
<b>AMALGAMATED TRANSIT UNION</b>	<b>Union Dues</b>	<b>677677</b>	<b>12/31/2018</b>	<b>6,361.74</b>
PALM SPRINGS MOTORS, INC.	Inventory Repair Parts	677663	12/21/2018	6,296.88
CARQUEST AUTO PARTS STORES	Inventory Repair Parts	677681	12/31/2018	6,204.56
JACKSON LEWIS P.C.	Insurance Losses	677699	12/31/2018	5,869.60
<b>CLARIANT CORPORATION</b>	<b>WIP-Refurbished Hydrogen Fueling Station</b>	<b>677642</b>	<b>12/21/2018</b>	<b>5,869.01</b>
NFI PARTS	Inventory Repair Parts	677714	12/31/2018	5,856.60
SOCO GROUP INC, THE	Lubricants-Oils	677712	12/31/2018	5,770.28

**SunLine Transit Agency  
Checks \$1,000 and Over  
For the month of December 2018**

NOTE: 1). Bold check payments represent "pass through" payments that were, or will be reimbursed to SunLine under the provisions of specific grants or contracts. 2). Underlined check payments represent "shared" payments with SunLine and specific vendors/employees.

<b>Vendor Filed As Name</b>	<b>Description</b>	<b>Check #</b>	<b>Payment Date</b>	<b>Payment Amount</b>
PALM SPRINGS MOTORS, INC.	Inventory Repair Parts	677703	12/31/2018	5,681.34
<u>U.S. BANK INSTITUTIONAL TRUST-WESTERN</u>	<u>Pension Deposits</u>	<u>677607</u>	<u>12/14/2018</u>	<u>5,405.59</u>
ROMAINE ELECTRIC CORP.	Inventory Repair Parts	677668	12/21/2018	5,242.58
JESSE FRESCAS JR.	Consultant Services	677621	12/18/2018	5,040.00
IMPERIAL IRRIGATION DIST	Utilities	677654	12/21/2018	4,855.11
NFI PARTS	Inventory Repair Parts	677605	12/14/2018	4,843.15
TPX COMMUNICATIONS	Telephone Service	677671	12/21/2018	4,809.05
ANTHONY CARTER	Consultant Services	677542	12/07/2018	4,480.00
MURCHISON & CUMMING, LLP	Insurance Losses	677583	12/14/2018	4,412.80
CREATIVE BUS SALES, INC,	Inventory Repair Parts	677558	12/14/2018	4,208.86
MURCHISON & CUMMING, LLP	Insurance Losses	677700	12/31/2018	4,101.24
ALPHA MEDIA LLC	Advertising	677545	12/14/2018	4,020.00
SOCALGAS	Utilities	677601	12/14/2018	3,860.98
ANDREA CARTER & ASSOCIATES	Marketing Service Consultant	677678	12/31/2018	3,800.00
GRAINGER	Bus Stop Supplies	677576	12/14/2018	3,723.17
HOME DEPOT CREDIT SERVICES	Facility Maintenance	677510	12/07/2018	3,668.35
DESERT PARADISE CONSTRUCTION, LLC	Consulting Service	677566	12/14/2018	3,660.00
REVIEWSNAP	Membership & Subscriptions	677679	12/31/2018	3,489.00
PRUDENTIAL OVERALL SUPPLY	Uniforms	677595	12/14/2018	3,443.37
CREATIVE BUS SALES, INC,	Inventory Repair Parts	677644	12/21/2018	3,382.53
NFI PARTS	Inventory Repair Parts	677669	12/21/2018	3,352.45
<b>ENGINEERING PROCUREMENT &amp;</b>	<b>WIP-Refurbished Hydrogen Fueling Station</b>	<b>677648</b>	<b>12/21/2018</b>	<b>3,262.05</b>
PATRICK M. BRASSIL	Contracted Service Hydrogen Reformer Maints	677522	12/07/2018	3,200.00
GABRIELA MONDRAGON	Employee Expenses	677487	12/04/2018	3,150.00
EYE MED	Vision Insurance	677569	12/14/2018	3,136.10
TIME WARNER CABLE	Utilities	677603	12/14/2018	3,050.91
FIESTA FORD, INC.	Inventory Repair Parts	677572	12/14/2018	3,025.03
CHRISTYROSE ALEBA	Insurance Losses	677641	12/21/2018	2,935.34
VALLEY OFFICE EQUIPMENT, INC.	Office Equipment Maintenance	677674	12/21/2018	2,865.63
DESERT PARADISE CONSTRUCTION, LLC	Consulting Service	677498	12/07/2018	2,820.00
DESERT URGENT CARE AND SANTA ROSA DEL	Medical Exams	677515	12/07/2018	2,725.00
NFI PARTS	Inventory Repair Parts	677536	12/07/2018	2,722.62
CREATIVE BUS SALES, INC,	Inventory Repair Parts	677493	12/07/2018	2,693.13
PDC MACHINES, INC	Repair Parts - Hydrogen	677523	12/07/2018	2,678.37
PROPER SOLUTIONS	Temporary Help	677706	12/31/2018	2,640.00
TRANSIT PRODUCTS & SERVICES	Inventory Repair Parts	677537	12/07/2018	2,636.00
<b>CALIFORNIA STATE DISBURSEMENT UNIT</b>	<b>Garnishments</b>	<b>677611</b>	<b>12/18/2018</b>	<b>2,588.57</b>
<b>CALIFORNIA STATE DISBURSEMENT UNIT</b>	<b>Garnishments</b>	<b>677475</b>	<b>12/04/2018</b>	<b>2,588.57</b>
<b>CALIFORNIA STATE DISBURSEMENT UNIT</b>	<b>Garnishments</b>	<b>677680</b>	<b>12/31/2018</b>	<b>2,588.57</b>

**SunLine Transit Agency  
Checks \$1,000 and Over  
For the month of December 2018**

NOTE: 1). Bold check payments represent "pass through" payments that were, or will be reimbursed to SunLine under the provisions of specific grants or contracts. 2). Underlined check payments represent "shared" payments with SunLine and specific vendors/employees.

<b>Vendor Filed As Name</b>	<b>Description</b>	<b>Check #</b>	<b>Payment Date</b>	<b>Payment Amount</b>
PROPER SOLUTIONS	Temporary Help	677594	12/14/2018	2,577.75
JACKSON LEWIS P.C.	Insurance Losses	677656	12/21/2018	2,492.50
HD INDUSTRIES	Inventory Repair Parts	677653	12/21/2018	2,451.97
ROMAINE ELECTRIC CORP.	Inventory Repair Parts	677525	12/07/2018	2,430.86
IMHOF AND ASSOCIATES, INC	Legal Services	677514	12/07/2018	2,312.05
<b>PSOMAS</b>	<b>WIP-CNG Station</b>	<b>677596</b>	<b>12/14/2018</b>	<b>2,234.55</b>
DESERT AIR CONDITIONING, INC.	A/C Service	677562	12/14/2018	2,167.06
THE GOLF CLUB AT TERRA LAGO	Employee Expenses	677500	12/07/2018	2,164.25
<b>ZEN AND THE ART OF CLEAN ENERGY</b>	<b>WIP-Refurbished Hydrogen Fueling Station</b>	<b>677541</b>	<b>12/07/2018</b>	<b>2,138.07</b>
FLEET-NET CORPORATION	Computer Network Software Agreement	677574	12/14/2018	2,130.00
SMARTDRIVE SYSTEMS, INC.	General Services	677711	12/31/2018	2,080.00
HD INDUSTRIES	Inventory Repair Parts	677698	12/31/2018	2,045.92
360 BUSINESS CONSULTING	Web Site Maintenance	677544	12/14/2018	1,950.00
<b>DESERT CITY CAB</b>	<b>Taxi Voucher Program</b>	<b>677563</b>	<b>12/14/2018</b>	<b>1,939.38</b>
HENSON CONSULTING GROUP, LLC	Staff Development Consultant	677614	12/18/2018	1,881.25
VERIZON WIRELESS	Wireless Telephone Service	677608	12/14/2018	1,818.81
<b>HEPTAGON SEVEN CONSULTING, INC.</b>	<b>WIP-Fencing Project Div 1</b>	<b>677579</b>	<b>12/14/2018</b>	<b>1,775.03</b>
PDC MACHINES, INC	Inventory Repair Parts- SunFuels	677665	12/21/2018	1,654.91
OFFICE DEPOT	Office Supplies	677586	12/14/2018	1,589.93
PROPER SOLUTIONS	Temporary Help	677524	12/07/2018	1,547.81
GATEWAY COMPRESSION, INC.	Inventory Repair Parts- SunFuels	677502	12/07/2018	1,508.30
PDC MACHINES, INC	Inventory Repair Parts- SunFuels	677591	12/14/2018	1,490.00
COMPLETE COACH WORKS	Inventory Repair Parts	677685	12/31/2018	1,486.95
AMERICAN SEATING COMPANY	Inventory Repair Parts	677488	12/07/2018	1,467.13
BURRTEC WASTE & RECYCLING SERVICES	Trash Service	677552	12/14/2018	1,447.31
FIESTA FORD, INC.	Inventory Repair Parts	677695	12/31/2018	1,438.09
BURRTEC WASTE & RECYCLING SERVICES	Trash Service	677553	12/14/2018	1,436.06
FRANKLIN TRUCK PARTS, INC	Inventory Repair Parts	677651	12/21/2018	1,386.96
GABRIELA MONDRAGON	Employee Expenses	677486	12/04/2018	1,350.00
AGILITY FUEL SYSTEMS	Inventory Repair Parts	677570	12/14/2018	1,319.52
SMART CHEMISTRY CORPORATION	H2 Testing	677528	12/07/2018	1,300.00
C V WATER DISTRICT	Utilities	677643	12/21/2018	1,245.70
INSPECTORATE AMERICA CORPORATION	Inventory Repair Parts	677655	12/21/2018	1,207.11
<b>HEPTAGON SEVEN CONSULTING, INC.</b>	<b>WIP – Transit Enhancement PH 7 &amp; 8</b>	<b>677509</b>	<b>12/07/2018</b>	<b>1,183.35</b>
ATWORK FRANCHISE, INC.	Temporary Help	677575	12/14/2018	1,154.90
ON THE GO DJ PRO	Employee Expenses	677489	12/07/2018	1,145.00
ERIC TAYLOR	Tuition Reimbursement	677693	12/31/2018	1,125.00
GATEWAY COMPRESSION, INC.	Inventory Repair Parts- SunFuels	677652	12/21/2018	1,118.49
GLEN ALAN COY	111 Music Festival	677505	12/07/2018	1,104.08



**SunLine Transit Agency  
Checks \$1,000 and Over  
For the month of December 2018**

NOTE: 1). Bold check payments represent "pass through" payments that were, or will be reimbursed to SunLine under the provisions of specific grants or contracts. 2). Underlined check payments represent "shared" payments with SunLine and specific vendors/employees.

<b>Vendor Filed As Name</b>	<b>Description</b>	<b>Check #</b>	<b>Payment Date</b>	<b>Payment Amount</b>
PALM SPRINGS MOTORS, INC.	Inventory Repair Parts	677520	12/07/2018	1,085.15
CPAC INC.COM	Computer Network Software Agreement	677557	12/14/2018	1,054.95
TOTALFUNDS	Postage Supplies	677604	12/14/2018	1,039.00
PROPER SOLUTIONS	Temporary Help	677667	12/21/2018	1,020.00
TK SERVICES, INC.	Inventory Repair Parts	677533	12/07/2018	1,009.15
<b>FRANCHISE TAX BOARD</b>	<b>Garnishments</b>	<b>677619</b>	<b>12/18/2018</b>	<b>1,001.09</b>
CSUSB PHILANTHROPIC FOUNDATION	Membership & Subscriptions	677494	12/07/2018	1,000.00
BOYLIN MANAGEMENT INSTITUTE	Employee Development Program	677490	12/07/2018	1,000.00
<b>Total Checks Over \$1,000</b>	\$2,016,736.79			
<b>Total Checks Under \$1,000</b>	\$32,905.51			
<b>Total Checks</b>	\$2,049,642.30			

**SunLine Transit Agency**

**CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: Credit Card Statement for December 2018

Summary:

The attached report summarizes the Agency's credit card expenses for December 2018 with a statement closing date of January 3, 2019.

Recommendation:

Receive and file.

**SunLine Transit Agency Visa Credit Card Statement**

**Closing Date: 1/03/19**

**Name on Card: Lauren Skiver**

	Trans. Date	Post Date	Reference	Detail - Description	Credits	Charges	GL#
1	12/4/2018	1/4/2018	Southwest Airlines	Flight on Southwest Airlines from ONTO to SMF; CHBC Board Meeting - Lauren Skiver, CEO/General Manager		\$533.96	40-5090200001
2	12/4/2018	12/4/2018	Things Remembered	Recognition Gift for Former Chairperson Troy Strange; December Meeting - Board of Directors		\$82.97	40-5090200002
3	12/5/2018	12/5/2018	Amazon	Course Materials; SunLine University (Track 3B) - 10 Copies of Fierce Conversations		\$104.60	44-5090200004
4	12/6/2018	12/6/2018	Red Robin	Red Robin Catering Order; December Meeting - Board of Directors		\$348.96	40-5090200002
5	12/8/2018	12/8/2018	Amazon	Coffee Percolator; End of Year Employee Breakfast Supplies		\$93.72	45-5030303270
6	12/10/2018	12/10/2018	CMT Sacramento	Taxi from SMF Airport to Hotel (Frontier Cab); CHBC Board Meeting - Lauren Skiver, CEO/General Manager		\$46.85	40-5090200001
7	12/11/2018	12/11/2018	Ontario Airport	Parking Fees at Ontario Airport; CHBC Board Meeting - Lauren Skiver, CEO/General Manager		\$36.00	40-509020001
8	12/11/2018	12/11/2018	SQ GOSQ	Taxi from Hotel to SMF Airport (Paid via Square App); CHBC Board Meeting - Lauren Skiver, CEO/General Manager		\$53.00	40-509020001
9	12/12/2018	12/12/2018	Sheraton Sacramento	Lodging for 1 Night; CHBC Board Meeting - Lauren Skiver, CEO/General Manager		\$252.51	40-509020001
10	12/14/2018	12/14/2018	Panera	Panera Catering Order; SunLine University - Transit/Paratransit Certification Course Breakfast Pastries		\$18.97	44-5090200004
11	12/14/2018	12/14/2018	Holiday Inn South San Fran	Lodging for 5 Nights; TSI Training (Bus Collision Investigation) - Vanessa Mora, Deputy Chief Safety Officer		\$619.30	15-5090200000
12	12/14/2018	12/14/2018	Red Robin	Red Robin Catering Order; December Meeting - Board of Directors <i>*Partial refund because the delivery order was late*</i>	\$140.00		40-5090200002
13	12/19/2018	12/19/2018	Things Remembered	Recognition Gift; Retirement Celebration (34 Year Employee)		\$168.10	40-5090200004
14	1/2/2019	1/2/2019	Expedia	Lodging and Car Rental for 8 Nights; Trip to SunLine for Meetings - Ken Potts, Chief Planning Consultant		\$1,836.52	49-5030200010
<b>Credits and Charges:</b>					\$140.00	\$4,195.46	

**Total: \$4,055.46**



CONSOLIDATED BILLING CONTROL ACCOUNT STATEMENT

Prepared For	SUNLINE TRANSIT LUIS GARCIA
Account Number	[REDACTED]
Statement Closing Date	01/03/19
Days in Billing Cycle	31
Next Statement Date	02/03/19

For 24-Hour Customer Service Call:  
800-231-5511

Inquiries or Questions:  
Wells Fargo SBL PO Box 29482  
Phoenix, AZ 85038-8650

Payments:  
Elite Card Payment Center PO Box 77066  
Minneapolis, MN 55480-7766

Credit Line	\$40,000
Available Credit	\$35,430

Payment Information

New Balance	\$4,195.46
Current Payment Due (Minimum Payment)	\$500.00
Current Payment Due Date	01/28/19

Thank you for using our Automatic Payment service. See the **Important Information** section below for your next scheduled payment.

If you wish to pay off your balance in full: The balance noted on your statement is not the payoff amount. Please call 800-231-5511 for payoff information.

Account Summary

Previous Balance		\$7,136.72
Credits	-	\$140.00
Payments	-	\$6,996.72
Purchases & Other Charges	+	\$4,195.46
Cash Advances	+	\$0.00
Finance Charges	+	\$0.00
New Balance	=	\$4,195.46

Wells Fargo Elite Cash Back Advantage

Previous Balance		\$0.00
Cash Earned this Month		\$40.55
Trades From Other Company Cards		\$0.00
Bonus/Adjustments		\$0.00
Cash Back Balance	=	\$40.55
Cash Awarded this Period		\$0.00
Year to Date Cash Back Awarded		\$0.00

Cash Back Notice

Your next cash back reward is scheduled for 03/2019.

See reverse side for important information.



DETACH HERE

Detach and mail with check payable to "Wells Fargo" to arrive by Current Payment Due Date.

Make checks payable to: Wells Fargo

Account Number	[REDACTED]
New Balance	\$4,195.46
Total Amount Due (Minimum Payment)	\$500.00
Current Payment Due Date	01/28/19



Print address or phone changes: \_\_\_\_\_  
Work ( ) \_\_\_\_\_

Amount Enclosed: \$



ELITE CARD PAYMENT CENTER YTG  
PO BOX 77066 29  
MINNEAPOLIS MN 55480-7766

SUNLINE TRANSIT  
LUIS GARCIA 58521  
32505 HARRY OLIVER TRL  
THOUSAND PALMS CA 92276-3501 MSP 307



**Rate Information**

Your rate may vary according to the terms of your agreement.

TYPE OF BALANCE	ANNUAL INTEREST RATE	DAILY FINANCE CHARGE RATE	AVERAGE DAILY BALANCE	PERIODIC FINANCE CHARGES	TRANSACTION FINANCE CHARGES	TOTAL FINANCE CHARGES
PURCHASES	13.490%	.03695%	\$0.00	\$0.00	\$0.00	\$0.00
CASH ADVANCES	26.240%	.07189%	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL</b>				<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**Important Information**

\$0 - \$4,195.46 WILL BE DEDUCTED FROM YOUR ACCOUNT AND CREDITED AS YOUR AUTOMATIC PAYMENT ON 01/28/19. THE AUTOMATIC PAYMENT AMOUNT WILL BE REDUCED BY ALL PAYMENTS POSTED ON OR BEFORE THIS DATE.

TOTAL \*FINANCE CHARGE\* BILLED IN 2018 \$0.00  
 TOTAL \*FINANCE CHARGE\* PAID IN 2018 \$0.00

**Summary of Sub Account Usage**

Name	Sub Account Number Ending In	Monthly Spending Cap	Spend This Period
LAURA SKIVER	[REDACTED]	40,000	\$4,055.46

**Transaction Details**

The transactions detailed on this Consolidated Billing Control Account Statement contain transactions made directly to this Control Account plus all transactions made on Sub Accounts. If there were no transactions made by a Sub Account that Sub Account will not appear.

Trans	Post	Reference Number	Description	Credits	Charges
12/28	12/28	F326800PU00CHGDDA	AUTOMATIC PAYMENT - THANK YOU TOTAL 4484610004265941 \$6,996.72-	6,996.72	

Transaction Summary For **LAURA SKIVER**  
 Sub Account Number Ending In [REDACTED]

12/04	12/04	2469216P32XVQXN43 12/10/18 1 WN K 2 WN K	SOUTHWES 5262415169171800-435-9792 TX SKIVER/LAURA LEE ONTARIO SACRAMENTO SACRAMENTO ONTARIO		533.96
12/04	12/04	2490641P21W2X882Z	WWW.THINGSREMEMBERED.COM 866-9024438 OH		82.97
12/05	12/05	2469216P32XF7GDL1	Amazon.com*M090Q1QJ1 Amzn.com/bill WA		104.60
12/06	12/06	2444500P501089J2G	RED ROBIN NO 253 303-846-6111 CA		348.96
12/08	12/08	2469216P62XWVA584	Amazon.com*M03CG8K50 Amzn.com/bill WA		93.72
12/10	12/10	2416407P82KSNMAAR	CMT SACRAMENTO27680016 SACRAMENTO CA		46.85
12/11	12/11	2432303PA05JY7WLX	ONT AIRPT PRKING LOT 4 ONTARIO CA		36.00
12/11	12/11	2449215P9MHDW3ZGG	SQ *GOSQ.COM INDERJ SACRAMENTO CA		53.00
12/12	12/12	2475542PA51HN2GJA	SHERATON SACRAMENTO CA		252.51
12/14	12/14	2423168PQ2DK1R22H	PANERA BREAD #601771 314-984-3495 CA		18.97
12/14	12/14	2443106PDLKJ8J95J	HOLIDAY INN SOUTH SAN FRA CA		619.30
12/14	12/14	7444500PD013AKAZ4	RED ROBIN NO 253 RANCHO MIRAGE CA	140.00	
12/19	12/19	2490641PH1WSK0HK6	WWW.THINGSREMEMBERED.COM 866-9024438 OH		168.10
01/02	01/02	2469216022Y1358DL	EXPEDIA 7402123212599 EXPEDIA.COM WA		1,836.52
			<b>TOTAL \$4,055.46</b>		
			<b>LAURA SKIVER / Sub Acct Ending In [REDACTED]</b>		

**Wells Fargo News**

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Not enrolled in Online banking? Enroll today at wells Fargo.com/biz/online-banking

\*Availability may be affected by your mobile carrier's coverage area. Your mobile carrier's message and data rates may apply.



**SunLine Transit Agency****CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**TO: Finance/Audit Committee  
Board of Directors

RE: Monthly Budget Variance Report for December 2018

Summary:

The budget variance report compares revenues and expenses to the respective line item budgets. The report identifies current monthly revenues and expenses as well as year to date (YTD) values. The current monthly budget values are calculated by taking 1/12<sup>th</sup> of the annual budget and the YTD budget values are calculated by dividing the yearly budget by the number of months progressed through the fiscal year.

- As of December 31, 2018, the organization's revenues net of subsidies are \$282,324 over budget or 12.0% above the YTD budget. Expenditures are \$3,354,122 under budget or 16.9% below the YTD budget.
- The net YTD operating gain (loss) after subsidies is 0.

Recommendation:

Receive and file.

SunLine Transit Agency  
Budget Variance Report  
December 2018

Description	FY 19 Total Budget	Current Month			Year to Date			
		Actual	Budget	Favorable (Unfavorable)	YTD Actual	FY 19 YTD Budget	Favorable (Unfavorable)	Percentage Remaining
<b>Operating Revenues:</b>								
Passenger Revenue	2,643,828	213,392	220,319	(6,927)	1,415,124	1,321,914	93,210	46.5%
Other Revenue	2,063,241	71,712	171,937	(100,225)	1,220,735	1,031,621	189,114	40.8%
<b>Total Operating Revenue</b>	<b>4,707,069</b>	<b>285,104</b>	<b>392,256</b>	<b>(107,152)</b>	<b>2,635,859</b>	<b>2,353,535</b>	<b>282,324</b>	<b>44.0%</b>
<b>Operating Expenses:</b>								
Operator & Mechanic Salaries & Wages	9,716,024	786,486	809,669	23,183	4,571,440	4,858,012	286,572	52.9%
Operator & Mechanic Overtime	1,083,067	46,021	90,256	44,234	470,116	541,534	71,418	56.6%
Administration Salaries & Wages	6,192,156	399,196	516,013	116,817	2,492,399	3,096,078	603,679	59.7%
Administration Overtime	27,254	3,066	2,271	(795)	12,548	13,627	1,079	54.0%
Fringe Benefits	10,643,118	732,437	886,926	154,490	4,431,616	5,321,559	889,943	58.4%
Communications	208,000	18,254	17,333	(921)	109,135	104,000	(5,135)	47.5%
Legal Services	420,000	36,548	35,000	(1,548)	252,029	210,000	(42,029)	40.0%
Computer/Network Software Agreement	560,745	28,957	46,729	17,771	195,949	280,373	84,423	65.1%
Uniforms	115,650	4,438	9,638	5,199	17,623	57,825	40,202	84.8%
Contracted Services	473,338	36,005	39,445	3,440	207,285	236,669	29,384	56.2%
Equipment Repairs	7,000	0	583	583	45	3,500	3,455	99.4%
Security Services	104,159	7,996	8,680	684	50,611	52,080	1,469	51.4%
Fuel - CNG	1,533,122	137,512	127,760	(9,752)	697,786	766,561	68,775	54.5%
Fuel - Hydrogen	260,000	16,222	21,667	5,444	187,957	130,000	(57,957)	27.7%
Tires	243,277	19,849	20,273	425	124,268	121,639	(2,629)	48.9%
Office Supplies	68,523	4,994	5,710	717	28,537	34,262	5,724	58.4%
Travel/Training	174,496	5,211	14,541	9,330	71,756	87,248	15,492	58.9%
Repair Parts	1,285,244	107,052	107,104	52	622,907	642,622	19,715	51.5%
Facility Maintenance	42,750	1,738	3,563	1,824	21,330	21,375	45	50.1%
Electricity - CNG & Hydrogen	287,000	10,984	23,917	12,933	72,739	143,500	70,761	74.7%
Natural Gas	1,390,000	123,220	115,833	(7,386)	615,611	695,000	79,389	55.7%
Water	7,500	454	625	171	2,544	3,750	1,206	66.1%
Insurance Losses	1,276,054	(382,567)	106,338	488,905	365,332	638,027	272,695	71.4%
Insurance Premium - Property	17,136	1,168	1,428	260	7,010	8,568	1,558	59.1%
Repair Claims	154,280	3,478	12,857	9,379	20,125	77,140	57,015	87.0%
Fuel Taxes	188,300	2,188	15,692	13,504	52,006	94,150	42,144	72.4%
Other Expenses	4,776,212	267,340	398,018	130,678	1,538,319	2,388,106	849,787	67.8%
Self Consumed Fuel	(1,600,000)	(153,767)	(133,333)	(20,433)	(778,441)	(800,000)	21,559	51.3%
<b>Total Operating Expenses (Before Depreciation)</b>	<b>39,654,404</b>	<b>2,264,478</b>	<b>3,304,534</b>	<b>1,040,055</b>	<b>16,460,580</b>	<b>19,827,202</b>	<b>3,366,622</b>	<b>58.5%</b>
<b>Operating Expenses in Excess of Operating Revenue</b>		<b>\$ (1,979,375)</b>			<b>\$ (13,824,721)</b>			
<b>Subsidies:</b>								
Local - Measure A	6,000,000	339,833	500,000	160,167	2,373,524	3,000,000	626,476	60.4%
State - LTF, SGR, LCTOP	22,445,242	1,271,271	1,870,437	599,165	8,879,052	11,222,621	2,343,569	60.4%
Federal - CMAQ, 5307, 5309,5310, 5311, 5311(f)	6,502,093	368,271	541,841	173,570	2,572,145	3,251,047	678,901	60.4%
<b>Total Subsidies</b>	<b>34,947,335</b>	<b>1,979,375</b>	<b>2,912,278</b>	<b>932,903</b>	<b>13,824,721</b>	<b>17,473,668</b>	<b>3,648,946</b>	<b>60.4%</b>
<b>Net Operating Gain (Loss) After Subsidies</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ -</b>			

SunLine Transit Agency  
Budget Variance Report  
December 2018

Description	FY 19 Total Budget	Current Month			Year to Date			
		Actual	Budget	Favorable (Unfavorable)	YTD Actual	FY 19 YTD Budget	Favorable (Unfavorable)	Percentage Remaining
<b>Operating Expenses:</b>								
Wages & Benefits	27,661,618	1,967,206	2,305,135	337,929	11,978,118	13,830,809	1,852,691	56.7%
Services	3,595,093	228,176	299,591	71,415	1,355,913	1,797,546	441,633	62.3%
Fuels & Lubricants	2,000,177	167,401	166,681	(719)	973,124	1,000,089	26,964	51.3%
Tires	243,277	19,849	20,273	425	124,268	121,639	(2,629)	48.9%
Materials and Supplies	1,597,243	125,703	133,104	7,401	751,670	798,621	46,951	52.9%
Utilities	1,966,500	158,700	163,875	5,175	823,306	983,250	159,944	58.1%
Casualty & Liability	2,105,656	(320,241)	175,471	495,712	742,265	1,052,828	310,563	64.7%
Taxes and Fees	188,300	2,188	15,692	13,504	52,006	94,150	42,144	72.4%
Miscellaneous Expenses	1,896,540	69,265	158,045	88,780	438,351	948,270	509,919	76.9%
Self Consumed Fuel	(1,600,000)	(153,767)	(133,333)	(20,433)	(778,441)	(800,000)	21,559	51.3%
<b>Total Operating Expenses (Before Depreciation)</b>	<b>39,654,404</b>	<b>2,264,478</b>	<b>3,304,534</b>	<b>1,040,055</b>	<b>16,460,580</b>	<b>19,827,202</b>	<b>3,366,622</b>	<b>58.5%</b>
<b>Revenues:</b>								
Passenger Revenue	2,643,828	213,392	220,319	(6,927)	1,415,124	1,321,914	93,210	46.5%
Other Revenue	2,063,241	71,712	171,937	(100,225)	1,220,735	1,031,621	189,114	40.8%
<b>Total Operating Revenue</b>	<b>4,707,069</b>	<b>285,104</b>	<b>392,256</b>	<b>(107,152)</b>	<b>2,635,859</b>	<b>2,353,535</b>	<b>282,324</b>	<b>44.0%</b>
<b>Net Operating Gain (Loss)</b>		<b>\$ (1,979,375)</b>			<b>\$ (13,824,721)</b>			
<b>Subsidies:</b>								
Local - Measure A	6,000,000	339,833	500,000	160,167	2,373,524	3,000,000	626,476	60.4%
State - LTF, SGR, LCTOP	22,445,242	1,271,271	1,870,437	599,165	8,879,052	11,222,621	2,343,569	60.4%
Federal - CMAQ, 5307, 5309,5310, 5311, 5311(f)	6,502,093	368,271	541,841	173,570	2,572,145	3,251,047	678,901	60.4%
<b>Total Subsidies</b>	<b>34,947,335</b>	<b>1,979,375</b>	<b>2,912,278</b>	<b>932,903</b>	<b>13,824,721</b>	<b>17,473,668</b>	<b>3,648,946</b>	<b>60.4%</b>
<b>Net Operating Gain (Loss) After Subsidies</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ -</b>			



**Budget Variance Analysis - SunLine Transit Agency**

**Passenger Revenue - Favorable**

- Total system ridership is presently 8,626 trips above FY 18 YTD amounts.
- Ridership is currently at 0.4% above FY 18 YTD totals.
- Passenger revenue has a decrease of \$31,667 compared to FY 18. The decrease in passenger revenue is attributed to a decline in pass outlet sales and the discontinuation of the college 31 day pass. The college 31 day pass was replaced by the Haul Pass program.

**Passenger Revenue**

	FY18-December	FY19-December	Variance	%Δ
Fixed Route	\$ 219,888	\$ 188,048	\$ (31,840)	-14.5%
Paratransit	\$ 28,980	\$ 25,344	\$ (3,637)	-12.5%
System Total	\$ 248,868	\$ 213,392	\$ (35,477)	-14.3%

**Passenger Revenue**

	YTD-FY18	YTD-FY19	Variance	%Δ
Fixed Route	\$ 1,282,888	\$ 1,258,100	\$ (24,788)	-1.9%
Paratransit	\$ 163,903	\$ 157,024	\$ (6,879)	-4.2%
System Total	\$ 1,446,791	\$ 1,415,124	\$ (31,667)	-2.2%

**Ridership**

	FY18-December	FY19-December	Variance	%Δ
Fixed Route	324,148	323,562	(586)	-0.2%
Paratransit	12,122	11,717	(405)	-3.3%
SolVan	1,459	1,750	291	19.9%
System Total	337,729	337,029	(700)	-0.2%

**Ridership**

	YTD-FY18	YTD-FY19	Variance	%Δ
Fixed Route	1,954,664	1,959,507	4,843	0.2%
Paratransit	79,183	77,776	(1,407)	-1.8%
SolVan	6,422	11,612	5,190	80.8%
System Total	2,040,269	2,048,895	8,626	0.4%

**Other Revenue - Favorable**

- The favorable balance is due to higher revenues than budgeted amounts for On-Board Bus Advertising Revenue and Emissions Credit Revenue.
- On-Board Bus Advertising has a favorable variance due to a higher quantity of ads sold.
- Emissions credit revenue has a favorable variance due to an increase in the market price of emission credits.

	YTD-December	YTD Budget	Variance	%Δ
On-Board Bus Advertising	\$ 107,750	\$ 30,110	\$ 77,640	257.9%
Emissions Credit Revenue	\$ 588,432	\$ 375,000	\$ 213,432	56.9%

**Operator & Mechanic Salaries & Wages - Favorable**

- The favorable balance is primarily attributed to vacant operator positions through FYTD 19.
- Other factors include operators and mechanics using vacation time, sick time, short-term disability, and long-term disability.
- An approved budget amendment for the BUZZ service will also increase expenses when the service begins in January 2019.

**Operator & Mechanic Overtime - Favorable**

- The favorable balance is primarily attributed to vacant operator positions.
- Other factors include operators and mechanics using vacation time, sick time, short-term disability, and long-term disability. To cover the actual workload, the active employees have to work extended hours.

**December**

	Bid Overtime (Hours)	Overtime (Hours)	Total Overtime (Hours)	Total Expense
Fixed Route	152	608	760	\$ 24,968
Paratransit	N/A	583	583	\$ 15,118
Mechanics	N/A	238	238	\$ 6,079

**YTD-December**

	Bid Overtime (Hours)	Overtime (Hours)	Total Overtime (Hours)	Total Expense
Fixed Route	912	8,019	8,932	\$ 293,504
Paratransit	N/A	4,716	4,716	\$ 122,287
Mechanics	N/A	1,979	1,979	\$ 50,534

**Administration Salaries & Wages - Favorable**

- The favorable variance in administrative salaries and wages is attributed to vacant positions across the agency (e.g., Maintenance Supervisor, Farebox Assistant Technician, Human Resources Manager, Safety Officer).
- An approved budget amendment for additional FTEs will increase expenses beginning in January 2019.

**Administration Overtime - Favorable**

- Administrative overtime expenses are within an acceptable range of the budget.

**Fringe Benefits - Favorable**

- Fringe benefit savings are attributed to vacant positions across the agency.

**Communications - Unfavorable**

- The unfavorable variance in communication expenses is due to a new TPX Bundle plan for landline services. Due to usage, the Agency selected a bundle plan that will lead to savings in the long term.

**Legal Services - Unfavorable**

- Legal services general have had higher expenses due to review and analysis for contracts, service agreements, projects, case reviews, procurements, claims, and funding resources.
- Legal services labor counsel have had higher expenses due to higher arbitration services rendered in August.

**Computer/Network Software Agreement - Favorable**

- Budget is twelve-period allocation, but some expenses are yet to be incurred (i.e., software programs).
- The following programs will be incurred in the latter part of the year:
  - Barracuda - provides web filters, spam filters, and email archive
  - Keystone - support for SYSCO devices
  - Cummins Software - utilize to run diagnostics on Cummins engines
  - Lansweeper - network management tool.

**Uniforms - Favorable**

- At the beginning of the fiscal year, operators are given a \$300 credit toward uniform expenses.
- The favorable balance is due to operators not yet using their annual credit. The costs will vary throughout the year depending on when the operator uses his or her uniform credit.

**Contracted Services - Favorable**

- Budget is twelve-period allocation, but some expenses are yet to be incurred.
- Contracted service expenses vary throughout the year (e.g., SVC Towing and Freight in department 22 are utilized on a need basis, web hosting costs not yet incurred, hazardous waste disposal fees not yet incurred, contracted services AC).

**Equipment Repairs - Favorable**

- The favorable balance in equipment repairs is due to a lower quantity of repairs needed. Equipment repair costs vary depending on the needs of the agency (i.e., Shop Equipment, Farebox).

**Security Services - Favorable**

- Security services are within an acceptable range of the budgeted amount.

**Fuel - CNG - Favorable**

- Internal consumption has decreased by 24,370 GGE's below FY18 YTD amounts.  
The lower internal consumption is primarily attributed to a decrease in total miles traveled FY19 YTD in comparison to the last fiscal year.

**Internal GGE Usage**

	GGE Usage	Variance FY18 vs. FY19	Variance Previous Month	%Δ FY18 vs FY19	%Δ Previous Month
Dec. FY 18	108,310				
Dec. FY 19	105,889	(2,421)	(3,480)	-2.24%	-3.18%
Nov. FY 19	109,369				
YTD December FY 18	731,620				
YTD December FY 19	707,250	(24,370)		-3.33%	

**Fuel - Hydrogen - Unfavorable**

- The unfavorable variance is primarily attributed to a breakdown of the hydrogen station. While the station is repaired, hydrogen must be purchased externally at a higher cost.

**Tires - Unfavorable**

- Tire expenses are within an acceptable range of the budgeted amount.

**Office Supplies - Favorable**

- Office supplies are a variable expense; costs vary throughout the year as required.

**Travel/Training - Favorable**

- Travel & training savings can be attributed to different times at which training sessions are attended.

**Repair Parts -Favorable**

- In December, fixed route had costs of \$78,022 for repair parts (e.g., preventative maintenance services, engine rebuilds, radiator replacement, core replacement)
- In December, paratransit had expenses of \$14,984 for repair parts (e.g., preventative maintenance, engine replacement, transmission replacement)
- In December, support vehicle repair parts had a cost of \$1,901 for repair parts (e.g., preventative maintenance, tire replacement, battery replacement)

**Facility Maintenance - Favorable**

- Facility maintenance expenses are within an acceptable range of the budgeted amount.

**Electricity - CNG & Hydrogen - Favorable**

- In FY 19 the budget was increased to cover the projected increase in expenses due to the installation of the electrolyzer.
- The hydrogen station was down during November for repairs. During this time, hydrogen was not produced which lowered the electricity expenses.

**Natural Gas - Favorable**

- In December, there was a decrease of 2,140 GGE's used for outside fueling sales than in the previous month.
- GGE outside usage has decreased 178,573 GGE's below FY18 YTD amounts.
- The decrease in GGE usage is due to a decrease in CNG sales. In August, Burrtec completed their CNG station and no longer uses the SunLine CNG station to fuel.

**Outside GGE Usage**

	GGE Usage	Variance FY18 vs. FY19	Variance Previous Month	%Δ FY18 vs FY19	%Δ Previous Month
Dec. FY 18	50,592				
Dec. FY 19	8,539	(42,053)	(2,140)	-83.12%	-20.04%
Nov. FY 19	10,679				
YTD December FY 18	306,945				
YTD December FY 19	128,372	(178,573)		-58.18%	

**Water - Favorable**

- Gas and water utility expenses are within an acceptable range of the budgeted amount.
- The maintenance team has emphasized water conservation and made changes to their routines that have helped reduce water consumption.

**Insurance Losses - Favorable**

- Insurance losses can vary widely from month to month. As of December, expenses related to insurance losses have remained low. Reconciliations vary quarterly.

**Insurance Premium - Property - Favorable**

- Insurance premium expenses are within an acceptable range of the budget.

**Repair Claims - Favorable**

- Repair claims can vary significantly from month to month.
- As of November, there have been a total of 45 collisions which is a decrease of one (1) collision compared to FY18. The average dollar cost per collision is significantly lower than FY 18. In FY 19, the average cost per collision is \$648 compared to \$1,149 in FY 18. The decrease in repair claim expenses is attributed to accidents being minor in scale (e.g., collisions with gates, mirror to mirror contacts or collisions with trash bin).

**Fuel Taxes - Favorable**

- Outside fueling sales are currently \$429,968 below FY 18 YTD amounts.
- For December, sales have decreased by \$4,776 from the previous month.

The favorable variance in fuel taxes is mainly attributed to a decrease in fuel sales. The FY 19 budget accounted for a decrease in sales related to the construction of a Burrtec CNG station. The station was completed on 8/23/18 Burrtec is no longer fueling at SunLine.

**Outside Fueling Revenue**

	Revenue	Variance FY18 vs. FY19	Variance Previous Month	%Δ FY18 vs FY19	%Δ Previous Month
Dec. FY 18	\$ 126,754				
Dec. FY 19	\$ 22,939	\$ (103,814)	\$ (4,776)	-81.90%	-17.23%
Nov. FY 19	\$ 27,715				
YTD December FY 18	\$ 763,489				
YTD December FY 19	\$ 333,521	\$ (429,968)		-56.32%	

**Other Expenses - Favorable**

- Costs vary from month to month depending on the needs of the agency (e.g., medical exams and testing, consulting fees, recruiting employees, printing services, temporary help services).

**Self Consumed Fuel - Favorable**

- There is a decrease of 55,289 total miles traveled in FY 19 YTD in comparison to FY 18 YTD.

**Mileage**

	Dec. FY18	Dec. FY19	Variance	%Δ
Fixed Route	316,777	305,423	(11,354)	-3.6%
Paratransit	92,812	90,693	(2,119)	-2.3%
System Total	409,589	396,116	(13,473)	-3.3%

**Mileage YTD-Dec.**

	YTD-FY18	YTD-FY19	Variance	%Δ
Fixed Route	1,942,568	1,870,648	(71,920)	-3.7%
Paratransit	592,808	609,439	16,631	2.8%
System Total	2,535,376	2,480,087	(55,289)	-2.2%

**SunLine Transit Agency**

**CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: Contracts Signed in Excess of \$25,000 January 2019

Summary:

The attached report summarizes SunLine’s contracts signed in excess of \$25,000. For the month of January 2019, there were eight (8) contracts executed. They are:

<b>VENDOR</b>	<b>PURPOSE</b>
CDW Government	Microsoft Enterprise Agreement
Doug Wall Construction	Install 3 Electric Chargers in Indio
Desert Paradise Construction	Technical Support Services
BMI Consulting	Public Works Technical Support
Manticore Advocacy	Manticore Advocacy Supporting Services
Vasquez & Company, LLP	IT Security Audit
HDR Engineering	Transit Redesign and Network Analysis
NEL Hydrogen, Inc.	Electrolyzer and Fueling Station

Recommendation:

Receive and file.

Contracts Signed in Excess of \$25,000

January 2019

Vendor	Product/Service	Need	Budgeted	Budgeted Amount	Cost	Type
CDW Government	Microsoft Enterprise Agreement	Support and upgrades for Microsoft products used throughout the Agency.	FY19, FY20 & FY21 Operating Budget	\$ 257,360.85	\$ 257,360.85	Executed Agreement Board Approved
Doug Wall Construction	Install 3 Electric Chargers in Indio	Installation of 3 vehicles charging stations in Division 2, to serve 2 Electric buses.	SRTP FY 19	\$ 78,623.00	\$ 57,435.00	Executed Agreement Board Approved
Desert Paradise Construction	Technical Support Services	Provide technical support services to the Agency for several public works projects.	FY19 & FY20 Operating Budget/ Capital Budget	\$ 100,000.00	\$ 100,000.00	Executed Agreement Board Approved
BMI Consulting	Public Works Technical Support	Provide technical support services to the Agency for several public works projects.	FY19 & FY20 Operating Budget/ Capital Budget	\$ 100,000.00	\$ 100,000.00	Executed Agreement Board Approved
Manticore Advocacy	Manticore Advocacy Supporting Services	Supporting services to Agency for the Center of Excellence.	FY19 Operating Budget	\$ 216,822.00	\$ 50,750.00	Executed Agreement
Vasquez & Company, LLP	IT Security Audit	IT vulnerability analysis study and IT skill assessment.	SRTP FY16/17	\$ 89,250.00	\$ 89,250.00	Executed Agreement Board Approved
HDR Engineering	Transit Redesign and Network Analysis	Fund a study of Agency's customers in an effort to provide context for some of the system changes being recommended by the Agency.	SRTP FY11/12	\$ 94,970.00	\$ 86,082.00	Executed Amendment Board Approved

Proton Energy Systems and Nel Hydrogen, Inc.	Electrolyzer and Fueling Station	Purchase an electrolysis-based hydrogen onsite generation refueling station.	SRTP FY16/17 & FY17/18	\$ 750,000.00	\$ 750,000.00	Executed Amendment Board Approved
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**SunLine Transit Agency**  
**CONSENT CALENDAR**

DATE: February 27, 2019 **RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: Union & Non-Union Pension Investment Asset Summary December 2018

Summary:

- The pension asset summary demonstrates the book and market value of all assets as well as the total asset allocation for SunLine's bargaining and non-bargaining retirement plans. The following table states the target and range values for asset allocations based on the current investment policy:

	Target	Range
Equities	60%	35 – 75%
Fixed Income	40%	25 – 64%
Cash & Equivalent	0%	0 – 10%

- For the month of December, SunLine's investments fell within the approved range of investment type for the union and non-union assets.

Union

	Actual	Range
Equities	60.70%	35 – 75%
Fixed Income	38.46%	25 – 64%
Cash & Equivalent	0.84%	0 – 10%

Non-Union

	Actual	Range
Equities	60.75%	35 – 75%
Fixed Income	38.48%	25 – 64%
Cash & Equivalent	0.77%	0 – 10%

Recommendation:

Receive and file.



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 100-40-02869-01



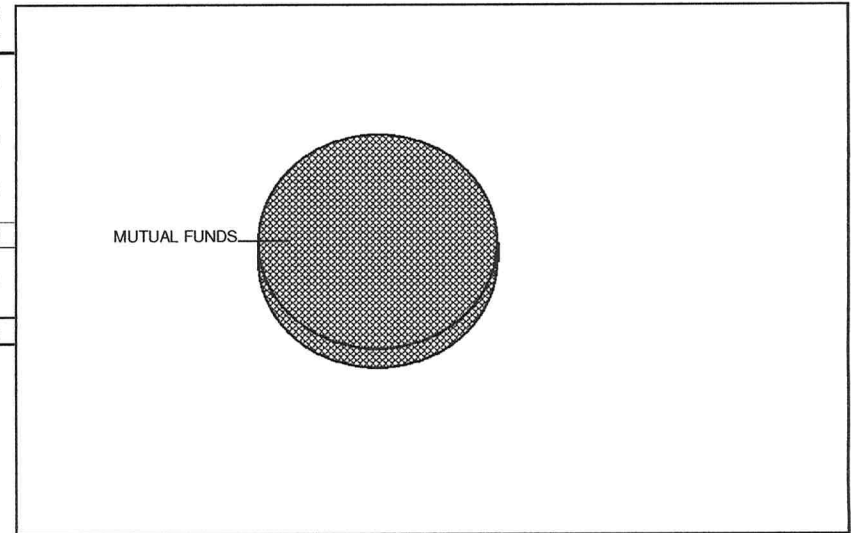
SUNLINE TRANSIT AGENCY - NON-UNION  
 ACCOUNT 6746032100

Page 7 of 26  
 Period from December 1, 2018 to December 31, 2018

**ASSET SUMMARY**

<b>ASSETS</b>	<b>12/31/2018 MARKET</b>	<b>12/31/2018 BOOK VALUE</b>	<b>% OF MARKET</b>
Cash And Equivalents	197,775.71	197,775.71	0.77
Mutual Funds-Equity	15,583,732.85	16,095,090.97	60.75
Mutual Funds-Fixed Income	9,872,267.81	10,199,811.24	38.48
<b>Total Assets</b>	<b>25,653,776.37</b>	<b>26,492,677.92</b>	<b>100.00</b>
Accrued Income	286.50	286.50	0.00
<b>Grand Total</b>	<b>25,654,062.87</b>	<b>26,492,964.42</b>	<b>100.00</b>

**Estimated Annual Income**                      **650,249.95**



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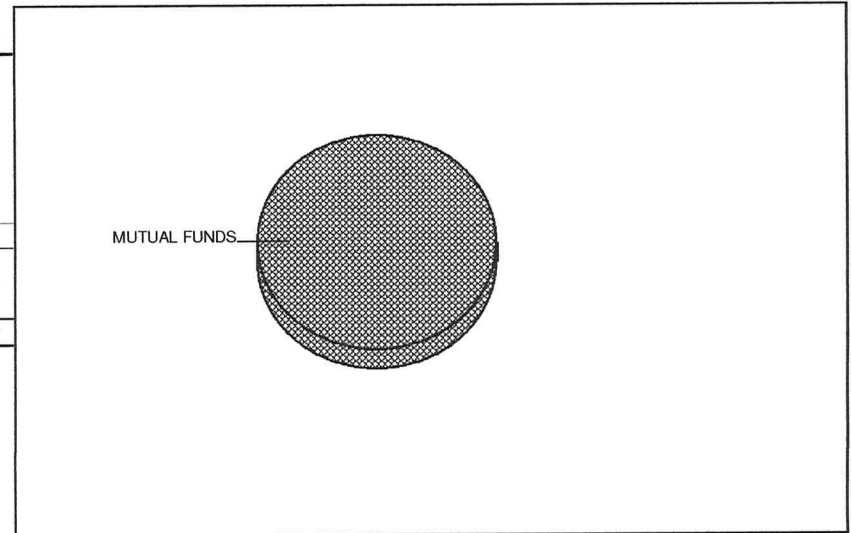


SUNLINE TRANSIT AGENCY - UNION  
 ACCOUNT 6746032000

Page 7 of 27  
 Period from December 1, 2018 to December 31, 2018

**ASSET SUMMARY**

<b>ASSETS</b>	<b>12/31/2018 MARKET</b>	<b>12/31/2018 BOOK VALUE</b>	<b>% OF MARKET</b>
Cash And Equivalents	213,035.97	213,035.97	0.84
Mutual Funds-Equity	15,312,919.79	15,815,623.17	60.70
Mutual Funds-Fixed Income	9,703,790.85	10,022,624.79	38.46
<b>Total Assets</b>	<b>25,229,746.61</b>	<b>26,051,283.93</b>	<b>100.00</b>
Accrued Income	308.83	308.83	0.00
<b>Grand Total</b>	<b>25,230,055.44</b>	<b>26,051,592.76</b>	<b>100.00</b>
<b>Estimated Annual Income</b>	<b>639,571.88</b>		



**SunLine Transit Agency**  
**CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: Ridership Report for January 2019

Summary:

System-wide ridership January 2019 decreased 0.5% versus January 2018.

<b>Monthly Ridership</b>		
	<b>Jan 18</b>	<b>Jan 19</b>
<b>Fixed Route</b>	340,121	337,748
<b>Van Pool</b>	2,228	2,094
<b>Sundial</b>	12,939	13,585
<b>System Total</b>	<b>355,288</b>	<b>353,427</b>

Note: Year to date system ridership as of January 2019 has increased 0.3% in comparison to the previous fiscal year.

Recommendation:

Receive and file.



**SunLine Transit Agency  
Monthly Ridership Report  
January 2019**

Route	Fixed Route Description	Jan 2019	Jan 2018	Dec 2018	FY 2018 & 2019		FY 2019 YTD	FY 2018 YTD	YTD Var.	% Var.	Bikes		Wheelchairs	
					Month Var.	% Var.					Monthly	YTD	Monthly	YTD
14	DHS/PS	48,128	52,637	47,398	(4,509)	-8.6%	339,109	353,609	(14,500)	-4.1%	1504	11,438	443	3,488
15	DHS	10,070	9,982	9,611	88	0.9%	68,592	66,606	1,986	3.0%	138	1,157	130	583
20	DHS/PD	2,340	1,892	2,157	448	23.7%	17,543	13,099	4,444	33.9%	34	475	5	41
21	PD	1,166	876	935	290	24.9%	7,188	876	6,312	87.8%	19	148	13	46
24	PS	14,572	14,659	14,199	(87)	-0.6%	102,195	92,604	9,591	10.4%	470	3,614	124	795
30	CC/PS	49,469	54,245	49,064	(4,776)	-8.8%	353,986	370,280	(16,294)	-4.4%	1544	12,517	392	2,935
32	PD/RM/TP/CC/PS	20,611	21,029	20,378	(418)	-2.0%	142,504	135,646	6,858	5.1%	834	6,521	139	937
40	PS/BUZZ	4,318	-	-	4,318	100.0%	4,318	-	4,318	100.0%	-	-	4	4
53	PD/IW	-	650	-	(650)	-100.0%	-	21,867	(21,867)	-100.0%	-	-	-	-
54	Indio/LQ/IW/PD	6,626	5,932	6,060	694	11.7%	44,406	40,049	4,357	10.9%	174	1,271	33	237
70	LQ/BD	14,487	15,455	13,221	(968)	-6.3%	90,814	91,772	(958)	-1.0%	623	4,364	47	313
80	Indio	17,315	12,737	16,672	4,578	35.9%	115,364	73,696	41,668	56.5%	308	2,326	108	971
81	Indio	7,256	8,416	6,987	(1,160)	-13.8%	51,845	52,381	(536)	-1.0%	65	538	33	369
90	Coachella/Indio	5,894	6,415	5,516	(521)	-8.1%	40,790	61,955	(21,165)	-34.2%	144	724	53	288
91	I/Cch/Th/Mec/Oas	13,140	13,641	12,301	(501)	-3.7%	85,141	107,805	(22,664)	-21.0%	263	1,606	16	200
95	I/Cch/Th/Mec/NS	2,281	1,899	2,044	382	20.1%	15,510	12,727	2,783	21.9%	45	532	8	69
111	PS to Cch	118,990	118,598	116,079	392	0.3%	810,388	791,353	19,035	2.4%	4656	35,076	845	6,307
220	PD to Riverside	1,085	1,058	940	27	2.6%	7,562	8,460	(898)	-10.6%	19	195	11	57
<b>Fixed Route Total</b>		<b>337,748</b>	<b>340,121</b>	<b>323,562</b>	<b>(2,373)</b>	<b>-0.7%</b>	<b>2,297,255</b>	<b>2,294,785</b>	<b>2,470</b>	<b>0.1%</b>	<b>10,840</b>	<b>82,502</b>	<b>2,404</b>	<b>17,640</b>
SolVan		2,094	2,228	1,750	(134)	-6.0%	13,706	8,650	5,056	58.5%				
Demand Response														
SunDial		13,585	12,939	11,717	646	5.0%	91,361	92,122	(761)	-0.8%				
<b>System Total</b>		<b>353,427</b>	<b>355,288</b>	<b>337,029</b>	<b>(1,861)</b>	<b>-0.5%</b>	<b>2,402,322</b>	<b>2,395,557</b>	<b>6,765</b>	<b>0.3%</b>				
		<b>Jan-19</b>	<b>Jan-18</b>	<b>Dec-18</b>										
	Weekdays:	22	22	20										
	Saturdays:	4	4	5										
	Sundays:	5	5	5										
	<b>Total Days:</b>	<b>31</b>	<b>31</b>	<b>30</b>										

Note: Haul Pass ridership was 28,677 rides from 1,215 unique riders.

**SunLine Transit Agency**  
**CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: SunDial Operational Notes for January 2019

Summary:

The attached report summarizes SunDial's operation for January 2019. Highlights of this report for January include a continued increase in ride alongs, onboard inspections and safety evaluations conducted by road supervisors.

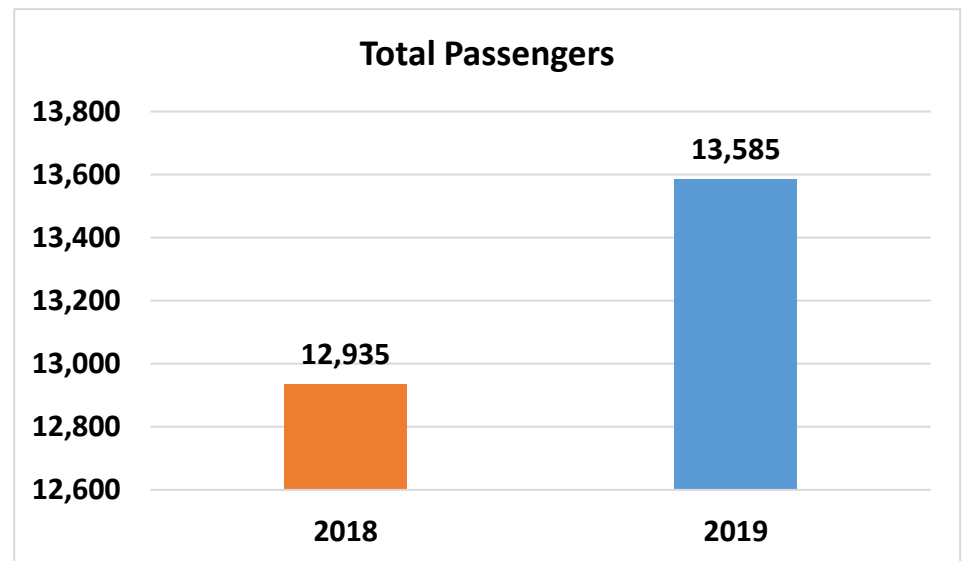
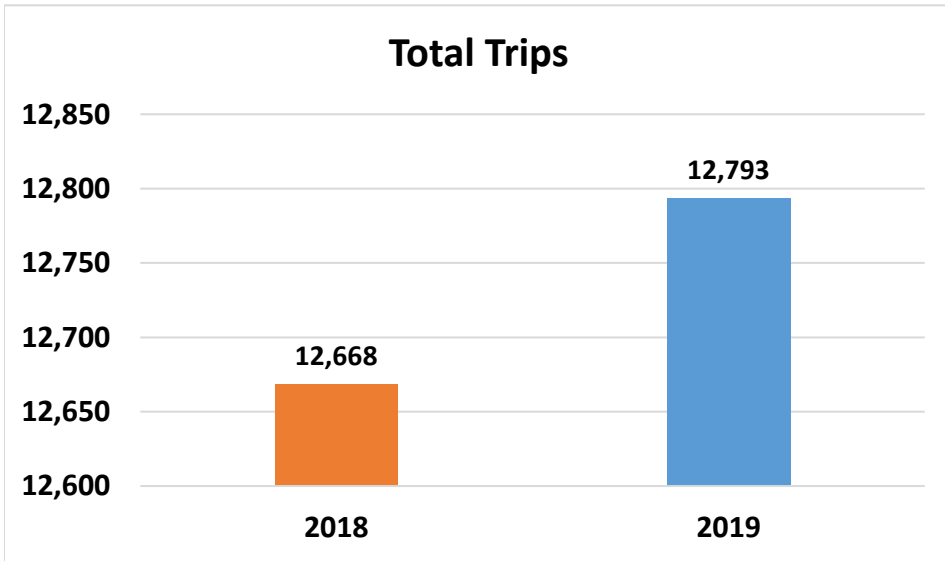
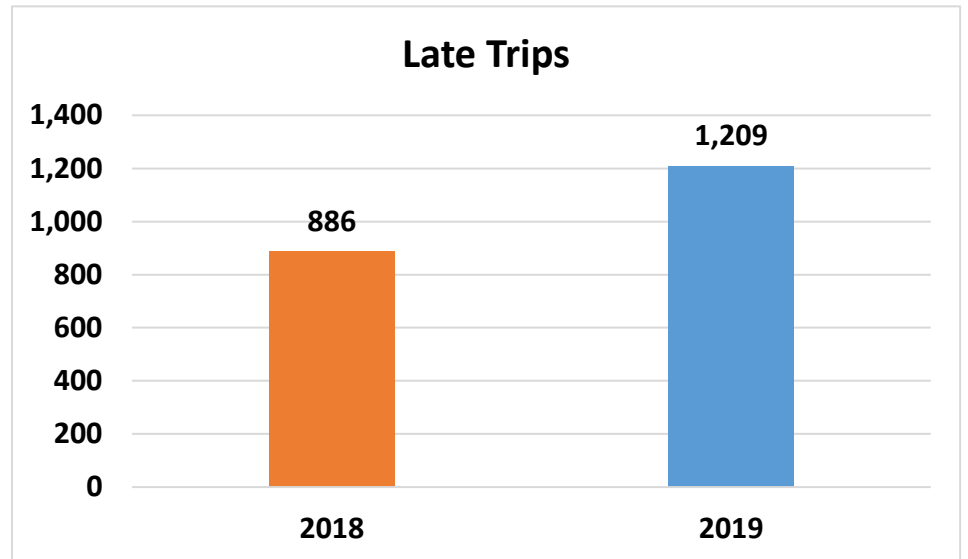
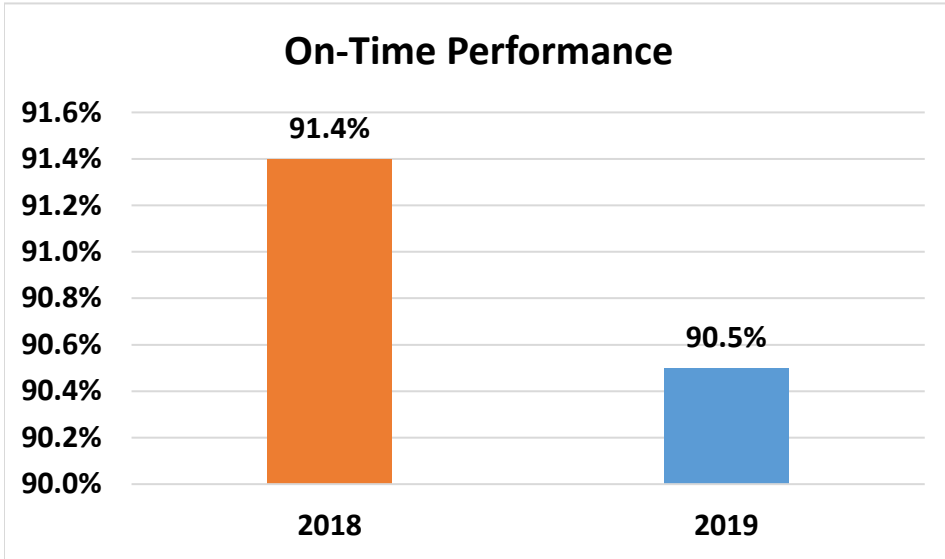
Although the total trips, passengers and late trips have increased, the system on-time performance remains over the 90% service standard.

Recommendation:

Receive and file.

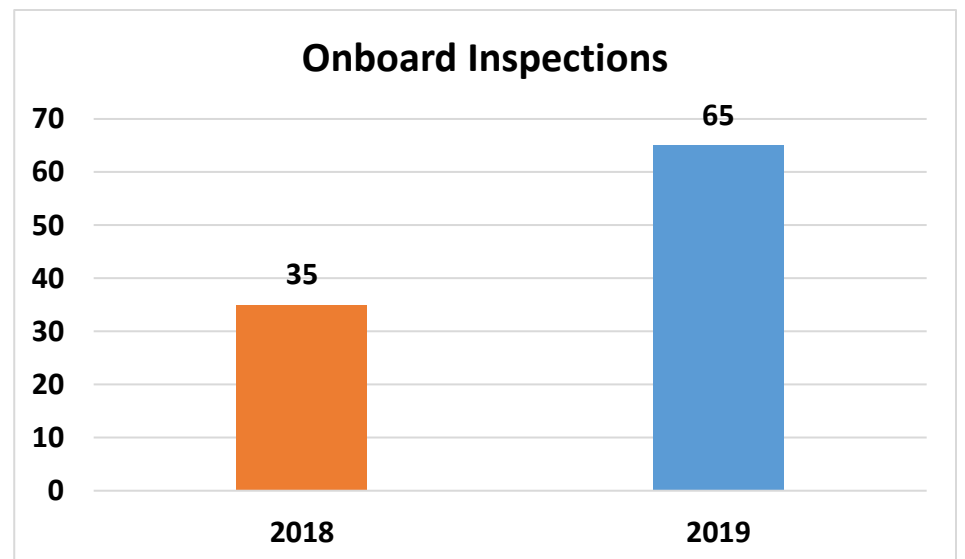
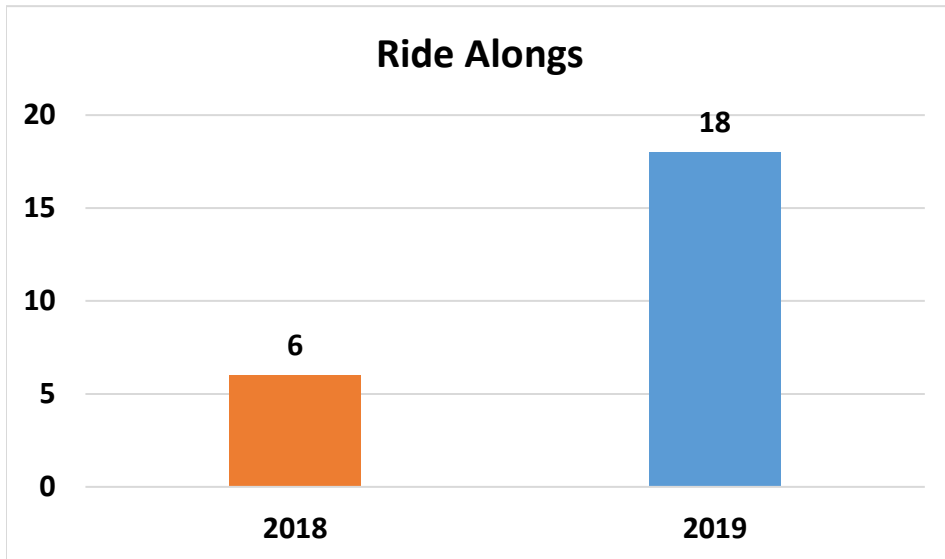
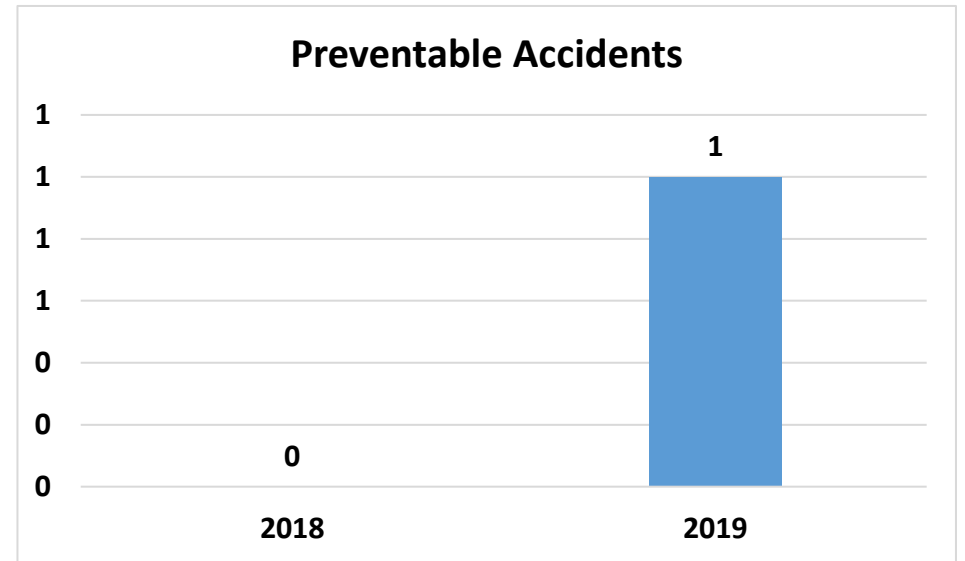
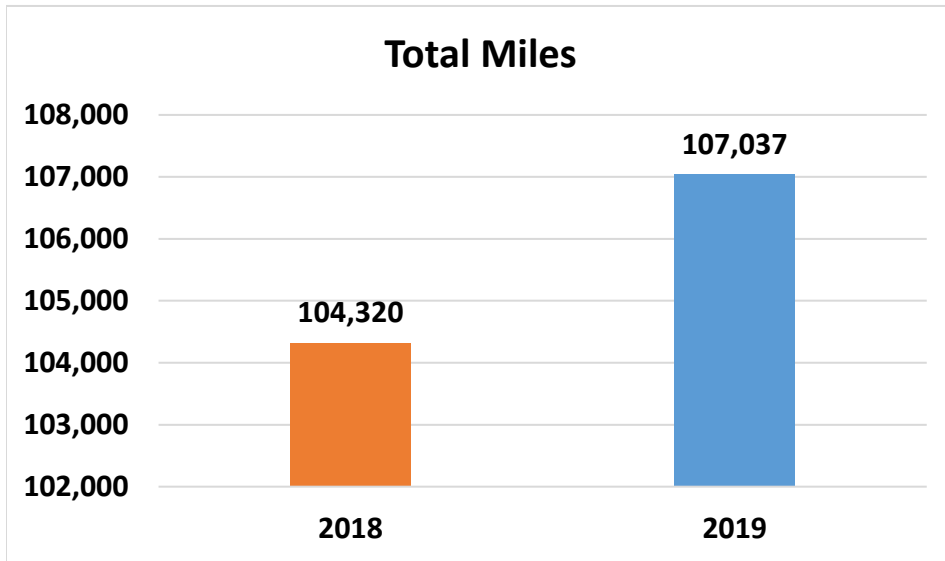
# SunDial Operational Notes

## JANUARY 2018/2019



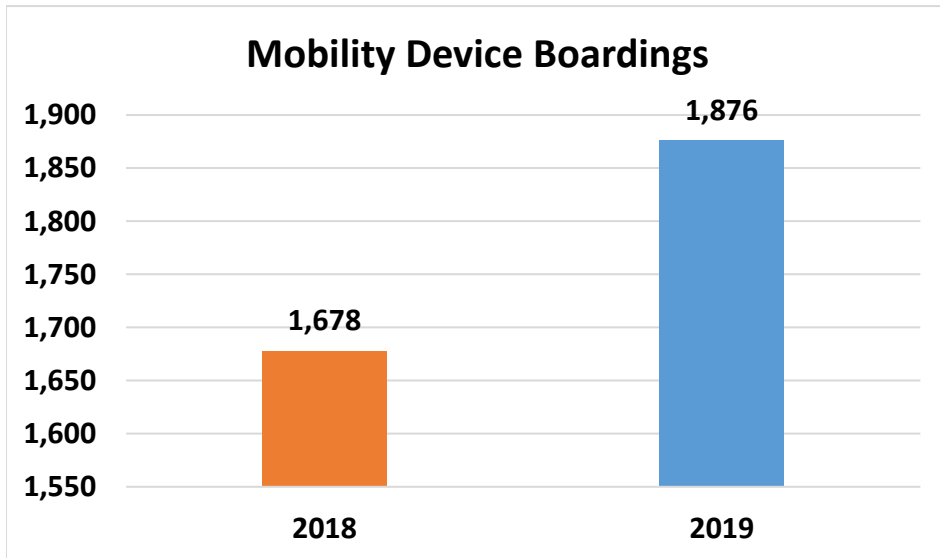
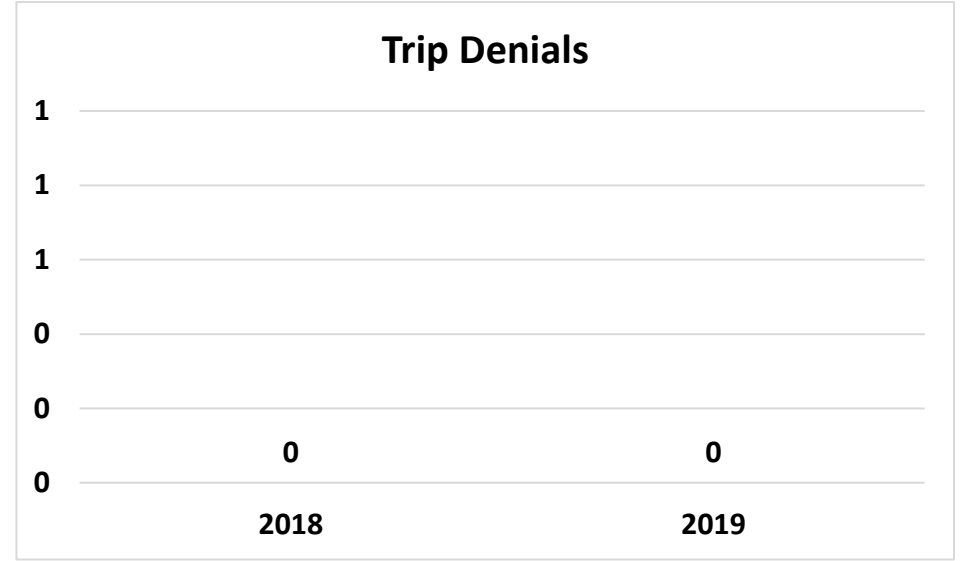
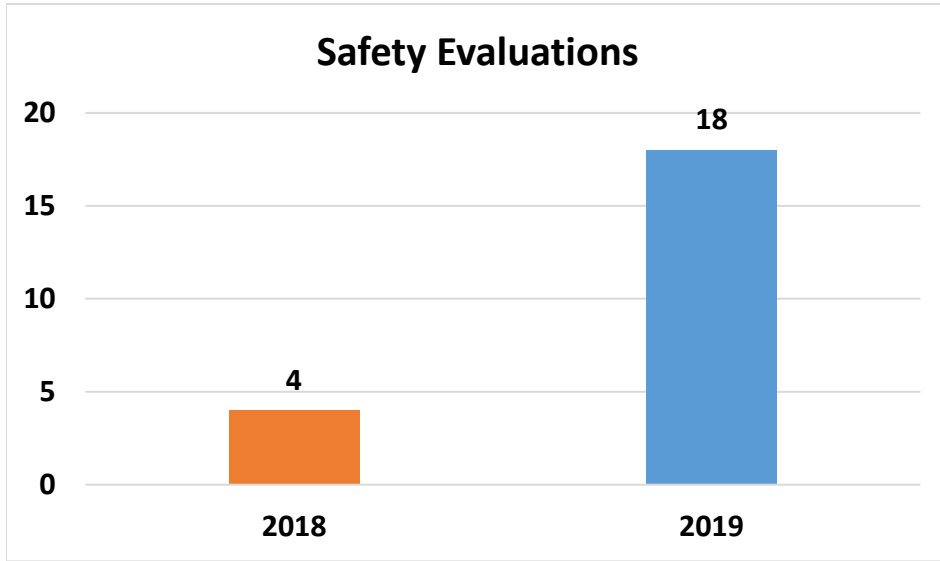
# SunDial Operational Notes

## JANUARY 2018/2019



# SunDial Operational Notes

## JANUARY 2018/2019





**SunLine Transit Agency**

**CONSENT CALENDAR**

DATE: February 27, 2019  
TO: Finance/Audit Committee  
Board of Directors  
RE: Metrics for January 2019

**RECEIVE & FILE**

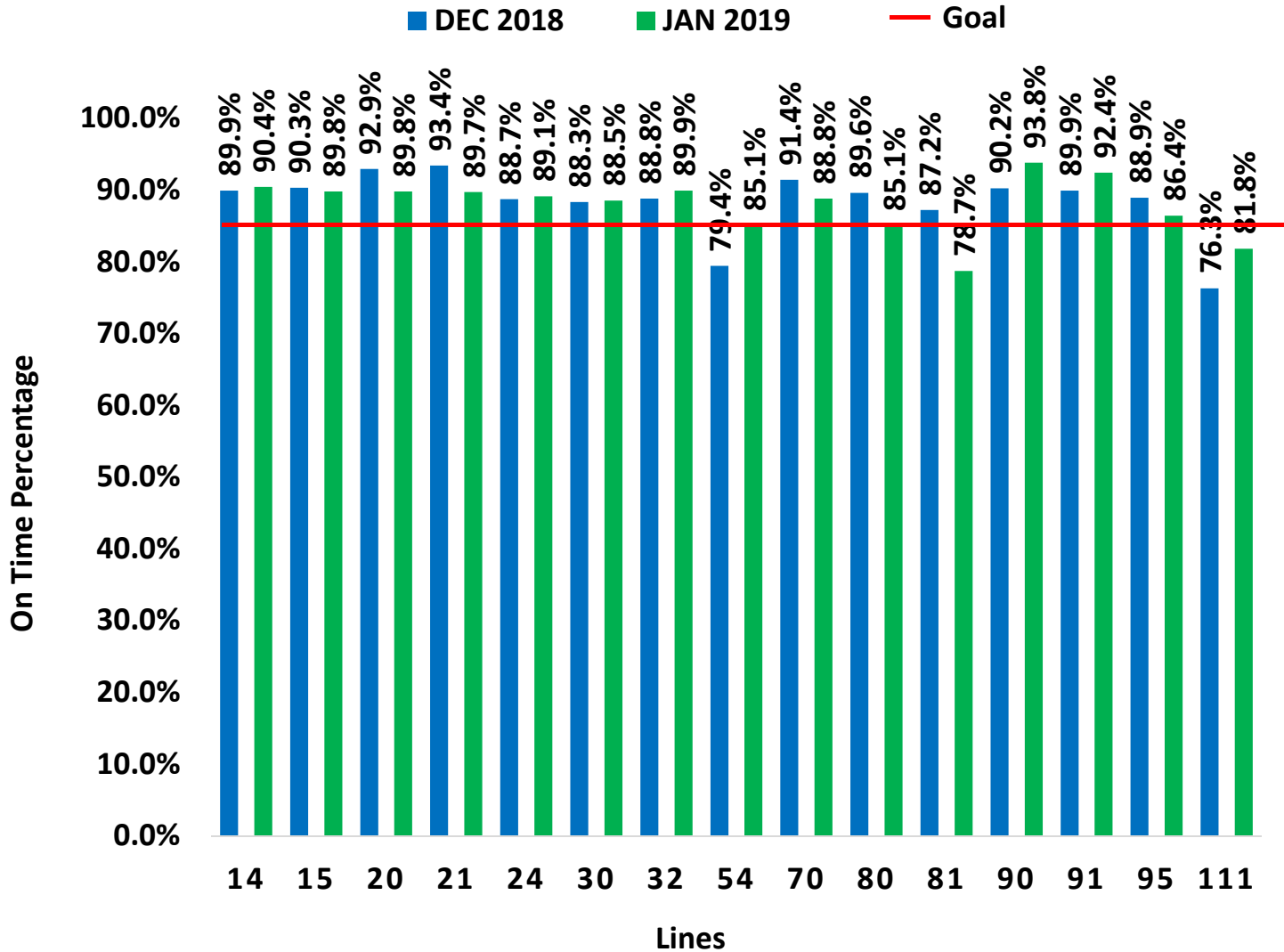
Summary:

The metrics packet includes data highlighting on-time performance, early departures, late departures, late cancellations, driver absence, advertising revenue, fixed route customer comments, paratransit customer comments, and system performance.

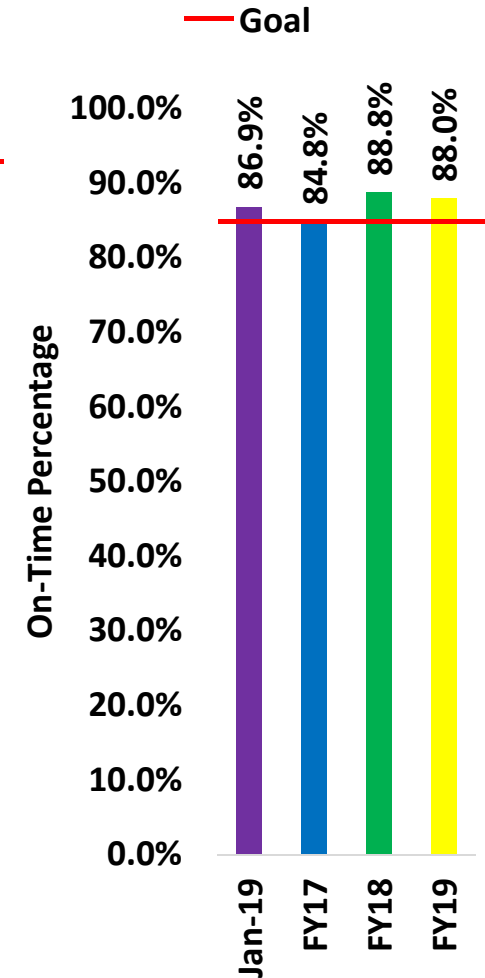
Recommendation:

Receive and file.

# On-Time Performance Percent by Line

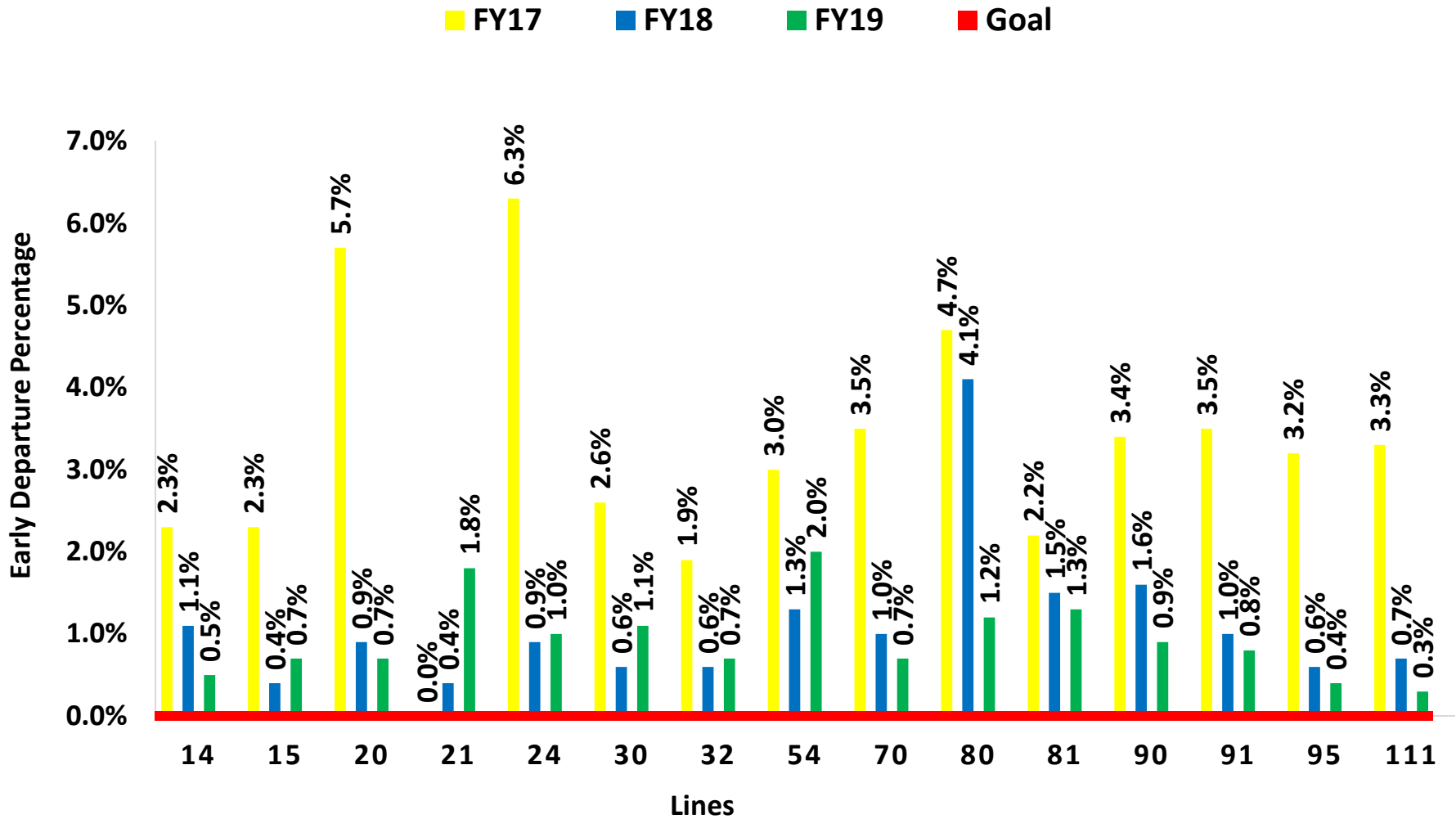


# On Time Performance System Wide



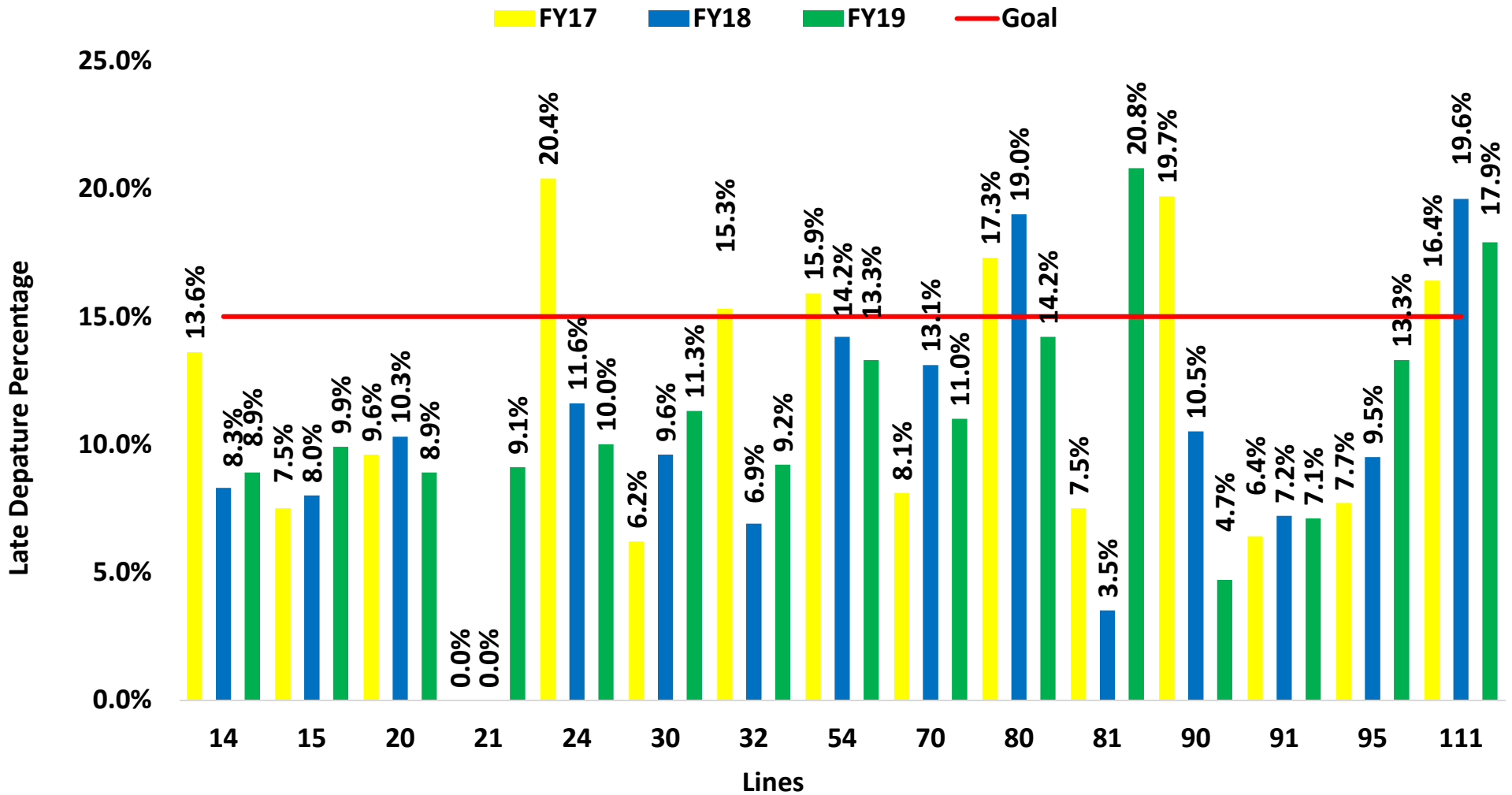
Definition: "On-Time" - when a trip departs a time point within range of zero minutes early to five minutes late.  
 Goal: Minimum target for On-Time performance is 85%.  
 Exceptions: Detours, train stuck on tracks, passenger problems, Information Technology System issues.

# Early Departures by Line YTD



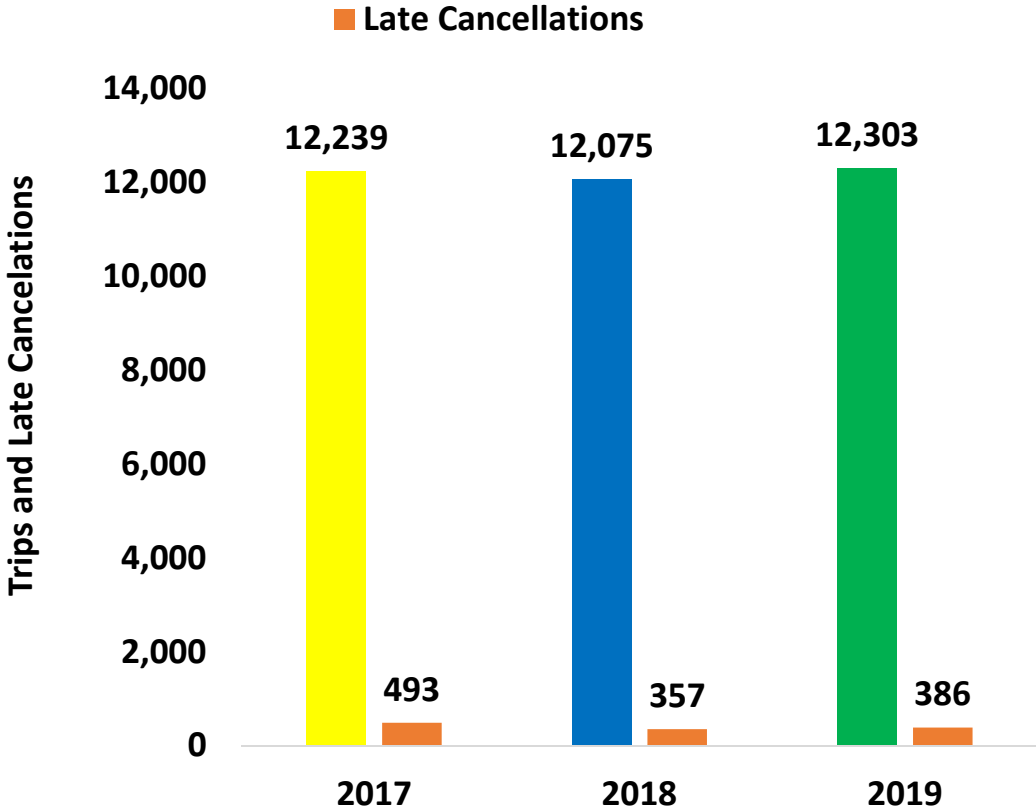
Definition: When a bus leaves a time point, ahead of the scheduled departure time.  
 Goal: To reduce early departures to 0% for each line.

## Late Departure Percent by Line January

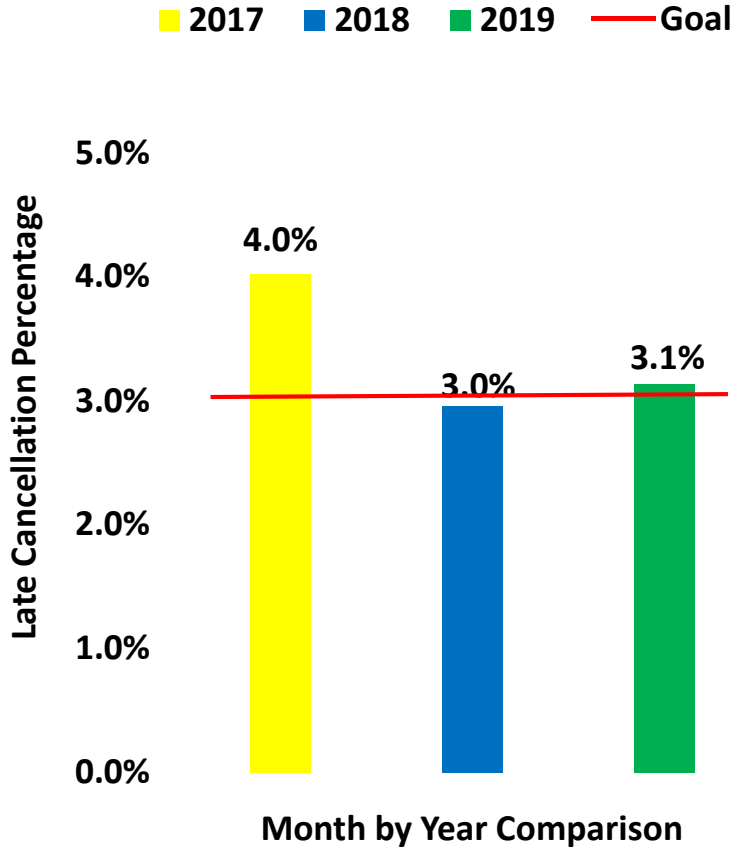


Late Definition: When a bus leaves a time point after the scheduled departure time.  
 The line is running late with a departure greater than 5 minutes.  
 Goal: To reduce late departures to 15%

# Total Trips vs. Late Cancellations January



# Late Cancellation Percentage

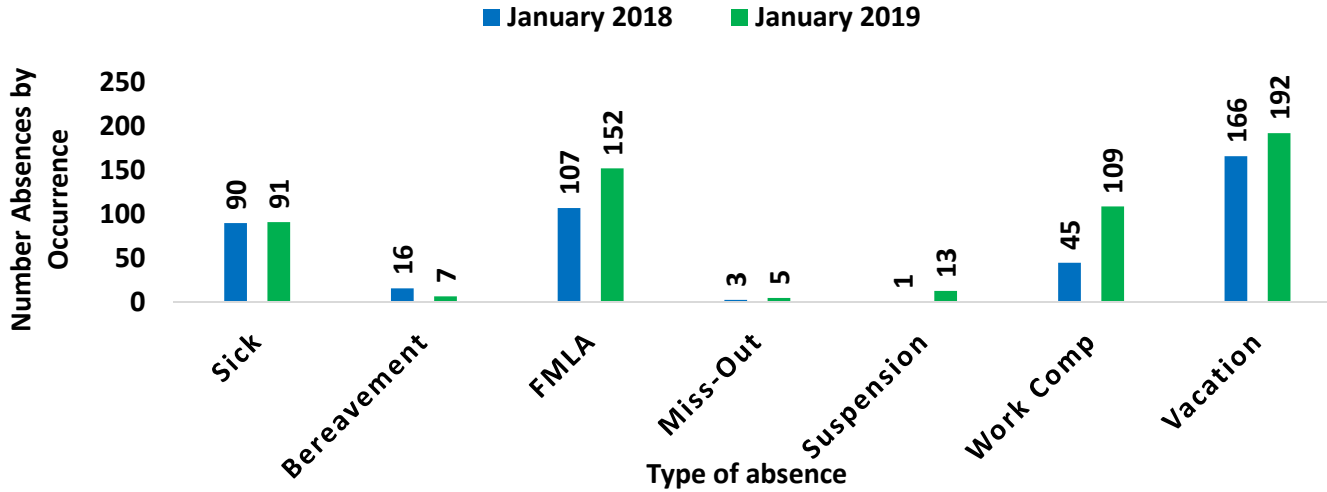


**Trip:** A one-way ride booked by the client. A round trip is counted as two trips.

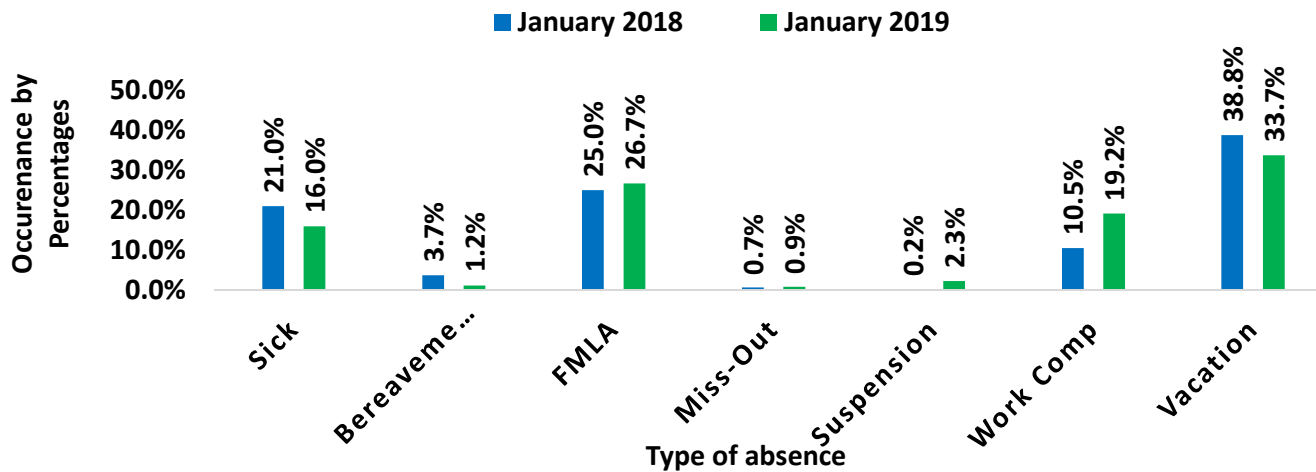
**Late Cancellation:** A trip for which an ADA client does not cancel 2 hours or more before the scheduled pick up time.

**Goal for Late Cancellations:** 3% or below.

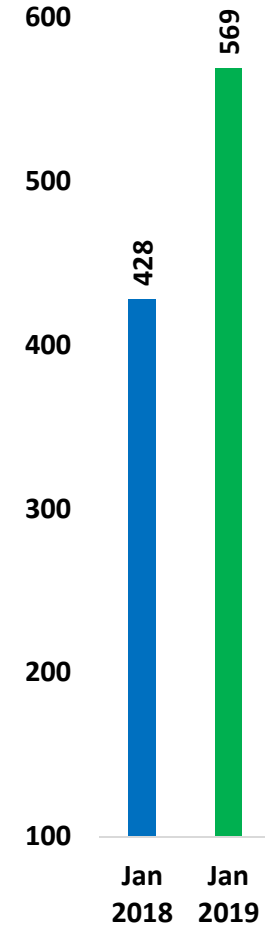
## Driver Absence Occurrences



## Driver Absence Occurrences by Percentages



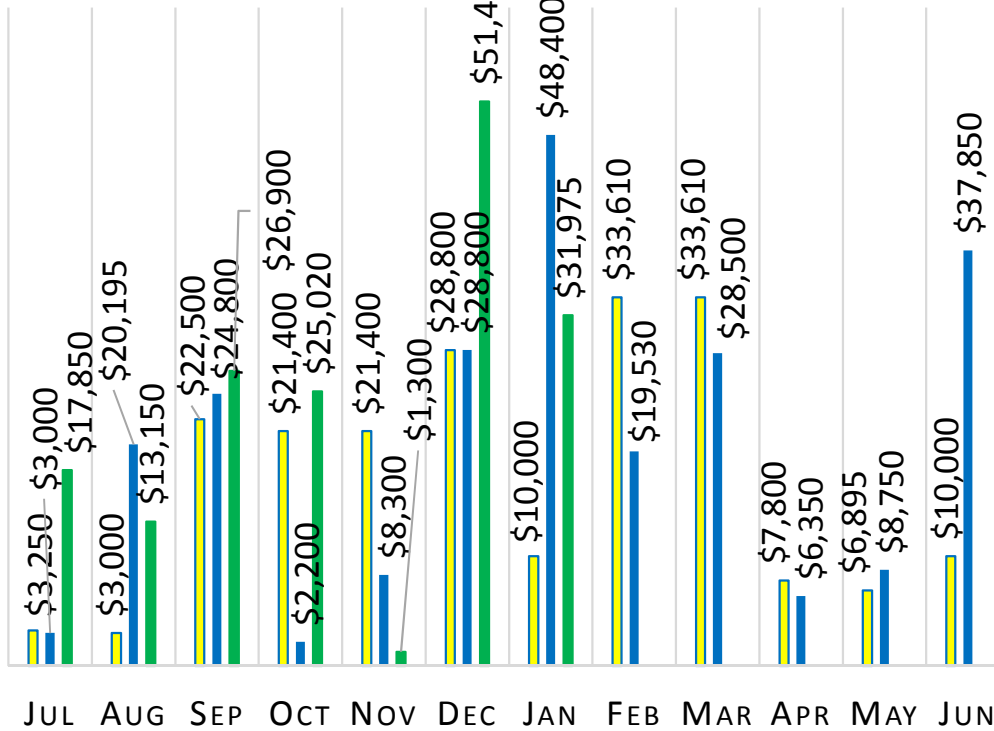
## Total Absence Occurrences



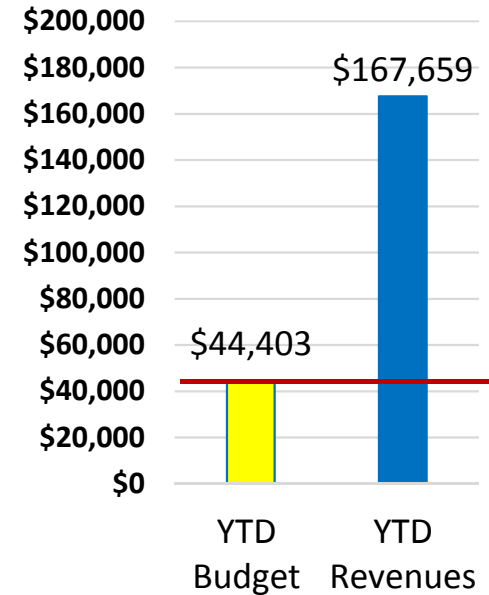
Goal: reduce by 2% - By enforcing attendance policy regularly and monitor trending – Absences include unscheduled for Fixed Route drivers.

### Collected Advertising Revenue - January - YTD FY19

■ FY 17 ■ FY18 ■ FY19

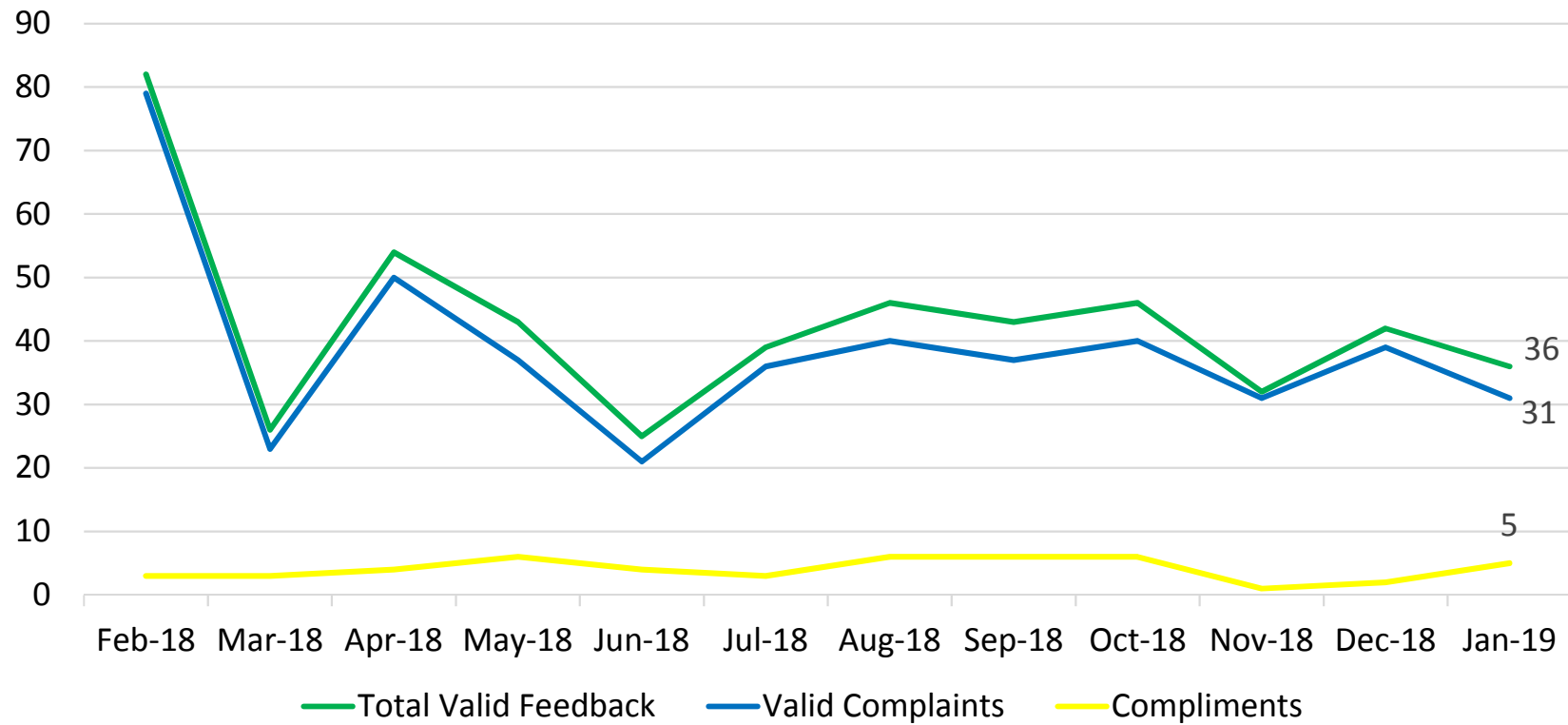


### YTD Budget vs YTD Agency Revenue January YTD



Collected Advertising tracks dollar amount of signed contracts for bus shelter and exterior bus  
 This section of the chart compares the FY19 YTD against FY18 YTD total. Does not include "Barter  
 The YTD Budget vs YTD Agency Revenue section tracks YTD revenue accrued vs the YTD budgeted  
 by Finance. The Finance annual budgeted amount is \$75,949.00

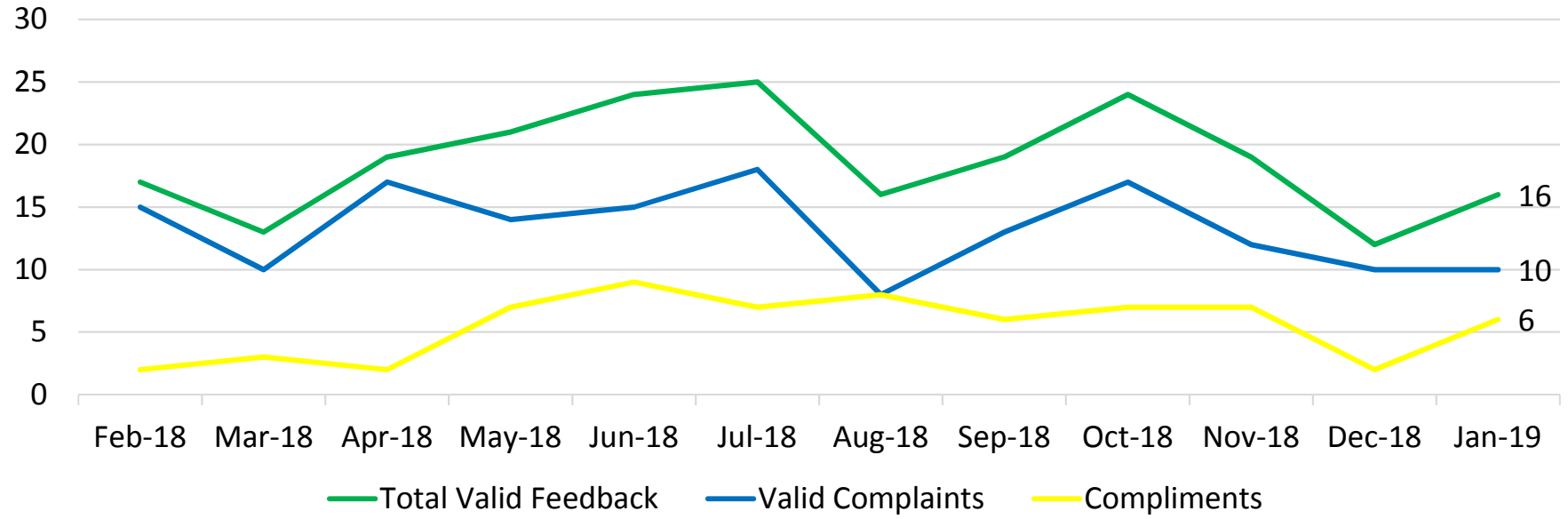
## Fixed Route Customer Feedback for January 2019



Valid Fixed Route Feedback comprised of compliments and complaints for January 2019

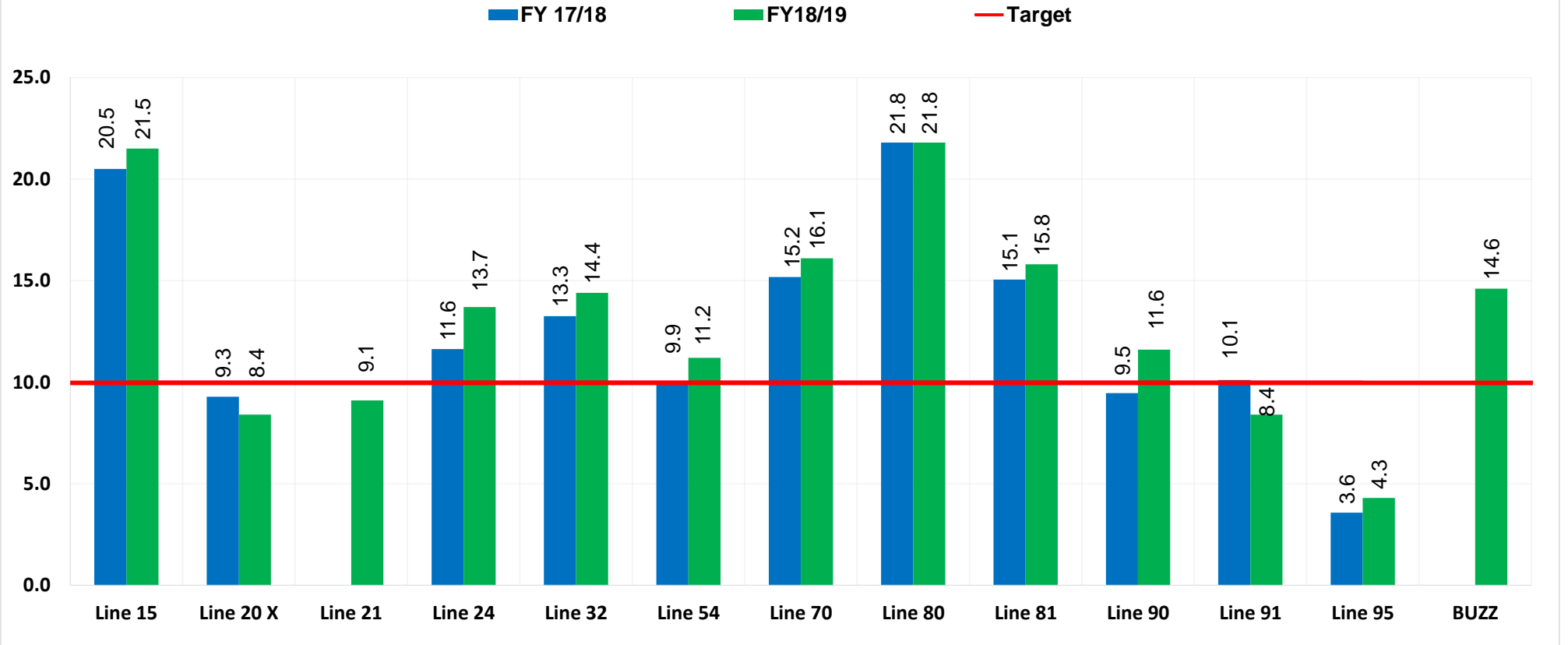


### Paratransit Customer Feedback for January 2019



Valid Paratransit Feedback comprised of compliments and complaints for January 2019

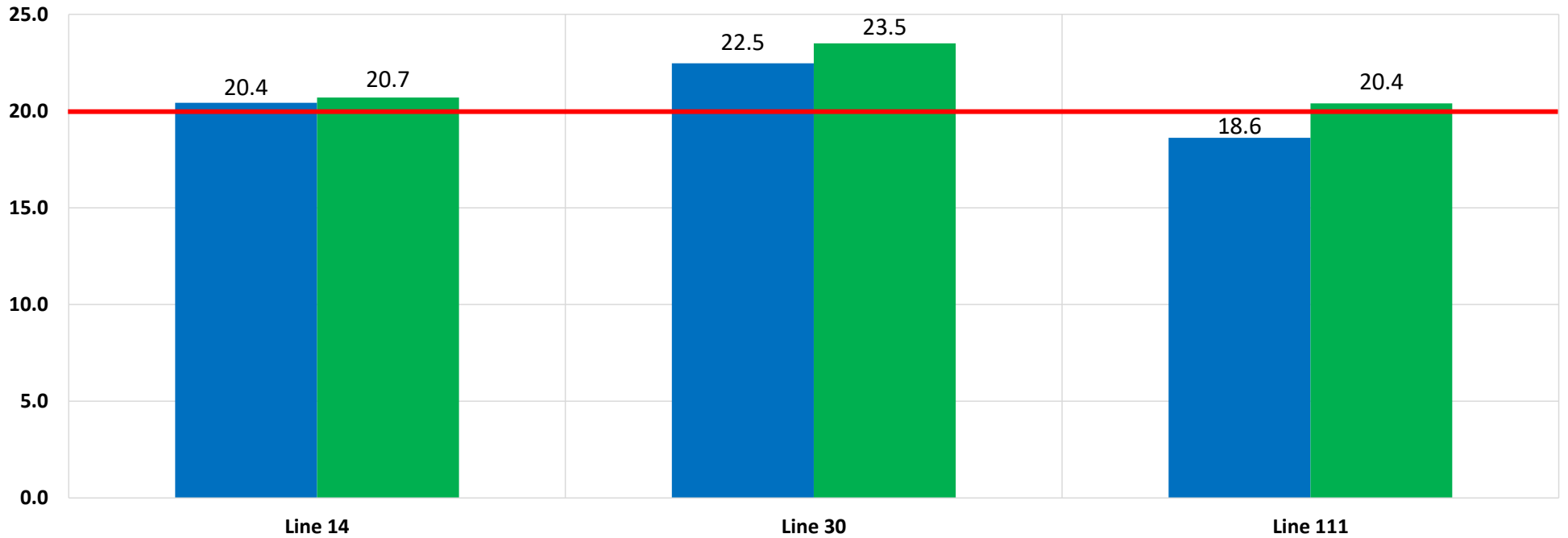
## System Performance - Local Routes January 2019



The chart above represents the system performance on local routes for Passenger Per Revenue Hour (PPRH). The goal for local fixed routes is 10 PPRH. The FY 18/19 goal is based on board approved service standards policy.

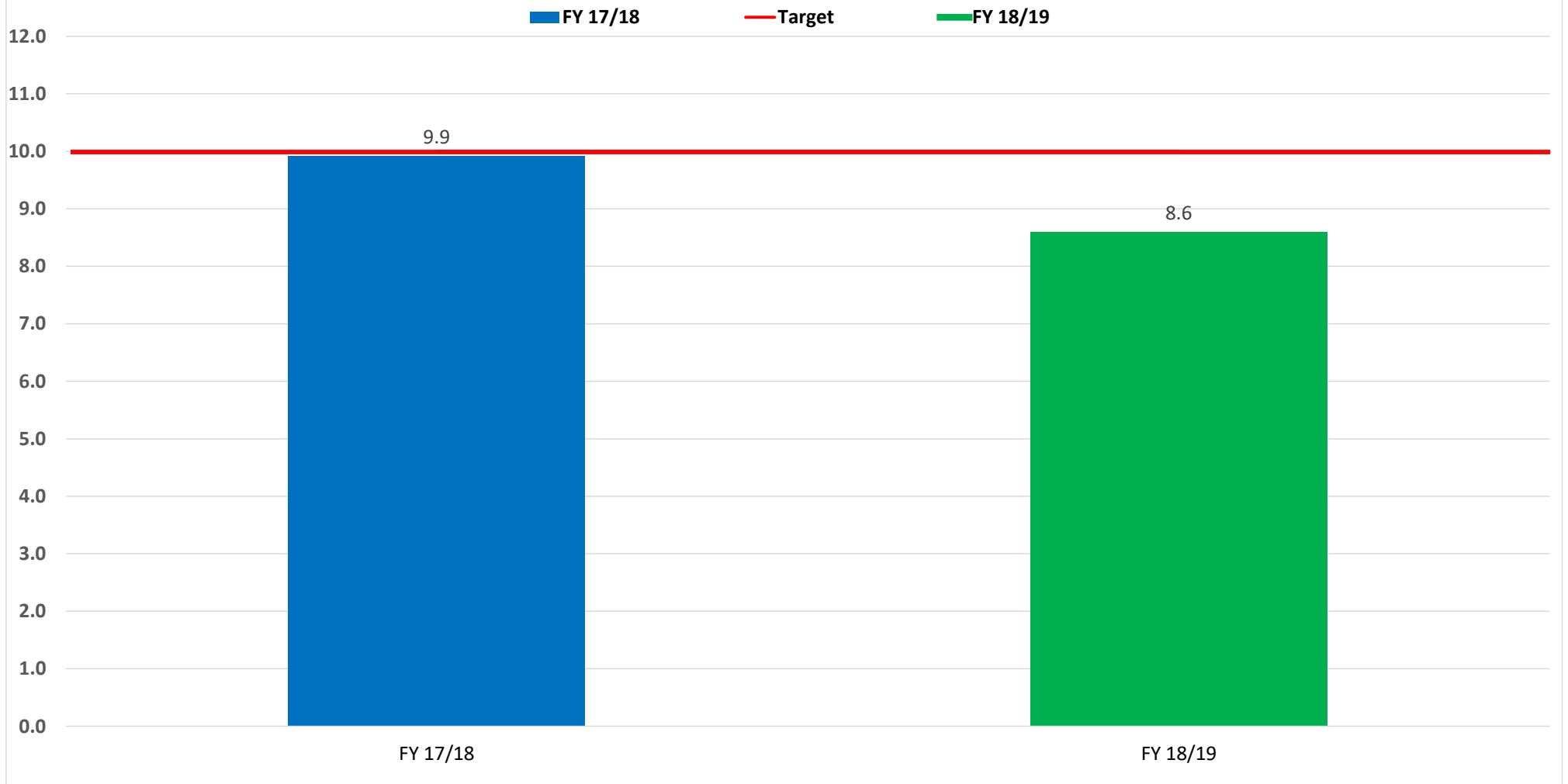
## System Performance - Trunk Routes January 2019

FY 17/18      FY 18/19      Target



The chart above represents the system performance on trunk routes for Passenger Per Revenue Hour (PPRH). The goal for trunk fixed routes is 20 PPRH. The FY 18/19 goal is based on board approved service standards policy.

## System Performance - Market-Based Service Link 220 - January 2019



The chart above represents the system performance target for market-based services on the Link 220 which is based on Passenger Per Revenue Trip (PPRT). The goal for market-based service is 10 PPRT. The FY 18/19 goal is based on board approved service standards policy.

**SunLine Transit Agency**

**CONSENT CALENDAR**

DATE: February 27, 2019

**RECEIVE & FILE**

TO: Finance/Audit Committee  
Board of Directors

RE: Board Member Attendance for January 2019

Summary:

The attached report summarizes the Board of Directors' attendance for fiscal year-to-date January 2019.

Recommendation:

Receive and file.

FY 18/19	Board Member Matrix Attendance													Total Meetings	Total Attended
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Desert Hot Springs	X		X			X	X						10	4	
Palm Desert	X		X	X		X	X						10	5	
Palm Springs	X		X	X		X	X						10	5	
Cathedral City	X		X										10	2	
Rancho Mirage	X		X	X		X							10	4	
Indian Wells	X		X	X		X	X						10	5	
La Quinta	X		X	X		X	X						10	5	
Indio	X		X	X		X	X						10	5	
Coachella	X		X				X						10	3	
County of Riverside	X		X	X		X	X						10	5	

**X - ATTENDED (Primary/Alternate)**

**DARK –**

**SunLine Transit Agency**

**DATE:** February 27, 2019 **ACTION**

**TO:** Board of Directors

**FROM:** Kathleen Kelly, Chairperson of the Board

**RE:** Changes of Committee Appointments

---

**Recommendation**

Recommend that the Board of Directors approve any changes of appointment of Board members to the Finance/Audit Committee, Board Operations Committee, Strategic Planning & Operational Committee, and Taxi Committee.

**Background**

At the January 23, 2019 Board meeting, a discussion item was on the agenda to provide an opportunity to request a change on SunLine Committee appointments wherein Board members were encouraged to contact Chairperson Kathleen Kelly to relay their desired appointments. The attached document details the proposed new membership.

- **Finance/Audit Committee** - Committee consists of five Board members  
Staff representative: Chief Financial Officer or Designee
- **Board Operations Committee** - Committee consists of three Board members  
Staff representative: CEO/General Manager and Legal Counsel
- **Strategic Planning and Operational Committee** - Committee consists of three Board members  
Staff representative: Chief Administrative Officer
- **Taxi Committee** - Committee consists of three Board members  
Staff Representative: Taxi Administrator

**Financial Impact**

No financial impact.

**SunLine Transit Agency  
SunLine Services Group  
Board Committee Assignments  
FY 2018-2019 COMMITTEE APPOINTMENTS**

	<b>Finance/Audit Committee (5)</b> Meet prior to each Board meeting	<b>Board Operations Committee (3)</b> Meet as needed	<b>Strategic Planning &amp; Operational Committee (5)</b> Meet as needed	<b>Taxi Committee (3)</b> Meet as needed
Robert Radi La Quinta	<b>C?</b>		<b>M</b>	
Megan Beaman Jacinto Coachella		<b>M</b>	<b>V?</b>	
Russell Betts Desert Hot Springs	<b>M</b>			
Lisa Middleton Palm Springs	<b>V?</b>		<b>C?</b>	
G. Dana Hobart Rancho Mirage		<b>C?</b>		<b>C?</b>
Raymond Gregory Cathedral City			<b>M</b>	
Kathleen Kelly Palm Desert	<b>M</b>			<b>V?</b>
Ty Peabody Indian Wells	<b>M</b>		<b>M</b>	
Lupe Ramos Amith Indio		<b>V?</b>		<b>M</b>
V. Manuel Perez Riverside County				

**M indicates Committee Member; C indicates Committee Chair; V indicates Vice Chair**

Updated: 02/21/19



**SunLine Transit Agency**

**DATE:** February 27, 2019 **ACTION**

**TO:** Board Operations Committee  
Board of Directors

**FROM:** Vanessa Mora, Deputy Chief Safety Officer

**RE:** SunDial Cancellation and No-Show Policy Update

---

**Recommendation**

Recommend that the Board of Directors approve the attached SunDial Cancellation and No-Show Policy update.

**Background**

SunLine staff is recommending an update to its SunDial Cancellation and No-Show Policy. This update is made necessary because the compliance standards promulgated by the Federal Transit Administration (FTA) have changed. SunDial service is the complementary paratransit service provided by SunLine which is mandated by the Americans with Disabilities Act. This update is to conform the policy to the new standard.

The major area that the FTA has changed is the recommended pickup window. The pickup window is now recommended to be no more than 30 minutes. The current policy referenced a pickup window which exceeds the updated FTA guidelines.

The pickup window is the time allotted to the driver to pick up a customer for this service to be considered on-time.

**Financial Impact**

There is no financial impact resulting from approval of this item.

**SunLine Transit Agency  
SunDial Cancellation and No Show Policy  
Policy No: B-190498**

Revised: ~~02/27/2019~~02/24/2016  
Adopted: 03/24/1993

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# SUNDIAL CANCELLATION AND NO SHOW POLICY

## DEFINITIONS

### **No-show**

A no-show occurs when a rider fails to appear to board a vehicle that has arrived at the scheduled pick up location within the pickup window, after the driver has waited at least 5 minutes.

### **Pickup Window**

The pickup window is defined as, ~~30 from 20 minutes before the~~ from the beginning of the scheduled negotiated pickup time, ~~to 20 minutes after the scheduled pickup time.~~ Riders must be ready to board a vehicle that arrives within the pickup window. The driver will wait for a maximum of 5 minutes, within the pickup window, for the rider to appear.

### **Late Cancellation**

A late cancellation is defined as either: a cancellation made less than 2 hours before the scheduled pickup time or as a cancellation made at the door or a refusal to board a vehicle that has arrived within the pickup window.

### **Excused No-Show or Late Cancellation**

SunLine Transit Agency does not count no-shows, late cancellations or any missed trips due to agency error or late cancellation situations beyond a rider's control that reasonably prevent the rider from notifying us that the trip cannot be taken.

### **Pattern or Practice**

A pattern or practice, as used in this policy, means intentional, repeated, or regular late cancellations or no-shows, not isolated, accidental, or singular incidents.

### **No-Shows or Late Cancellations Due to Operator Error**

- Trips placed on the schedule due to SunDial error
- Pickups scheduled at the wrong pickup location or building entrance
- Drivers arriving and departing before the pickup window begins
- Drivers arriving late (after the end of the pickup window)
- Drivers arriving within the pickup window, but departing without waiting the required 5 minutes

## No Shows or Late Cancellations Due to Circumstances Beyond a Customer's Control

- Medical emergency
- Family emergency
- Sudden illness or change in condition
- Appointment that runs unexpectedly late without sufficient

### POLICY

#### Timing for Notice of Cancellation

Customers must provide notice of cancellation at least 2 hours before their scheduled pick up time.

A separate, timely, notice of cancellation must be provided for each outgoing and return trip. Cancellation of an outgoing trip will NOT automatically cancel a scheduled return trip.

Customers who are unable to provide timely notice of cancellation due to circumstances beyond their control must contact the SunDial operations center at 760-343-3456 ~~Ext. 1404, or Ext. 1407~~ as soon as practicable under the circumstances to have the cancellation or no-show designated as excused, and to avoid a late cancellation or no-show designation.

#### Late Cancellations and No-Shows

In an effort to improve the availability of appointment time slots and make SunDial service more efficient for customers, SunLine Transit Agency reserves the right to suspend a customer's access to SunDial service due to excessive late cancellations or no-shows.

SunDial staff will periodically measure the system-wide average for no-shows and late cancellations ~~and~~ identifying customers who exceed twice the system-wide average rate. To determine whether a particular customer has excessive late cancellations or no-shows, SunLine Transit Agency then considers that customer's overall frequency of use, and evaluates whether there is "a pattern of practice of abuse" relative to how often that customer travels with SunDial.

### PROCEDURE

#### Warning and Suspension Procedures

Customers who are in violation of the policy will receive a warning phone call and a letter on the first violation. Excessive non-compliance could result in suspension of services. Customers may be subject to progressively longer suspensions, if warranted, to correct continued violations.

A written notification of intent to suspend availability of SunDial services for a specified duration will be provided to the customer 30 days prior to suspension. The notice will contain the dates, times, locations of pick-ups, and destinations that resulted in a late

cancellation or no-show designation and also include information regarding the appeal process.

Customers wishing to dispute specific no-shows or late cancellations must do so within 5 business days of receiving the written notice of intent to suspend by contacting the SunDial operations center at 760-343-3456 ~~Ext. 1404, or Ext. 1407,~~ Monday through Friday from 8:00 a.m. to 5:00 p.m. to explain the circumstance, and request the removal of the no-show or late cancellation.

Customers may also request that SunDial staff consider such factors as a customer's need for life-sustaining services that require transportation, such as dialysis treatments or chemotherapy appointments, in determining whether to impose, reduce, or withdraw the intended suspension.

### **Right to Appeal**

Customers who receive notice that a suspension has been imposed will have the right to appeal. To file an appeal, a customer must send a written explanation of why the suspension should be reversed along with any supporting documents, facts and statements. The appeal must be received within 30 days of receipt of notification that suspension has been imposed. Appeals should be sent to SunLine Transit Agency: 32-505 Harry Oliver Trail, Thousand Palms CA 92276. Attention: Access Advisory [Appeals Hearing](#) Committee. The appeals process should take no longer than 30 days. If there are no delays the applicant shall receive written determination of the appeal within 30 days.

Customers will be permitted to continue to receive SunDial services during the appeal process, including where necessary to attend the hearing before the Access Advisory Committee. Rulings shall be deemed final.

## SunLine Transit Agency

**DATE:** February 27, 2019 **ACTION**

**TO:** Board Operations Committee  
Board of Directors

**FROM:** Vanessa Mora, Deputy Chief Safety Officer

**RE:** Prohibition of Smoking at SunLine Transit Agency Bus Stops

---

### Recommendation

Recommend that the Board of Directors introduce and waive further reading of Ordinance No. 2019-01 to prohibit smoking at SunLine Transit Agency bus stops under the authority of SunLine Transit Agency (STA).

### Background

There are several provisions of California State law governing the act of smoking and providing protections from the adverse effects of secondhand smoke. Additional regulations are left to local authority.

California Health and Safety Code section 118880 states, "[t]he Legislature finds and declares that tobacco smoke is a hazard to the health of the general public" a legislative finding that forms the basis for the regulation of smoking by the state, and by extension, local jurisdictions within the State.

It is the intent in enacting this ordinance to provide for the public health, safety and welfare by discouraging the inherently dangerous behavior of tobacco use near non-tobacco users, by protecting the public from smoking and tobacco related litter and pollution, and by affirming and promoting the family friendly atmosphere of SunLine Transit Agency's bus stops.

In accordance with the purposes and provisions of the ordinance and provisions of applicable state law, SunLine staff intends to post the following no smoking signs at all SunLine Transit Agency bus stops under the authority of STA:



The CEO/General Manager or their designee shall have the authority to modify the required signage as may be necessary.

**Financial Impact**

The estimated financial impact of \$3,668.40 for the purchase of the signs will utilize the FY19 operating budget.

**ORDINANCE NO. 2019-01**

**AN ORDINANCE OF SUNLINE TRANSIT AGENCY RELATING TO THE  
REGULATION AND PROHIBITION OF SMOKING AT SUNLINE TRANSIT AGENCY  
BUS STOPS**

WHEREAS, the California Legislature has determined that tobacco smoke is a hazard to the health of the general public and has empowered local public entities to ban or regulate smoking in a manner not inconsistent with State law; and,

WHEREAS, the County of Riverside and the Coachella Valley cities comprising the joint powers agency known as SunLine Transit Agency (STA) desire to further the public health, safety and welfare by prohibiting smoking at all SunLine Transit Agency bus stops under the authority of STA.

NOW, THEREFORE, the Board of Directors of STA does ordain as follows:

**SECTION 1: ADOPTION OF PROHIBITION OF SMOKING ORDINANCE.**

STA hereby adopts this Ordinance prohibiting smoking at SunLine Transit Agency bus stops within the jurisdictional boundaries of STA as attached hereto as Exhibit A.

**SECTION 2: SEVERABILITY.**

If any section, subsection, sentence, clause or phrase of the Ordinance is for any reason held to be invalid or unconstitutional by the decision of a court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of the Ordinance of STA. The Board of Directors of STA hereby declares that it would have passed this Ordinance, and each section, subsection, clause, sentence or phrase thereof, irrespective of the fact that any one or more other sections, subsections, clauses, sentences, or phrases may be declared invalid or unconstitutional.

**SECTION 3: EFFECTIVE DATE.**

The Ordinance, attached hereto as Exhibit A, shall take effect thirty (30) days from its passage by the Board of Directors of STA.

**SECTION 4: PUBLICATION.**

The Clerk of the Board is authorized and directed to cause this Ordinance to be published within fifteen (15) days after its passage in a newspaper of general circulation and circulated within the jurisdictional boundaries of STA in accordance with Government Code Section 36933(a) or, to cause this Ordinance to be published in the manner required by law using the alternative summary and posting procedure authorized under Government Code Section 36933(c).

INTRODUCED at the regular meeting of the Board of Directors of SunLine Transit Agency on the 27th day of February, 2019.

APPROVED AND ADOPTED by the Board of Directors of SunLine Transit Agency at a regular meeting held on \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Kathleen Kelly  
Chairperson of the Board

ATTEST:

\_\_\_\_\_  
Brittney B. Sowell  
Clerk of the Board

APPROVED AS TO FORM:

\_\_\_\_\_  
Eric S. Vail  
General Counsel



**EXHIBIT A**

2.010	Purpose
2.015	Definitions
2.020	Smoking prohibited
2.025	Posting of sign required
2.030	Enforcement
2.035	Other applicable laws

**Section 2.010**      **Purpose**

State law recognizes the right of residents and visitors to the Coachella Valley to be free from unwelcome secondhand smoke. The purpose of this ordinance is to promote and protect the public health, safety, and general welfare by prohibiting smoking at SunLine bus stops under the jurisdiction of STA, where persons will be exposed to unwelcome secondhand smoke. This ordinance is further intended to ensure a cleaner and more hygienic environment of the Coachella Valley, its residents and visitors, and its natural resources.

**Section 2.015**      **Definitions**

As used in this Section:

- A. "Electronic Smoking Device" means an electronic device that can be used to deliver an inhaled dose of nicotine, tetrahydrocannabinol (THC), or other substances, including any component, part, or accessory of such device, whether or not sold separately. This definition includes any such device, whether manufactured, distributed, marketed, or sold as an electronic hookah, vape, or any other product name or descriptor, including any component, part of accessory of such device, whether or not sold separately.
- B. "CEO/General Manager" means the CEO/General Manager of SunLine Transit Agency.
- B. "Smoke" means the release of gases, particles, or vapors into the air as the result of combustion, electrical ignition, or vaporization and/or inhaling, exhaling, burning or carrying any lighted, heated or ignited cigar, cigarette, cigarillo, pipe, hookah, electronic smoking device, or any plant product, including but not limited to tobacco and cannabis, intended for human inhalation.
- C. "Smoking" means the release of gases, particles, or vapors into the air as the result of combustion, electrical ignition, or vaporization and/or inhaling, exhaling, burning or carrying any lighted, heated or ignited cigar, cigarette,

cigarillo, pipe, hookah, electronic smoking device, or any plant product, including but not limited to tobacco and cannabis, intended for human inhalation.

- D. "STA" means the joint powers authority established by Riverside County and Coachella Valley cities charged with the duties, obligations and responsibilities to implement and enforce this Ordinance and any related ordinance and any regulations promulgated pursuant thereto as directed by the STA Board.

**Section 2.020      Smoking prohibited**

Except as otherwise provided, Smoking, including the smoking of any Electronic Smoking Device, shall be prohibited at the boarding and waiting areas of bus stops under the authority of STA.

**Section 2.025      Posting of sign**

Except where other signs are required, whenever smoking is prohibited "No Smoking" or "Smoke Free" signs shall be conspicuously posted. Notwithstanding this provision, the presence or absence of signs shall not be a defense to the violation of any other provision of this Ordinance. The General Manager or his or her designee shall use discretion to approve appropriate signage.

**Section 2.030      Enforcement**

- A. Any person who is found to violate any provision of this Ordinance shall be deemed guilty of an infraction and shall be punishable by:
1. A fine not exceeding one hundred dollars (\$100.00) for the first violation;
  2. A fine not exceeding two hundred dollars (\$200.00) for the second violation; and
  3. A fine not exceeding five hundred dollars (\$500.00) for a third violation within one (1) year.

**Section 2.035      Other applicable laws**

This Ordinance shall not be interpreted or construed to permit smoking where it is otherwise restricted or prohibited by other applicable laws.

**SunLine Transit Agency**

**DATE:** February 27, 2019 **ACTION**

**TO:** Finance/Audit Committee  
Board of Directors

**FROM:** Eric Mester, Assistant IT Administrator

**RE:** Authorization to Negotiate and Execute Memorandum of Understanding (MOU) with Inland Empire Health Plan (IEHP)

---

**Recommendation**

Recommend that the Board of Directors authorize the CEO/General Manager to negotiate and execute an MOU between SunLine Transit Agency and IEHP for the term of one (1) year with four (4) one (1) year extensions.

**Background**

SunLine Transit Agency is working with IEHP to replace IEHP's current program with Lyft as their transportation provider for the Coachella Valley. SunLine will provide fixed route service for IEHP members utilizing technology identical to the Haul Pass program. This technology enables tracking of ridership while maintaining a unique ID card system. IEHP is planning to launch this program in Spring 2019 with other transit agencies including OmniTrans and Riverside Transit Agency. SunLine anticipates an increase in ridership as IEHP members utilize SunBus for their day to day activities as allowed under the MOU.

**Financial Impact**

Potential increase in ridership as SunLine becomes the primary source of transportation for IEHP. This program will be subsidized by IEHP to be billed monthly based on actual ridership.

## SunLine Transit Agency

<b>DATE:</b>	February 27, 2019	<b>ACTION</b>
<b>TO:</b>	Finance/Audit Committee Board of Directors	
<b>FROM:</b>	Rudy Le Flore, Chief Project Consultant	
<b>RE:</b>	Contract for Transit Zero Emissions Workshop	

---

### **Recommendation**

Recommend that the Board of Directors authorize the CEO/General Manager to negotiate and execute a contract with CALSTART in an amount not to exceed \$151,307 to provide a zero emissions study and infrastructure workshop subject to review and approval by SunLine's counsel.

### **Background**

Sunline Transit Agency, in partnership with the Southern California Association of Governments (SCAG), received \$9.8 million in discretionary funds under the Federal Transit Administration's (FTA) Low or No Emission Vehicle Deployment Program. The recipient of the funds is SCAG with SunLine being the subrecipient.

This award was for five (5) hydrogen fuel cell electric buses, that have been delivered, and a study by CALSTART. CALSTART is a California non-profit that provides support to the transit industry in the deployment of clean technologies.

CALSTART will provide a study and infrastructure workshop in collaboration with SunLine and multiple industry participants to explore best practices in zero emissions infrastructure and technologies.

CALSTART was named in the grant application and therefore is not subject to a competitive procurement process. The reasoning for this FTA practice is that a discretionary grant is awarded based on the strength of the industry partnerships and substitution of a named grant partner would require FTA approval.

### **Financial Impact**

The \$151,307 for this contract will come from grant funds awarded in FY16 to SCAG for this purpose.

**SunLine Transit Agency**

**DATE:** February 27, 2019 **ACTION**

**TO:** Finance/Audit Committee  
Board of Directors

**FROM:** Dean Holm, Facility Engineer

**RE:** Roofing Repair & Replacement (Division II)

---

**Recommendation**

Recommend that the Board of Directors delegate authority to the CEO/General Manager to negotiate and execute a contract not to exceed \$127,321 with Vision Roof Services, Inc. for the repair and replacement of the existing roof at the Division II facility subject to review and approval by SunLine's counsel.

**Background**

The current condition of the roof requires replacement. Along with the yard repaving/demolition project this is the next stage of the Division II renovations. This project will add an additional life span of 15 years to the existing 19,000 square foot Operations and Maintenance buildings.

**Financial Impact**

This roofing replacement will have a financial impact of \$127,321 which will be obtained from the LTF reserves. This was Board approved through an SRTP amendment in FY19.



**PRICE ANALYSIS**

	Vision Roof Services	Universal Coatings	Engineer's Estimate
<b>Base Bid</b>			
Contractor's Fee	\$ 12,000.00	\$ 15,985.00	-
Roofing for 11,000	\$ 52,450.00	\$ 143,865.00	-
<b>Total Base Bid</b>	<b>\$ 64,450.00</b>	<b>\$ 159,850.00</b>	<b>\$ 95,000.00</b>
<b>Add Alternate</b>			
Roofing for 8,000 SF	\$ 62,871.00	\$ 97,800.00	\$ 75,000.00
<b>Total Base Bid + Alternate</b>			
<b>Total</b>	<b>\$ 127,321.00</b>	<b>\$ 257,650.00</b>	<b>\$ 170,000.00</b>

	Difference	Delta
Difference between Vision Roof Services and Universal Coatings Total Base Bid	\$ (95,400.00)	59.68%
Difference between Vision Roof Services and Engineer's Estimate	\$ (30,550.00)	32.16%

There was adequate price competition since at least three (3) bidders independently contended for the contract that is to be awarded. Award is based on Total Base Bid price. Castro Roofing was considered unresponsive as they did not submit a sealed bid.

Based on the findings, the prices submitted by the lowest responsive and responsible bidder, Vision Roof Services Total Base Bid price is 59.68% lower than Universal Coatings, and 32.16% lower than SunLine's Engineer's Estimate.

Based on the results, it is determined that the price submitted by Vision Roof Services is considered fair and reasonable.

Prepared by:

Jennifer Tran, Contracts Administrator

## Solicitation List

### **Al Miller & Sons Roofing Co., Inc.**

68-760 Summit Dr.  
Cathedral City, CA 92234  
[peter@almillerroofing.com](mailto:peter@almillerroofing.com)

### **Best Contracting Services, Inc.**

19027 S. Hamilton Ave.  
Gardena, CA 90248  
(310) 328-6969  
[madab@bestcontracting.com](mailto:madab@bestcontracting.com)

### **Castro Roofing**

P.O Box 122  
Thousand Palms, Ca 92276  
(760) 343-0042  
[Richard@castrorooftinginc.com](mailto:Richard@castrorooftinginc.com)

### **Ecklund Roofing**

117 Arezzo Ct  
Palm Desert, Ca 92211  
(760) 200-4001  
[ecklundroofinginc@gmail.com](mailto:ecklundroofinginc@gmail.com)

### **Palm Desert Roofing**

74995 Country Club Dr. Suite 220 #302  
Palm Desert, CA 92260  
(760) 990-7355  
[Williamsroofing2000@yahoo.com](mailto:Williamsroofing2000@yahoo.com)

### **Rancho Mirage Roofing**

P.O Box 206  
Rancho Mirage Ca, 92270  
(760) 832-2013  
[ranchomirageroofing@aol.com](mailto:ranchomirageroofing@aol.com)

### **Reliable Roofing**

74478 Hwy 111 #115  
Palm Desert, CA 92260  
(760) 568-1673  
[Info@Reliableroofingbytgy.com](mailto:Info@Reliableroofingbytgy.com)

### **Suntech Consulting & Roof**

Palm Desert, CA 92211  
(760) 275-4749  
[suntechroof@gmail.com](mailto:suntechroof@gmail.com)

### **Design Construction**

74821 Merle Dr,  
Palm Desert, CA 92260  
(760) 564-7902  
[Nachy@aol.com](mailto:Nachy@aol.com)

### **Vision Roof Services**

41905 Boardwalk Suite L  
Palm Desert, CA 92211  
(760) 600-6183  
[davebienek@visionroof.net](mailto:davebienek@visionroof.net)

### **Universal Coatings**

PO Box 11127  
Fresno, CA 93771  
(559) 233-6300  
[kim@universalcoatings.net](mailto:kim@universalcoatings.net)

## SunLine Transit Agency

<b>DATE:</b>	<b>February 27, 2019</b>	<b>ACTION</b>
<b>TO:</b>	<b>Finance/Audit Committee Board of Directors</b>	
<b>FROM:</b>	<b>Eric Taylor, Deputy Chief Financial Services</b>	
<b>RE:</b>	<b>Approval of Financial Audit Services</b>	

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### **Recommendation**

Recommend that the Board of Directors delegate authority to the CEO/General Manager to negotiate and execute a contract with Vavrinek, Trine, Day & Co., LLP for a one (1) year contract with two (2) option years, in an amount not to exceed \$203,500 for financial audit services related to SunLine Transit Agency (STA) and SunLine Services Group (SSG).

### **Background**

SunLine's financial auditors complete multiple required yearly audits for the Agency. The Joint Powers Agreement requires SunLine Transit Agency and SunLine Services Group have an independent audit of its finances conducted annually. In addition, state law requires that recipients of Transportation Development Act (TDA) funds undergo an annual fiscal audit. Furthermore, the Code of Federal Regulations (2 CFR Part 200) requires an entity that expends more than \$750,000 in Federal awards during a fiscal year undergo a Single Audit. This audit requirement further ensures that Federal funds are expended properly.

SunLine utilized the final option year for the previous firm and a new solicitation was issued on December 21, 2018. A total of 18 potential vendors were solicited, in addition to being advertised on SunLine's website, local newspaper the Desert Sun. On January 21, 2019, four (4) proposals were received from Vavrinek, Trine, Day & Co., LLP, The Pun Group, CliftonLarsonAllen LLP and Brown Armstrong. The proposals were evaluated by a committee of three (3) staff members, and it was determined by the committee that Vavrinek, Trine, Day & Co., LLP was the best value for the Agency.

### **Financial Impact**

The financial impact of \$203,500 over three (3) years will be budgeted in STA and SSG's yearly operating budgets.





**Price Analysis**

	Vavrinek, Trine, Day & Co., LLP	Brown Armstrong	CliftonLarsonAllen	The Pun Group
Year 1 Not to Exceed	\$ 66,500.00	\$ 70,040.00	\$ 80,400.00	\$ 52,000.00
Year 2 Not to Exceed	\$ 67,830.00	\$ 70,040.00	\$ 82,812.00	\$ 52,960.00
Year 3 Not to Exceed	\$ 69,170.00	\$ 70,040.00	\$ 85,295.00	\$ 53,939.20
Total Not to Exceed	\$ 203,500.00	\$ 210,120.00	\$ 248,507.00	\$ 158,899.20

	Difference	Delta
Difference between Vavrinek, Trine, Day & Co., LLP and The Pun Group Total Not to Exceed	\$ 44,600.80	28.07%
Difference between Vavrinek, Trine, Day & Co., LLP and Brown Armstrong Total Not to Exceed	\$ (6,620.00)	3.15%

There was adequate price competition since four (4) proposers independently contended for the contract that is to be awarded and all were responsive to the requirements of the solicitation.

Based on the findings, the Total Not to Exceed price submitted by the highest evaluated proposer, Vavrinek, Trine, Day & Co., LLP is 28.07% higher than The Pun Group, and 3.15% lower than Brown Armstrong. Evaluations were based on evaluation criteria listed in the Request for Proposals and ranked in order of importance: Experience and Past Performance, Experience of Key Personnel, Detailed Work Plan and Price Proposal.

Based on the results, it is determined that the price submitted by Vavrinek, Trine, Day & Co., LLP is considered fair and reasonable.

Jennifer Tran, Contracts Administrator

Solicitation List

**Aldrich CPA and Advisors**

5665 Meadows  
Lake Oswego, OR 97035  
877-620-4489  
[Jmoss@aldrichadvisors.com](mailto:Jmoss@aldrichadvisors.com)

**BDO, LLP**

1888 Century Park East, 4th Floor  
Century City, CA 90067  
626-510-5315  
[Awaggoner@bdo.com](mailto:Awaggoner@bdo.com)

**Brown Armstrong, CPA**

4200 Truxtun Avenue, Suite 300  
Bakersfield, CA 93309  
661-324-4971  
[cstoller@bacpas.com](mailto:cstoller@bacpas.com)

**CliftonLarsonAllen LLP**

1925 Century Park East, 16th Floor  
Los Angeles, California 90067  
[Karlye.Broten@CLAconnect.com](mailto:Karlye.Broten@CLAconnect.com)  
602-604-3626

**Duffy, Kruspodin LLP**

4225 Executive Square, Suite 900  
La Jolla, CA 92037  
858-642-5050  
[daisy@dkllpcpa.com](mailto:daisy@dkllpcpa.com)

**GovWin+Onvia from Deltek**

509 Olive Way  
Suite 400  
Seattle, WA 98101  
206-373-9150  
[JacquelineSessa@deltek.com](mailto:JacquelineSessa@deltek.com)

**Grant Thornton**

949-608-5227  
[Alan.herrmann@us.gt.com](mailto:Alan.herrmann@us.gt.com)

**Harshwal & Company, LLP**

16870 W. Bernardo Drive  
Suite 250  
San Diego, CA 92127  
858-939-0017  
[Alejandra.monsivais@Harshwal.com](mailto:Alejandra.monsivais@Harshwal.com)

**Hutchinson and Bloodgood**

7676 Hazard Center Dr., Suite 1150  
San Diego, CA 92108  
Phone (619) 849-6500  
[Gwood@hblp.com](mailto:Gwood@hblp.com)

**Kushner, Smith, Joanou & Gregson**

100 Spectrum Center Drive #1000  
Irvine, CA 92618  
949-261-2808  
[Kjohnson@ksjgcpa.com](mailto:Kjohnson@ksjgcpa.com)

**Leaf & Cole, LLP**

2810 Camino Del Rio Soute, Suite 200  
San Diego, CA 92108  
[kromano@leaf-cole.com](mailto:kromano@leaf-cole.com)

**LSL CPAS**

1611 E. 4th Street, Suite 200  
Santa Ana, CA 92701  
657-859-2765  
[Irma.Zaldivar@lslcpas.com](mailto:Irma.Zaldivar@lslcpas.com)

**MGO**

4675 MacArthur Court, Suite 600  
Newport Beach, CA 92660  
949-221-0025  
[info@mgocpa.com](mailto:info@mgocpa.com)

**Miller Kaplan Arase**

4123 Lankershim Blvd  
North Hollywood, CA 91602  
818-769-2010  
[Achernyak@millerkaplan.com](mailto:Achernyak@millerkaplan.com)

**Moss Adams**

2040 Main Street, Suite 900  
Irvine, CA 92614  
949-221-4081  
[Jeff.boyd@mossadams.com](mailto:Jeff.boyd@mossadams.com)

**The Pun Group**

200 East Sandpoint Avenue, Suite 600  
Santa Ana, CA 92707  
949-777-8801  
[ken.pun@pungroup.com](mailto:ken.pun@pungroup.com)

**Turner, Warren, Hwang and Conrad**

100 North First Street, Suite 202  
Burbank, CA 91502  
818-954-9700  
[KianM@TWHC.com](mailto:KianM@TWHC.com)

**Vavrinek, Trine, Day & Co., LLP**

19340 Jesse Lane, Suite 260  
Riverside, CA 92508  
951-367-3000  
[ralfaro@vtdcpa.com](mailto:ralfaro@vtdcpa.com)

**SunLine Transit Agency****DATE: February 27, 2019****INFORMATION****TO: Board of Directors****FROM: Lauren Skiver, CEO/General Manager****RE: SunLine's Strategic Plan FY 2018/19**

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**Background**

SunLine Transit Agency's Strategic Plan for FY 2018-2019 reflects forward-looking thinking that sets expectations for the Agency's operations and services. As the Agency's first ever Strategic Plan, the document will become a management tool and a platform to oversee the growing complexity of SunLine's total portfolio. The Strategic Plan represents a framework for effective decision-making, collaboration and communication.

The Strategic Plan incorporates all that the Agency has been working on and towards, including department specific goals, the Redesign plan and the extensive Capital Program. The document highlights specific actions that SunLine will undertake to meet the goals and objectives set forth, including clearly described strategies and performance indicators.



# STRATEGIC PLAN

FY 2018 - 2019

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## Letter from the CEO

To the Members of the SunLine Board of Directors and the Coachella Valley Community,

The 2018-2019 SunLine Strategic Plan maintains a strong commitment to our core mission statement:

*“To provide safe and environmentally conscious public transportation services and alternative fuel solutions to meet the mobility needs of the Coachella Valley.”*

SunLine remains dedicated to making a positive impact. Our zero emission vehicles and clean fuel projects have brought us world-wide attention and our cutting edge exploration of clean fuels is making a difference in the environmental impacts of heavy-duty vehicles across the globe. We have invested in our employee teams and created our own SunLine University designed to take employee skills to the next level of performance. Our operators and technicians are world-class professionals whose skills and dedication make our system safe and reliable. SunLine’s Board of Directors are engaged and instrumental in guiding the Agency towards the provision of exemplary transit services for the Coachella Valley.

To continue leading and developing, our team has gathered to create our first ever strategic plan. The purpose of this plan is to document the mission, focus, and goals of SunLine and each division. We are planning a bold and innovative redesign of the entire SunLine fixed route transit network. This redesign will include streamlined routes, increased frequency, and the creation of more flexible, demand response services to better meet the needs of valley residents. SunLine is also studying fares and revenues, thereby exploring every avenue to increase transit resources and expand transportation choices for our customers.

SunLine is focused on its mission to continually reevaluate travelers needs and create plans and services that meet our riders’ objectives. We are proud of this strategic plan and our Agency. We remain smart, green and growing and an integral part of the movement of the Coachella Valley. Thank you for your continued support of SunLine Transit Agency, which allows us to explore these exciting enhancements of our services. We look forward to working together to bring the best in transit services to all the communities we serve.

Lauren Skiver  
CEO/General Manager  
SunLine Transit Agency

## Introduction

As the communities of the Coachella Valley become more connected, public transportation continues to play an ever-more important role in our cities and unincorporated communities. It is about people and their access to work, school, family and healthcare. The SunLine Strategic Plan for FY 2018–2019 reflects forward-looking thinking that sets expectations for our operations and services while preserving the public trust of our customers and communities.

In this Strategic Plan, we demonstrate our commitment to expanding service and operations, as we embrace the role of technology, continue finance and fiscal stewardship, provide purposeful marketing in support of SunLine’s growth, and evolve our organizational and workforce practices to achieve excellence.

As a management tool, our Strategic Plan becomes a platform for overseeing the growing complexity of SunLine’s total portfolio. This document represents a framework for effective decision-making, collaboration and communication. It offers an outcome-based decision-making model which allows our organization to remain flexible and responsive to challenges, as well as to new opportunities.

## How to read this plan

This plan is formatted to give the reader a comprehensive, yet understandable snapshot of SunLine’s strategic direction for the fiscal years 2018-2019. It is also important to mention that this plan is the result of a collaborative effort amongst the entire SunLine team.

It begins with SunLine’s mission statement and vision which defines who we serve, what we do, and how we do it. The mission and vision are statements of purpose to guide internal operations and decision-making.

This Strategic Plan is organized around its five departments:

1. Administration – Focus on providing support to SunLine’s business functions.
2. Finance – Optimize funding opportunities while maintaining fiscal stewardship.
3. Operations – Improve and expand public transportation service to our customers and community.
4. Performance – Improve the overall systems and processes that support SunLine.
5. Safety and Security – Develop and enhance an integrated, responsive safety and security system to protect customers, employees and assets.

Each department has set forth a series of goals, which is supported with sections around strategies and performance indicators.

- ✓ The goals define what will improve or be accomplished during this fiscal year.



- ✓ The strategies represent the actions that SunLine will take to achieve the goal.
- ✓ The performance indicators, which are linked to the goals, identify what SunLine will evaluate in determining progress and achievement.

## SunLine Mission Statement

To provide safe and environmentally conscious public transportation services and alternative fuel solutions to meet the mobility needs of the Coachella Valley.

## Vision

SunLine Transit Agency is the regional transportation mode of choice.

# THE STRATEGIC PLAN

## Agency Annual Goals

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SunLine has established a set of three goals that are key to the current and future work of the Agency.

### Goals

1. Redesign Transit
2. Project Management
3. Year of Empowerment

### Strategies

Table 1.1 shows the strategies needed to achieve each goal.

Goals	Strategies
1. Redesign Transit	<ul style="list-style-type: none"> <li>• Increase frequency on major corridors</li> <li>• Streamline routes to increase continuity and decrease transfers</li> <li>• Analyze service span and conduct a stop by stop analysis for underperforming routes and make recommended changes</li> <li>• Explore microtransit options</li> <li>• Use planning team software to full capacity</li> <li>• Possible elimination of Commuter Link 220 and adding a route to CSUSB</li> <li>• Explore other options for Route 95</li> </ul>
2. Project Management	<ul style="list-style-type: none"> <li>• Acquire and train additional resources for Procurement and Project Management</li> <li>• Enhance regular communication between Finance and Project Office to maintain alignment</li> <li>• Create a process for multiple project delivery (simultaneous work on multiple projects or tasks)</li> <li>• Enhance budget, estimate, and schedule adherence/accountability</li> </ul>

3. Year of Empowerment	<ul style="list-style-type: none"><li>• Communicate Agency and department goals to all employees and their role to accomplish</li><li>• Eliminate department silos throughout the Agency</li><li>• Implement cross training</li><li>• Empower bargaining employees to move forward in their career</li><li>• Enhance individual development plans with a focus with applying training to the job</li><li>• Require decisions at all levels of the organization</li></ul>
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Table 1.1

## Performance Indicators

Table 1.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals	Performance Indicators
1. Redesign Transit	<ul style="list-style-type: none"> <li>• Increased ridership</li> <li>• Improved customer experience and service</li> <li>• Increased revenues</li> <li>• Implementation of technology advances</li> </ul>
2. Project Management	<ul style="list-style-type: none"> <li>• Projects delivered on time and on budget</li> <li>• Completion of major milestones/projects</li> <li>• Awarded new projects</li> <li>• Enhanced agency wide communication on project development/delivery</li> </ul>
3. Year of Empowerment	<ul style="list-style-type: none"> <li>• Execution of staff work and decisions at all levels within the organization</li> <li>• Delegation and coaching of staff</li> <li>• Increased accountability</li> <li>• Development and support of direct reports</li> </ul>

Table 1.2

## Administration Department

---

**Mission Statement:** To provide support to all departments and assist in the day to day operations by providing the three C's; collaboration, communication and cooperation. The Administrative team will also strive to foster an environment of the three P's to anyone requiring assistance; positivity, productivity and professionalism.

The Administration Department provides a range of support functions for the Agency including Human Resources, Service Planning, Information Technology and Community and Customer Relations.

### Core Values

- Create authentic conversations by listening first, then listening more.
- Remove ego by putting the customer first (internal and external).
- Enjoy the work and encourage each other.
- Accountability equals ownership and accuracy in everything we do.
- Think ahead and communicate ideas with clarity.
- Excellence is our example and commitment as a team.

### Goals

The Administration Department has 14 goals, broken down by division.

#### Human Resources

1. Position HR as a unit that is focused on assisting with employee issues
2. Increase candidate pool for hiring
3. Increase HR team knowledge
4. Combine positions for HR Technician and Benefits Specialist

#### Planning

1. Provide more efficient service change to reduce the number of hours it takes to produce bid packets by implementing electronic bidding
2. Reduce manual calculations by the Planning team
3. Perform service changes ahead of schedule: produce a major bid in May, end school trippers and reformulate routes for summer when less people are in the Coachella Valley
4. Centralized location for reporting requirements that is accessible to the entire Planning Department

#### Community and Customer Relations

1. Obtain an updated inventory for bus and bus shelter advertising and develop a target monetary goal
2. Generate Customer Service training program that creates a culture of customer service among all employees to be included in SunLine U and New Employee Orientation
3. Create a forum for communicating quickly from the Operations Department to the Customer Service Department

#### Information Technology

1. Address network users skillsets by providing cyber security training to users and having all employees complete refresher training annually
2. Trapeze system upgrade: create protocol, schedule, documentation, notification process and next steps to communicate to the Agency

## 3. IT to conduct an agency wide technology needs analysis

**Strategies**

Table 2.1 shows the strategies needed to achieve each goal.

Goals	Strategies
<b>Human Resources</b>	
1. Position HR as a unit that is focused on assisting with employee issues	<ul style="list-style-type: none"> <li>• Conduct brown bag lunch with departments so that employees that supervise have a forum to ask questions and receive guidance</li> <li>• Implement in-person interactions with departments to resolve employee issues</li> </ul>
2. Increase candidate pool for hiring	<ul style="list-style-type: none"> <li>• Develop referral program that will compensate current employees for those candidates that are referred and hired</li> <li>• Create culture video for recruitment</li> </ul>
3. Combine positions for HR Technician and Benefits Specialist	<ul style="list-style-type: none"> <li>• Evaluate the budget</li> <li>• Present proposal to CEO/General Manager</li> <li>• Make budget adjustments as needed</li> </ul>
4. Increase HR team knowledge	<ul style="list-style-type: none"> <li>• Bi-weekly cross training</li> <li>• Assign reading assignments that are HR specific and discuss (FMLA, Workers Comp, etc.)</li> </ul>
<b>Planning</b>	
1. Provide more efficient service change to reduce the number of hours it takes to produce bid packets by implementing electronic bidding	<ul style="list-style-type: none"> <li>• Acquire funding for OpsWeb</li> <li>• Procure OpsWeb</li> <li>• Communicate to Bargaining employees</li> <li>• Configure and test – document test</li> <li>• Training (Bargaining, Operations, and Planning)</li> <li>• Implement (live)</li> </ul>
2. Reduce manual calculations by the Planning team	<ul style="list-style-type: none"> <li>• Trapeze to build work around for AVAIL data</li> <li>• Configure trapeze plan</li> <li>• Test trapeze plan</li> <li>• Implement trapeze plan</li> </ul>
3. Performing service changes ahead of schedule: produce a major bid in May, end school trippers and reformulate routes for summer when less people are in the Coachella Valley	<ul style="list-style-type: none"> <li>• Evaluate performance of all routes</li> <li>• Create a plan on what improvements and modifications need to be made to the service</li> <li>• Create a timeline for implementation</li> <li>• Rethinking and rightsizing transit network</li> </ul>

4. Centralized location for reporting requirements that is accessible to the entire Planning Department	<ul style="list-style-type: none"> <li>● Create a library to support needed documentation for the Planning Department that encompasses materials from RCTC, SCAG, CVAG, etc. as a place for reference (both electronic and hard copy)</li> </ul>
<b>Community and Customer Relations</b>	
1. Obtain an updated inventory for bus and bus shelter advertising and develop a target monetary goal	<ul style="list-style-type: none"> <li>● Perform audit on advertising inventory for bus shelters</li> <li>● Determine the revenue amount that can be achieved</li> <li>● Maximize advertising</li> </ul>
2. Generate Customer Service training program that creates a culture of customer service among all employees to be included in SunLine U and New Employee Orientation	<ul style="list-style-type: none"> <li>● Implement customer service training that starts with New Employee Orientation for every hired employee</li> <li>● Create customer service training that is completed in 4 to 8 hours by the Customer Service Manager for new operators</li> <li>● Refresher customer service training to be completed annually</li> </ul>
3. Create a forum for communicating quickly from the Operations Department to the Customer Service Department	<ul style="list-style-type: none"> <li>● Install instant messaging system to affected departments</li> <li>● Provide training to affected departments</li> <li>● Implement instant messaging system</li> </ul>
<b>Information Technology</b>	
1. Address network users skillsets by providing cyber security training to users and having all employees complete refresher training annually	<ul style="list-style-type: none"> <li>● Establish baseline</li> <li>● Communicate baseline</li> <li>● Implement training</li> <li>● Repeat testing</li> <li>● Compare results to baseline</li> <li>● Repeat training</li> </ul>
2. Trapeze system upgrade: create protocol, schedule, documentation, notification process and next steps to communicate to the Agency	<ul style="list-style-type: none"> <li>● Set up test environment with upgraded version</li> <li>● Train users on new system features</li> <li>● Define testing standards for specific user groups</li> <li>● Test system in live environment</li> <li>● Note any anomalies</li> </ul>
3. IT to conduct an agency wide technology needs analysis	<ul style="list-style-type: none"> <li>● Meet with departments to gather input on technology needs and wants</li> <li>● Meet with Chiefs to communicate assessment</li> <li>● Chiefs to prioritize technology needs and wants</li> <li>● Create and plan budget</li> <li>● Assign prioritized items to project managers</li> </ul>

Table 2.1

## Performance Indicators

Table 2.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals	Performance Indicators
<b>Human Resources</b>	
1. Position HR as a unit that is focused on assisting with employee issues	<ul style="list-style-type: none"> <li>● Increased attendance at brown bag lunches</li> <li>● Increased education</li> </ul>
2. Increase candidate pool for hiring	<ul style="list-style-type: none"> <li>● Increased number of hires</li> <li>● Time to hire (date of hire – date candidate enters Applicant Tracking System (ATS) = time to hire)</li> <li>● Monitor the number of views for culture video through website analytics</li> </ul>
3. Combine positions for HR Technician and Benefits Specialist	<ul style="list-style-type: none"> <li>● Increased knowledge for both technicians in recruitment and benefits</li> </ul>
4. Increase HR team knowledge	<ul style="list-style-type: none"> <li>● Increased education and training</li> </ul>
<b>Planning</b>	
1. Provide more efficient service change to reduce the number of hours it takes to produce bid packets by implementing electronic bidding	<ul style="list-style-type: none"> <li>● Decreased number of hours to complete a bid packet</li> </ul>
2. Reduce manual calculations	<ul style="list-style-type: none"> <li>● Reduced errors with manual changes</li> </ul>
3. Performing service changes ahead of schedule: produce a major bid in May, end of school trippers and reformulate routes for summer when less people are in the Coachella Valley	<ul style="list-style-type: none"> <li>● Analysis of routes to determine if productivity is meeting service standards and make adjustments accordingly</li> <li>● “Right Size” service implemented</li> </ul>
4. Centralized location for reporting requirements that is accessible to the entire Planning Department	<ul style="list-style-type: none"> <li>● Increased education and training</li> </ul>
<b>Community and Customer Relations</b>	
1. Obtain an updated inventory along with a target monetary goal on available advertising space	<ul style="list-style-type: none"> <li>● Increased advertising sales</li> </ul>



<p>2. Generate Customer Service training program that creates a culture of customer service among all employees to be included in SunLine U and New Employee Orientation</p>	<ul style="list-style-type: none"> <li>● Increased customer satisfaction</li> </ul>
<p>3. Creating a forum for communicating quickly from the Operations Department to the Customer Service Department</p>	<ul style="list-style-type: none"> <li>● Reduction in time spent on the call and number of return calls</li> </ul>
<p><b>Information Technology</b></p>	
<p>1. To address network users skillsets by providing cyber security training to users and having all employees complete refresher training annually</p>	<ul style="list-style-type: none"> <li>● Increased cyber security</li> <li>● Increased firewalls - IT consume less attacks</li> </ul>
<p>2. Trapeze system upgrade: create protocol, schedule, documentation, notification process and next steps to communicate to the agency</p>	<ul style="list-style-type: none"> <li>● Quality and schedule identified and measured</li> </ul>
<p>3. IT to conduct an agency wide technology needs analysis</p>	<ul style="list-style-type: none"> <li>● Identified business need</li> <li>● Performed a gap analysis</li> </ul>

Table 2.2

## Finance Department

---

**Mission Statement:** The Finance Department is dedicated to providing timely, accurate, complete information and support to all stakeholders.

The Finance Office is responsible for the budget, grant administration, accounting, sales, contracts/procurement, materials management and inventory control, cash management, investment portfolio and payroll for the Agency. The Finance Office is also responsible for the development of all financial statements, coordination of financial audits, and development of sales and tax documents and specialized reports for SunFuels.

### Core Values

- **Transparency**
  - As people rely on our data to make sound business decisions, we have adopted clear accounting methods and record keeping procedures and submit reporting documents in a timely, efficient manner
  - We provide accurate and consistent information
  - Information is presented in a manner that is clear and understandable to the user
- **Respect**
  - We respect everyone at every level and embrace individuality
  - We value each other's diversity and treat all people with the utmost dignity and respect
  - Anyone of us can deliver a view or idea to anyone else and listen to and value another's perspective regardless of title or level
- **Accountability**
  - We take responsibility for our actions as individuals, as team members, and as an organization, keeping our commitments to each other and within the Agency
  - Accountability involves a process of seeing it, owning it, solving it, and doing it
  - Accountability requires a level of ownership that includes making, keeping, and answering for all commitments
- **Integrity**
  - We are honest and ethical with trust at the foundation of our relationships
  - We conduct ourselves by the highest standards of professionalism and ethics
  - We lead by example to improve personal awareness, sensitivity to others and accountability
- **Teamwork**
  - We question each other's ideas to find the best solution to our problems and then rally around the agreed-upon solution with our full support
  - Involve others in decision and plans that affect them
  - Personally commit to the success and well-being of teammates

### Goals

The Finance Department has 6 goals.

1. Conduct quarterly meetings with Chiefs and their selected staff to review status of capital

project funding. The goal is to identify inactive projects and have them start or have resources reallocated

2. Improve interdepartmental relationships through implementation of monthly budget reviews with senior staff across various departments
3. Complete fare study and begin preparation for implementation of fare increase
4. Increase intradepartmental development through training
5. Receive Board approval for pension investment policy revision
6. Receive Board approval for credit card policy revision

## Strategies

Table 3.1 shows the strategies needed to achieve each goal.

Goals	Strategies
1. Conduct quarterly meetings with Chiefs and their selected staff to review status of capital project funding. The goal is to identify inactive projects and have them start or have resources reallocated	<ul style="list-style-type: none"> <li>• Apply agreements from weekly capital project and finance meetings</li> <li>• Build off of the Performance Department initiatives for improvement of capital program</li> </ul>
2. Improve interdepartmental relationships through implementation of monthly budget reviews with senior staff across various departments	<ul style="list-style-type: none"> <li>• Develop key performance indicators and regular monthly schedule</li> <li>• Work with departments to ensure meetings are a working session with constant feedback</li> </ul>
3. Complete fare study and begin preparation for implementation of fare increase	<ul style="list-style-type: none"> <li>• Receive Board support for fare strategy implementation</li> <li>• Work with Community and Customer Relations Department to conduct extensive marketing around fare change</li> <li>• Conduct public hearings and collect comments</li> <li>• Receive Board approval</li> </ul>
4. Increase intradepartmental development through training	<ul style="list-style-type: none"> <li>• Analyze current staff knowledge on applicable subjects</li> <li>• Research and schedule trainings to further expand staff knowledge and understanding on key subjects</li> </ul>
5. Receive Board approval for pension investment policy revision	<ul style="list-style-type: none"> <li>• Coordinate revisions and reviews between pension committees, legal and Finance Department</li> <li>• Submit for final review and inclusion in Board agenda</li> </ul>
6. Receive Board approval for credit card policy revision	<ul style="list-style-type: none"> <li>• Coordinate revisions and reviews between Executive Office and Finance Department</li> <li>• Submit for final review and inclusion in Board agenda</li> </ul>

Table 3.1

## Performance Indicators

Table 3.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals	Performance Indicators
1. Conduct quarterly meetings with Chiefs and their selected staff to review status of capital project funding. The goal is to identify inactive projects and have them start or have resources reallocated	<ul style="list-style-type: none"> <li>• Completion of projects or major milestones</li> </ul>
2. Improve interdepartmental relationships through implementation of monthly budget reviews with senior staff across various departments	<ul style="list-style-type: none"> <li>• Increased knowledge surrounding financial position of the agency</li> <li>• Proactive approach to budget trends</li> </ul>
3. Complete fare study and begin preparation for implementation of fare increase	<ul style="list-style-type: none"> <li>• Completion of study</li> <li>• Interdepartmental meetings with developed implementation strategy</li> <li>• Community awareness surrounding changes</li> </ul>
4. Increase intradepartmental development through training	<ul style="list-style-type: none"> <li>• Improved work product and knowledge</li> </ul>
5. Receive Board approval for pension investment policy revision	<ul style="list-style-type: none"> <li>• Approval of policy upon first revision</li> </ul>
6. Receive Board approval for credit card policy revision	<ul style="list-style-type: none"> <li>• Approval of policy upon first revision</li> </ul>

Table 3.2

## Operations Department - Maintenance

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Mission Statement: To provide clean, safe and reliable transportation and well maintained bus stops to our customers, including well-kept facilities that foster a positive work environment for our employees.

The Maintenance Department is responsible for performing vehicle maintenance and inspections and rehabilitation of all vehicles within the fixed route and paratransit fleet; ensuring facilities are safe and sanitary for employees and customers; and maintaining clean and safe bus stop facilities.

### Core Values

- Accountability – reliability and personal responsibility
  - Value the ability of staff and the organization to work diligently and honor commitments
  - Account for our activities, accept responsibilities for them and to disclose the results in a transparent manner
- Equality – treat others as you would want to be treated
  - Give equal opportunities to all dedicated, hardworking and qualified candidates
  - Respect each other despite any professional or personal differences
- Integrity – honesty with self and others
  - Confronting difficult situations with honesty to build trust
  - Doing the right things and for the right reasons, even if it's not recognized
- Commitment – Perform assigned tasks to the best of our ability
  - Meet goals and deadlines, even when the tasks becomes difficult
  - Devote our time to our co-workers and the company to promote teamwork and better results
- Empowerment – Autonomy and responsibility for decisions
  - Leadership – Empower others with knowledge, ability and authority to perform tasks
  - Employee – Take initiative to perform task and reach out for guidance to become stronger and more confident

### Goals

The Maintenance Department has 3 goals.

1. Develop training programs for supervisors and technicians
2. Purchase specialty tools to increase productivity
3. Develop a stronger relationship with the transportation team to meet their needs as our customers

## Strategies

Table 4.1 shows the strategies needed to achieve each goal.

Goals	Strategies
1. Develop training programs for supervisors and technicians	<ul style="list-style-type: none"> <li>• Implement commercial driver license training for technicians and utility employees</li> <li>• Implement training for on-board video surveillance systems</li> <li>• Implement advance technology vehicle maintenance training</li> </ul>
2. Purchase specialty tools to increase productivity	<ul style="list-style-type: none"> <li>• Purchase forklift and other specialty equipment for the maintenance shop</li> <li>• Purchase tools and equipment needed for facilities maintenance</li> <li>• Install a work station in the center of the maintenance shop</li> <li>• Implement shop cleaning SOP</li> </ul>
3. Develop a stronger relationship with the transportation team to meet their needs as our customers	<ul style="list-style-type: none"> <li>• Conduct shared departmental meeting with the transportation team</li> <li>• Create a needs list in collaboration with the transportation team</li> </ul>

Table 4.1

## Performance Indicators

Table 4.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals	Performance Indicators
1. Develop training programs for supervisors and technicians	<ul style="list-style-type: none"> <li>• Increased knowledge and productivity</li> <li>• Increased departmental morale</li> </ul>
2. Purchase specialty tools	<ul style="list-style-type: none"> <li>• Increased productivity</li> <li>• Increased efficiency</li> <li>• Increased technician morale</li> </ul>
3. Develop a stronger relationship with the transportation team to meet their needs as our customers	<ul style="list-style-type: none"> <li>• Increased vehicle availability</li> <li>• Reduced service interruptions</li> </ul>

Table 4.2

## Operations Department - Transportation

Mission Statement: The Transportation Department administers safe, reliable and fiscally responsible public transportation to our community through world class customer service, leadership, teamwork, expertise and accountability.

The Transportation Department is responsible for the daily transit services provided to the public by SunBus and SunDial services, encompassing a service area of over 1,120 square miles.

### Core Values

- **Safety** – We foster a culture that emphasizes safety over everything which impacts behaviors and outcomes. We are committed to provide a safe transit system for our operators and community.
- **Teamwork** – Through commitment, trust, respect, and communication we recognize and support each other. We cultivate each other’s development, encourage ownership, and collaborate in delivering SunLine business values and vision. We are one team.
- **Accountability** – We are a highly skilled team, dedicated, proactive and committed to deliver reliable transportation and world class customer service to the residents of the Coachella Valley.

### Goals

The Transportation Department has 3 goals.

1. Utilize enterprise systems to maximize designed capabilities
2. Improve transportation reliability, customer service and experience
3. Improve communication to enhance the relationship with the Safety and Training department

### Strategies

Table 5.1 shows the strategies needed to achieve each goal.

Goals	Strategies
1. Utilize enterprise systems to maximize designed capabilities	<ul style="list-style-type: none"> <li>• Implement underutilized Trapeze modules</li> <li>• Utilize reports in Trapeze to eliminate manual tracking</li> <li>• Implement mobile dispatching for emergency management</li> </ul>
2. Improve transportation reliability, customer service and experience	<ul style="list-style-type: none"> <li>• Assign supervisor coverage to the affected locations causing poor On Time Performance</li> <li>• Reduce substantiated customer concerns by 50% for pass-by’s, and rude operator, by increased supervisor/operator interactions, and accountability</li> </ul>



3. Improve communication to enhance the relationship with the Safety and Training Department	<ul style="list-style-type: none"><li>• Clarify the communication flow between safety, supervisors and operators</li><li>• Joint stand-up once a week with the Safety and Training Department</li><li>• Conduct shared departmental monthly meetings with the Safety and Training Department</li></ul>
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Table 5.1

## Performance Indicators

Table 5.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals	Performance Indicators
1. Utilize Trapeze to maximize designed capabilities	<ul style="list-style-type: none"> <li>• Increased productivity</li> <li>• Decreased manual tracking</li> <li>• Decreased errors</li> <li>• Agency wide access for appropriate users</li> </ul>
2. Improve transportation reliability, customer service and experience	<ul style="list-style-type: none"> <li>• Increased ridership</li> <li>• Increased customer satisfaction</li> <li>• Decreased customer complaints</li> <li>• Maintained On Time Performance above SunLine’s service standard</li> </ul>
3. Improve communication to enhance the relationship with the Safety and Training department	<ul style="list-style-type: none"> <li>• Decreased preventable collisions</li> <li>• Unified safety culture</li> <li>• Alignment on required operator training</li> <li>• Increased compliance of agency policies and procedures</li> </ul>

Table 5.2

## Performance Management Office

Mission Statement: Practicing teamwork and dedication, the Performance Management Office strives to improve the efficiency of SunLine Transit Agency by supporting daily operations including significant capital projects.

The Performance Management Office is responsible for improving the overall systems and processes that support SunLine.

### Core Values

- Deliver innovative capital projects through hard work and professionalism, with a passion for quality, timely and cost controlled projects
- Promote growth opportunities through delegating project responsibilities, and education
- Precise and timely communication to all contacts and connections
- Accuracy of reporting and documentation
- Remain accountable for adhering to the regulations set by funding partners and jurisdictions
- Operate and maintain efficient fueling infrastructure including safety, reliability and courtesy to our customers both within and outside the Agency

### Goals

The Performance Management Office has 6 goals.

1. Improve the utilization of metrics throughout the Agency
2. Implement a comprehensive Capital Improvement Plan
3. Improve and revise the capital projects contracts processes
4. Cultivate communications with Accounting/ Finance by creating tools for ease of sharing accurate information
5. Performance staff development
6. Establish Integrated Project Team to focus on key capital projects as department develops sustainable tools and staffing

### Strategies

Table 6.1 shows the strategies needed to achieve each goal.

Goals	Strategies
1. Improve the utilization of metrics throughout the Agency	<ul style="list-style-type: none"> <li>• Implement training on metric creation and utilization to increase knowledge capacity of individual departments and end users</li> <li>• Seek feedback from departments on needed improvements or clarifications of the metrics process to ensure continual progress is achieved</li> <li>• Develop a tool or reporting method for all departments to show how they are using the data to improve that department’s work</li> </ul>

2. Implement a comprehensive Capital Improvement Plan	<ul style="list-style-type: none"> <li>• Assess the current project list and re-evaluate Agency priorities and needs</li> <li>• Develop forecasting tools to assess and plan future Agency needs</li> <li>• Expand the capital project plan to incorporate the short and long term project goals</li> <li>• Seek input and consensus on the project plan</li> </ul>
3. Improve and revise the capital projects contracts processes	<ul style="list-style-type: none"> <li>• Review and revise templates and boiler plates for solicitations and contracts</li> <li>• Solicit consensus on contracting documents from related departments throughout the process</li> <li>• Preserve and control procurement boilerplates to prevent errors and omissions</li> </ul>
4. Cultivate communications with Accounting/ Finance by creating tools for ease of sharing accurate information	<ul style="list-style-type: none"> <li>• Conduct weekly meetings with Finance to review project progress and set priorities for next steps</li> <li>• Develop checklists and templates to document and monitor project progress and changes</li> </ul>
5. Enrich Performance staff development	<ul style="list-style-type: none"> <li>• Monthly team building exercises/events</li> <li>• Research and schedule training</li> <li>• Assign elements of the performance goals plan to staff for stretch goals</li> </ul>
6. Establish Integrated Project Team to focus on key capital projects as department develops sustainable tools and staffing	<ul style="list-style-type: none"> <li>• Manage key Capital Projects</li> <li>• Provide training and support to staff</li> <li>• Establish tools for schedule and financial tracking of key projects</li> </ul>

Table 6.1

## Performance Indicators

Table 6.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals	Performance Indicators
1. Improve the utilization of metrics throughout the Agency	<ul style="list-style-type: none"> <li>• Increased productivity and performance in major service indicators and cost centers</li> <li>• Published metrics online (metrics dashboard) with each department's data utilization report</li> </ul>
2. Implement a comprehensive Capital Improvement Plan	<ul style="list-style-type: none"> <li>• Project delivery improvements regarding cost and schedule</li> <li>• Increased quality and accuracy of project delivery and milestones</li> <li>• Anticipated and obtained grant opportunities that meet needs of the capital improvement plans</li> </ul>
3. Improve and revise the capital projects contracts processes	<ul style="list-style-type: none"> <li>• Uniform solicitation and contract execution process that increased timeliness and minimized errors</li> <li>• Increased performance on audits and reviews</li> <li>• Increased performance for staff driven applications and lower legal costs</li> </ul>
4. Cultivate communications with Accounting/ Finance by creating tools for ease of sharing accurate information	<ul style="list-style-type: none"> <li>• Improved quality, accuracy and flow of project documentation and delivery</li> <li>• Increased workflow and timeliness</li> <li>• Decisions and resolutions handled at appropriate staff levels</li> </ul>
5. Enrich Performance staff development	<ul style="list-style-type: none"> <li>• Increased productivity and staff confidence</li> <li>• Increased product quality and improved staff work</li> </ul>
6. Establish Integrated Project Team to focus on key capital projects as department develops sustainable tools and staffing	<ul style="list-style-type: none"> <li>• Strengthened cost, schedule and quality assessments of completed projects</li> </ul>

Table 6.2

## Safety Department

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Mission Statement: Our actions will exemplify our commitment to safety. We consider safety an inherent value of SunLine culture. We shall proactively promote safety in the workplace and public transportation for today, tomorrow and the future.

The Safety Department is responsible for providing a safe working environment for all employees and ensuring for the safety of all passengers.

### Core Values

- Integrity – We value honest and ethical behavior in the members of our department. We are committed to uphold our positions of trust by maintaining the highest ethical standards.
- Responsibility/Accountability – We shall assume the lead role to mitigate any known, reported or potential safety hazards. We shall openly and honestly report findings on our investigations, determinations and mitigations.
- Professionalism – We value professionalism. Have a clear sense of commitment and direction. We create an empowering environment that encourages teamwork, innovation, and constant evaluation of ourselves.
- Excellence – We strive for excellence. We are committed to improve SunLine Transit Agency, and to earn the trust, respect, and support of coworkers and the public we serve.

### Goals

The Safety Department has 8 goals.

#### Safety

1. Increase awareness of SunLine's System Safety Plan
2. Zero accidents
3. Safety personnel to obtain Transit Safety and Security Program Certification (TSSP)
4. Improve safety culture

#### Training

1. Training personnel to receive instructors course for Transit Trainers and SMITH System
2. Long term training objectives
3. Improve training curriculum and facilities

#### Taxi

1. Cross train Taxi personnel

## Strategies

Table 7.1 shows the strategies needed to achieve each goal.

Goals	Strategies
<b>Safety</b>	
1. Increase awareness of SunLine's System Safety Plan	<ul style="list-style-type: none"> <li>• Training during New Employee Orientation, SunLine University and Safety Meetings</li> <li>• One-on-one training with individuals who have an active responsibility to the program</li> <li>• Bring outside sources to the Agency to provide required training</li> </ul>
2. Zero accidents	<ul style="list-style-type: none"> <li>• Analyze collisions to identify primary collision factor and contributing collision factors to determine training solutions</li> </ul>
3. Safety personnel to obtain Transit Safety and Security Program Certification (TSSP)	<ul style="list-style-type: none"> <li>• Four class program that employees attend in a three year period and must be completed to receive TSSP Certification</li> </ul>
4. Improve safety culture	<ul style="list-style-type: none"> <li>• Define safety culture</li> <li>• Promote safety accountability</li> <li>• Keep the message fresh</li> </ul>
<b>Training</b>	
1. Training personnel to receive instructors course for Transit Trainers and SMITH System	<ul style="list-style-type: none"> <li>• Refresher course for operator training requirements</li> </ul>
2. Long term training objectives	<ul style="list-style-type: none"> <li>• Develop a protocol on training and requesting vehicles for training</li> <li>• Communication with Operations Department on covering and scheduling remedial training</li> <li>• Develop budget for a proactive perishable skills training</li> </ul>
3. Improve training curriculum and facilities	<ul style="list-style-type: none"> <li>• Create up-to-date training videos on all bus routes</li> <li>• Build mock wheelchair securement area</li> <li>• Utilize resources to create a step-by-step “how to” presentation identifying potential hazards</li> </ul>
<b>Taxi</b>	
1. Cross train Taxi personnel	<ul style="list-style-type: none"> <li>• More versatile well-rounded employees</li> </ul>

Table 7.1

## Performance Indicators

Table 7.2 shows the performance indicators that will be used to measure progress toward the goals.

Goals		Strategies	
<b>Safety</b>			
1. Increase awareness of SunLine's System Safety Plan		<ul style="list-style-type: none"> <li>• Successful completion of a safety drill with minimal Safety Department involvement</li> </ul>	
2. Zero accidents		<ul style="list-style-type: none"> <li>• Develop training solutions utilizing incident analysis</li> <li>• Measureable and consistent reduction of both preventable and non-preventable collisions</li> <li>• Reduction in liability claims</li> </ul>	
3. Safety personnel to obtain Transit Safety and Security Program Certification (TSSP)		<ul style="list-style-type: none"> <li>• Subject matter experts of transit safety and security</li> </ul>	
4. Improve safety culture		<ul style="list-style-type: none"> <li>• Better collaboration with union employees</li> <li>• Reduction in incidents</li> </ul>	
<b>Training</b>			
1. Training personnel to receive instructors course for Transit Trainers and SMITH System		<ul style="list-style-type: none"> <li>• Long term retention of drivers</li> <li>• Reduction in incidents</li> <li>• Improved customer service</li> <li>• Reduction in customer complaints</li> <li>• Reduction of average point score of Paratransit drivers on Smart Drive System</li> </ul>	
2. Long term training objectives		<ul style="list-style-type: none"> <li>• Standardization of training</li> <li>• Reduction of disruptions</li> <li>• Consistency</li> </ul>	
3. Improve training curriculum and facilities		<ul style="list-style-type: none"> <li>• Reduction in incidents</li> <li>• Improve customer service</li> <li>• Reduction of customer complaints</li> <li>• Improved communication with departments</li> <li>• Reduction of grievances relating to incidents</li> </ul>	
<b>Taxi</b>			
1. Cross train Taxi personnel		<ul style="list-style-type: none"> <li>• Increased involvement with SunLine activities</li> </ul>	

Table 7.2



## Service Redesign Plan - DRAFT

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SunLine Transit Agency service area covers 1,120 square miles with bus transit service offered throughout the urbanized areas and larger unincorporated communities of the Coachella Valley. The Agency's service area is located approximately 120 miles east of downtown Los Angeles and 60 miles east of the Inland Empire cities of Riverside and San Bernardino. The service area is bounded by the San Gorgonio Pass on the west and the Salton Sea on the southeast. The fixed route bus network, known as SunBus, consists of 16 routes, including 15 local routes that connect the Coachella Valley, from Desert Hot Springs and Palm Springs, in the northwest, to Mecca, Oasis and North Shore in the Southeast. SunLine also operates one Commuter Link route operating between Palm Desert and Riverside.

Buses operate 363 days a year, with no service provided on Thanksgiving and Christmas. Weekend service is operated on New Year's Day, Memorial Day, Independence Day, and Labor Day. The span of service extends from 4:32 a.m. to 11:23 p.m. on weekdays and 4:55 a.m. to 10:48 p.m. on weekends. Buses generally operate every 20 to 90 minutes, depending on the route and day of the week. Route 95 to the rural community of North Shore is an exception, making six inbound and outbound trips per day on weekdays with mirroring service on weekends. Route 111 is the major trunk route that extends from Coachella to Palm Springs, with most routes feeding to and from this key route.

### Financial Challenge

Revenue subsidies have been declining over the past several years. To respond to these reductions, SunLine instituted a Performance Management Program in FY14. The program has reduced budget increases and improved Agency efficiencies in several areas of the Agency. Reduction in funding has required the Agency to look at all underperforming services and make major changes to service provisions to improve efficiencies and increase revenue.

FY	Approved Budget	% Change
2014	\$ 25,126,024	12.8%
2015	\$ 28,044,924	11.6%
2016	\$ 30,794,949	9.8%
2017	\$ 33,474,111	8.7%
2018	\$ 34,880,026	4.2%
2019	\$ 37,129,788	6.5%

Another factor affecting financial resources is the decline of fixed route ridership over the past few years due in part to a national trend that witnessed lower fuel costs. Other local factors include more licensed drivers in the region, on-demand shared ride services, and emerging destinations not yet served by SunBus.

In FY 2019 and beyond, SunLine will be focusing on right-sizing its service offerings to changing customer demands. SunLine has made strides in this area by successfully funding an express service for Route 111, a free transportation program for College of the Desert students and restoring the free transportation service previously operated by the City of Palm Springs. The



purpose of these service improvements is to increase ridership while providing funding sources for each initiative.

Fixed Route Passengers and Revenue				
	FY 2015	FY 2016	FY 2017	FY 2018
Passengers	4,674,654	4,358,966	4,151,468	3,947,023
Revenue	\$ 3,018,127	\$ 2,871,929	\$ 2,716,775	\$ 2,577,794

SunBus has experienced a 15.6% decline in ridership, and a 14.6% decrease in revenue during the past four fiscal years. This trend demonstrates that SunLine is not immune to the ridership decreases seen across transit agencies throughout the nation. Like all transit agencies, passenger revenue accounts for only a small percentage of the annual operating budget. Other revenues are derived from advertising, sales of goods or services, local, state and federal support. These revenues fund SunLine's FY 2019 operating budget of \$37,129,788, which does not include specifically funded operating services improvements.

SunLine emphasizes cost savings by its Performance Management program, now in its fourth year. The program measures fiscal performance goals involving management teams who report monthly, and meet quarterly to discuss financial progress and service improvements. However, improved productivity and focus on key performance measures alone are not sufficient to respond to an ongoing decline in revenue. Right-sizing transit, focused service improvements, and identifying stable sources of increased revenue will be critical to sustaining SunLine's transit system.

Accordingly, SunLine embarked in a **Rethink Transit** campaign in July of 2017. The purpose of the campaign is to identify savings by reallocating resources to productive bus routes, and developing sustainable solutions to serve areas with fewer riders. By reallocating resources to productive services, ridership will increase, and will ease financial constraints inhibiting growth.

Focusing on transit routes that have high demand, and planning for new, efficient services in the future is the path to a sustainable transit system. Many SunBus routes have operated in the same patterns for decades. Passenger needs in terms of origins and destinations, and in times needed for bus service, have changed.

In terms of bus services, the following SunLine Redesign strategies will be deployed in three (3) phases:

- Service Enhancement
- Realignment or Discontinuance
- Efficiency

Service Enhancements include more frequent bus service, or realignments to serve more riders, and the introduction of express service on Route 111. Realignments or discontinuances represent elimination of routes, or segments of routes, where the level of ridership does not warrant the investment. Alternatives will be developed to serve current riders impacted by discontinuances. Efficiencies represent route combinations that will offer passengers more one seat rides by joining multiple routes into one, eliminating the need for transfers.

The following list of service modifications also list Redesign strategies. In some instances, plans for service changes appear several months before implementation. In those cases, time is afforded to riders and SunLine to exchange views, and revise plans, if necessary.

The sequence and description of SunLine’s Redesign is as follows.

**Phase 1**

- Introduce Route 111 Quick Bus
- Combine and realign routes 14 and 30 (route 2)
- Combine and realign routes 24 and 32 (route 4)
- Reallocate resources for Link 220 into system redesign
- Fare adjustment

**Phase 2**

- Improve frequency and realign existing route 15 (route 3)
- Improve service span to existing route 20 (route 5)
- Extend route 54 to Coachella (route 6)
- Improve frequency to existing route 70 (route 7)
- Reallocate resources for existing route 21
- Combine and realign routes 80, 81, 90 and 91 (route 8)
- North Shore to Oasis/100 Palms area (route 9)
- Fare adjustment

**Phase 3**

- System wide frequency improvements
- Reallocate resources for proposed route 9
- Implement microtransit
- Fare adjustment

The Redesign Plan is consistent with the mission statement of SunLine Transit Agency:

*“To provide safe and environmentally conscious public transportation service and alternative fuel solutions to meet the mobility needs of the Coachella Valley.”*

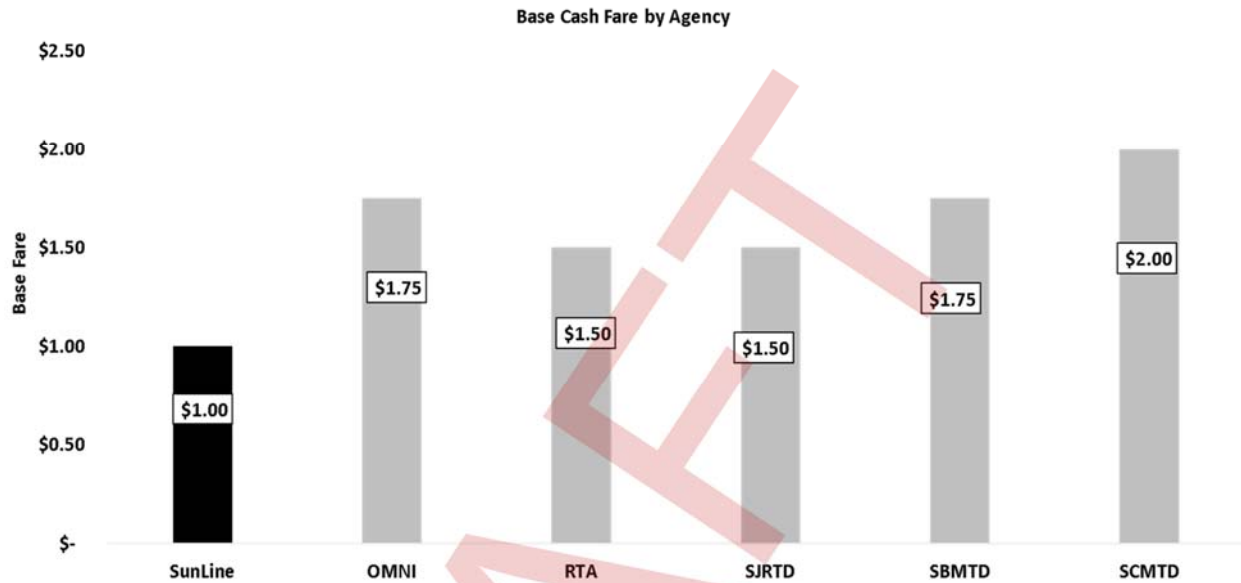
Mobility does not always require the operation of a standard 30 or 40- foot transit bus. A 16-passenger van will be more effective to meet the needs of riders in sparsely populated areas, will offer more operational flexibility, and cost less. For that reason, Route 15 and 95 will be carefully evaluated and planned for improved operations using smaller vehicles.

**Fares**

SunBus base cash fares have remained at \$1.00 for the past 16 years. The cost of most goods and services have increased sharply since the introduction of the \$1 SunBus fare. SunLine understands the sensitivity of fares and the impact it can have to customers. However, SunLine must increase revenues to continue to meet certain recovery goals and avoid issues with future funding. The Agency has created efficiencies through the performance management initiative in order to keep costs under control. Furthermore, the Agency has also increased different sources of revenues such as emission credits and CNG revenue. Given the extended period of stagnant fare prices, farebox



revenue must also be reviewed in order to sustain SunLine’s growth and future service improvements. Accordingly, a national consultant, HDR, has commenced a study of fares considering other fares charged in the region, state and other transit providers of comparable size to SunLine. When compared to peers, SunLine currently has the lowest fares by at least 50%.



HDR’s study will include outreach to riders and stakeholders to obtain their views, and incorporate suggestions in the final report. SunLine anticipates proposing a fare adjustment in phases over a four (4) year period. The table below represents the proposed three (3) phase approach to fare increases. Phase 1 will also include the elimination of a transfer fee which aligns SunLine’s fare structure closer to other transit properties.

Fare Type	Current Price	Phase I Price	Phase II Price	Phase III Price
<b>Adult to General Fare</b>				
Cash	\$ 1.00	\$ 1.25	\$ 1.50	\$ 1.75
<b>Youth to General Fare Change (Elimination of Youth Fares)</b>				
Cash	\$ 0.85	\$ 1.25	\$ 1.50	\$ 1.75
<b>Senior/Disabled</b>				
Cash	\$ 0.50	\$ 0.60	\$ 0.75	\$ 0.85
<b>SunDial (Elimination of Same City fares)</b>				
Same City Cash	\$ 1.50	\$ 2.50	\$ 3.00	\$ 3.50
City to City Cash	\$ 2.00	\$ 2.50	\$ 3.00	\$ 3.50

## **Public Outreach**

Receiving and responding to public opinion is essential to the SunLine decision-making process. Public understanding of Redesign will be critical to its success. Many of the service adjustments listed in the Redesign timeline reflect opinions of riders, drivers, and stakeholders. To date, listening sessions have been held with the SunLine Board and with bus operators.

Public hearings will be held prior to SunLine’s service changes. Presentations will be made to local transit groups, such as senior citizens, schools and civic groups within the service area.

Media interviews will be arranged with local print and broadcast outlets to explain SunLine Redesign. The SunLine website will provide detailed information on the service and fare modifications.

## **Redesign and the Future**

Extensive public outreach will result in adjustments to the Redesign Plan. Additionally, HDR consultants will review Redesign as well as the operation plans for SunLine. A final report will be issued to make recommendations to modify Redesign, and for future service efficiencies and expansions during the next 10 years. SunLine Redesign is a response to the decline in ridership and revenue. Its purpose is to address the present and future needs of public transportation in the Coachella Valley, and to formulate a sustainable transit system to effectively meet those needs.

## Capital Plan

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### Capital Improvement Program

The Capital Improvement Program focuses on continuing SunLine’s investment in alternative fuel technology fleet, and energy efficient facilities. This planning instrument identifies improvement needs along with coordination, timing and financing, in a manner that maximizes the program for major capital projects based upon the systematic development of an accompanying financial plan.

SunLine’s Capital Program represents a unique opportunity to make long term investments in SunLine’s operational capabilities, energy strategy, and regulatory mandates. The Capital Program consists of approximately \$70 million and within that approximately 15 different major programs that require project management. SunLine’s Capital Program is needed to keep up with the availability of funds, the operational needs of the Agency and the Agency’s regulatory requirements.

<b>Project Title</b>	<b>Brief Description</b>	<b>Funding</b>
Operations Facility Replacement	Operations Facility replacement project will allow SunLine to complete demolition, removal and rebuild an Operations Building in Thousand Palms (Division I)	\$8,100,000
CNG Fueling Station	Replace and upgrade CNG Station with improved service flow, revenue collection, bus servicing and the alternative fueling service group’s office at the Thousand Palms facility	\$8,000,778
5 Hydrogen Buses & Hydrogen Fueling Station – AQIP Grant	Deploy 5 new 40’ fuel cell electric buses and include upgrading SunLine’s existing hydrogen refueling station with an electrolyzer	\$15,571,561
Utility Infrastructure Upgrades	Upgrade on/off site electric power at the Division I facility	\$1,265,230
Solar Canopies	Complete solar canopies at the SunLine’s Administrative building parking in Division I	\$656,815
Indio (Division II) Improvements and Upgrades	At the Division II operating facility; relocation of the Operations to main building, demolition of exterior awnings and current out buildings. Repave the existing bus yard and staff car parking area along with CNG public fueling station	\$1,595,079
Center of Excellence – Facility	Construct a state-of-the-art maintenance bay designed specifically for zero emission buses (ZEBS). This facility will serve two purposes: 1) to effectively maintain SunLine’s ZEBS and 2) to provide an interactive learning center	\$2,388,055
5 Hydrogen Fuel Cell Buses – LowNo Grant	Purchase 5 hydrogen electric fuel cell buses. SunLine continues its leadership in alternative fuels by acquiring	\$12,803,860

	these additional hydrogen electric fuel cell buses for the growing demand for transit services	
4 Zero Emission Electric Buses – TRICP Grant	Purchase 4 zero emission buses (3 for replacement, 1 for expanded service) for cleaner and more frequent service on SunLine routes, accelerating SunLine’s efforts to transition to an all zero-emission fleet	\$3,223,799
Transit Enhancements	Enhancement of the bus stop system for access, amenities and comfort for bus riders through modernization of bus shelters, benches and lighting to promote security and safety of all SunLine customers	\$770,339
Transit Security Cameras	Update surveillance system to increase video coverage of fixed assets at SunLine Division 1, Division I Transit Hub, Division II, and the Coachella Transit Hub	\$330,000
Paratransit Vehicles Security Cameras	Installation of video surveillance camera system on SunLine’s Paratransit vehicles	\$325,000
Purchase Support Vehicles	Purchase twelve relief and supervisor vehicles	\$459,394
Replacement of 14 Paratransit Vehicles	Replacement of paratransit vehicles that have met their useful life	\$2,115,000
Transportation Demand Management – Vanpool	Program will assist riders in identifying the correct mode of transportation given their particular transportation needs. This program features a Vanpool Pilot program to assist in the agricultural community and large employers	\$1,990,000

The Capital Program consists of four major competencies that need to come together to deliver these projects. The first is the financial piece that obtains, tracks and delivers funds in a way that supports the projects. The second is the scheduling piece that ensures project schedules are considered and that project tasks are identified and planned for success. The third area is project oversight which ensures that the requirements of the Agency are executed in a way likely to achieve the desired results. The fourth area is technical oversight which ensures that the project complies with the technical expectations of the funders, utility companies, permitting entities, and the Agency.

These four disciplines come together to form the project management component at SunLine. The Project Manager is the person who has the authority, accountability, and responsibility to bring these pieces together to deliver capital projects.