SMART BOARD OF DIRECTORS
Review of 2020 Performance and 2021 Goals and Challenges

MARCH 3, 2021
Capital Projects Department
Capital Projects
Capital Projects - Overview

I. Plans and Manages the Expansion of the Rail and Pathway Systems

II. Manage the Existing Infrastructure

III. Support Grant Applications

IV. Coordinate with Local Municipalities
Large Infrastructure
Pathway Construction
Small Projects
Unusual Projects
Capital Projects

Manage the Existing Infrastructure:

Bridge Management Program:

Mandated by Federal Railroad Administration (FRA)

Annual Inspections:
- Inspect and Monitor 45 structures
- 2 Tunnels
- 1 Moveable Bridge
- 140+ Drainage Culverts
Capital Projects

Support Grant Applications:

- Develop scope,
- Prepare cost estimates,
- Investigate potential environmental impacts and possible permit issues
Capital Projects

Coordinate with Local Municipalities

- **Monthly Technical Advisory Meetings (TAC)**
  Larkspur, San Rafael, Novato, Petaluma, Cotati, Rohnert Park, Santa Rosa, Windsor, Healdsburg, Cloverdale
  Sonoma County Transportation Authority
  Transportation Authority of Marin

- **Construct Work for Others:**
  - Roadway Construction
  - Pathway Construction
  - Pipeline Installations
  - Larkspur Extension: $15M
  - Windsor Extension: $5M
2020 Challenges

- **COVID-19**: Overcoming remote work challenges and coordination (both internally and with outside parties)

- **LARKSPUR EXTENSION PROJECT CLOSEOUT**: Fulfilling environmental permit mitigation requirements

- **WINDSOR EXTENSION PROJECT**: Losing Bridge Toll Regional Measure 3 (RM-3) Funding – putting project on hold until lawsuit against MTC opposing toll increase is resolved
2020 Accomplishments

- INITIAL OPERATING SEGMENT (IOS) CONTRACT CLOSEOUT

- LARKSPUR EXTENSION PROJECT CLOSEOUT: Contract and FTA Grant

- WINDSOR EXTENSION PROJECT: Completed Design, Secured Environmental Construction Permits, Completed “In-Water” Construction

- SONOMA COUNTY PATHWAYS PROJECT: Hired a designer, completed Field Investigations, Initiated Design
Windsor Extension - Pedestrian Bridge
2021 Goals

WINDSOR EXTENSION PROJECT: Secure funding and resume construction

SONOMA COUNTY PATHWAYS PROJECT:
1) South Point Boulevard in Petaluma to Main Street in Penngrove (2.9 mi)
2) Golf Course Drive in Rohnert Park to Bellevue Avenue in Santa Rosa (2.8 mi)
   • Complete Design
   • Complete Local Assistance Approval Process
   • Secure Environmental Construction Permits
2021 Goals

SMALL PROJECTS:
- Black Point Bridge Repairs,
- Pedestrian-Path-of-Travel Safety Enhancements
- Timber Bridge Repairs

ORGANIZATION/AUTOMATION: Continue to develop standard contracts and catalog information

CAPITAL IMPROVEMENT PLAN: Develop comprehensive Capital Plan for short, middle, and long-term planning
BLACK POINT BRIDGE FENDER REPAIR
2021 Opportunities

- **LEVERAGE RAILROAD CLOSURES**: Make Repairs to the Roblar Timber Trestle during weekend closures

- **CAPITAL IMPROVEMENT PLAN**: Develop plan to organize needs & prepare for future funding opportunities

- **SONOMA COUNTY PATHWAYS PROJECT**: Finalize design, secure permits, initiate utility relocations

- **FREIGHT EXPANSION**: Prepare for the management of additional right-of-way and infrastructure
Completed Projects!
QUESTIONS
Grants, Planning and Legislation Department
Introduction to Grant Process

GRANT DEVELOPMENT

- Constant attention needed to find potential fund sources
- Participation in technical advisory groups to develop grant criteria for project prioritization

IT TAKES A VILLAGE TO PREPARE A GRANT:

- The staff from many departments provide information, input or data that is needed to apply such as Engineering, Finance, Real Estate, and Operations

Grant Application – Can take 40 to 160 hours depending on scale

- Scope, Schedule, Budget developed with Finance and Engineering
- Narrative, Graphics, Letters of Support
- SMART Board Resolution and Staff Report
- Post-submittal advocacy
Introduction to Grant Process

GRANT MANAGEMENT

- Grant Awarded? If so.....
  - Development and signing of grant agreement
    - Can take weeks or months
  - Required financial and progress grant reports - quarterly or semi-annual
  - Support Finance and Engineering on project financial oversight and invoice submittal
  - Project report presentations to funding partners and project closeout documentation
# 2020 Grant Accomplishments

- New Grant Applications Submitted in 2020 = 13
- Active Grants Managed = 42, Valued at $192 million
- Grant Agreements/Grant Reports/Grant Closeouts

<table>
<thead>
<tr>
<th>2020 ACTIVE GRANTS - TOTAL</th>
<th>$ Value of Grants</th>
<th># of Grants</th>
</tr>
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<tbody>
<tr>
<td>2020 ACTIVE GRANTS - TOTAL</td>
<td>$192,018,649</td>
<td>42</td>
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<tr>
<td>2020 ACTIVE GRANTS - PATHWAY</td>
<td>$21,385,760</td>
<td>10</td>
</tr>
<tr>
<td>2020 ACTIVE GRANTS - RAIL OPERATING DEPARTMENT</td>
<td>$42,394,810</td>
<td>23</td>
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<tr>
<td>2020 ACTIVE GRANTS - RAIL CAPITAL EXPANSION</td>
<td>$128,238,079</td>
<td>9</td>
</tr>
<tr>
<td>2020 NEW GRANT APPLICATIONS SUBMITTED (funded &amp; unfunded)</td>
<td>$52,066,085</td>
<td>13</td>
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</table>
2020 Planning Accomplishments

- Local Planning Notices Reviewed – 107
- 130+ MTC/State/SCTA/Transit/Rail technical committee coordination meeting participation
- Ridership and Agency data developed to Federal National Transit Database standards and reports produced for board and public
- Supported SMART’s low income/Clipper START implementation
- State and Federal Legislative staff support
2020 Legislation Accomplishments

- COVID-19 Relief – Federal and State Advocacy
- North Coast Railroad Authority Dissolution
  - Ensure SMART interests are represented
  - SB 356 (McGuire) and SB 69 (McGuire)
- Ongoing review of State and Federal legislative activities to ensure SMART interests are represented and increase funding opportunities
- State Legislative Support Services contract ended, resulting in limited expertise availability for State government relations
2020 Grants, Planning and Legislation Division Challenges

- 2020 Two-person department resulted in insufficient coverage
  - 1 vacancy since September
    - 3rd staff position created for 2021 (vacant)
  - Grant activities and Legislative support all completed by one person
  - Planning notices, ridership tracking and Federal/State data reporting developed/submitted by one person (currently vacant)
  - Meeting coverage shared by the two people
2020 Grants, Planning and Legislation Division Challenges

- Local development/planning activities around SMART often request substantial data support or time intensive documentation over controversial proposals that may compromise safety
  - Housing developers requesting specialized ridership data
  - Encroachments or new grade crossings of SMART’s track
    - City of Healdsburg’s North Entry Area Plan has resulted in 2 years of reviews and 5 letters from SMART opposing the creation of a new grade crossing for safety reasons
2021 Challenges and Growth

- Building staff capacity – Hiring 2 (Principal and Assistant Planner)
- Local Development will increase, and Planning Notices numbers will grow with the return of the economy
  - (70% more in 2019 over 2020)
- Increased demand for new data analysis
  - 2020 Census release
  - New riders on SMART requiring passenger surveys
  - Freight rail market data development
- Increased demand for First/Last Mile support with return of riders
- Fare Policy and Clipper fare collection are staffed through this Department requiring more staff hours
2021 Challenges and Growth

- Need increased coordination with MTC and partner transit agencies going forward
  - Post-COVID transit schedules will need to be launched and modified in collaboration with others
  - MTC Blue Ribbon Transit Recovery Task Force will require increased Regional coordination and staff support

- State Route 37 Corridor – State has requested additional SMART participation in planning activities
# 2021 Grant Opportunities

<table>
<thead>
<tr>
<th>Grant Funding Opportunities 2021</th>
<th>Types of Funding</th>
<th>Amounts</th>
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</thead>
<tbody>
<tr>
<td><strong>Federal</strong></td>
<td></td>
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<tr>
<td>Federal Transit Administration 5307 Formula &amp; COVID Recovery</td>
<td>Operations</td>
<td>TBD - depends on Fed/MTC decisions</td>
</tr>
<tr>
<td>Federal Railroad Administration CRISI Safety Funds</td>
<td>Capital: PTC &amp; Crossing Safety for Freight Rail</td>
<td>TBD, example $250m Nationwide in 2019</td>
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<tr>
<td>Federal Transportation Reauthorization</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td><strong>State</strong></td>
<td></td>
<td></td>
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<tr>
<td>Low Carbon Transit Operating</td>
<td>Annual Operations or Capital</td>
<td>$250,000-$350,000 each year, depending on Cap &amp; Trade</td>
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<tr>
<td>State Transit Assistance</td>
<td>Annual Operations or Capital</td>
<td>$1.6m - $2.2m each year</td>
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<tr>
<td>State Rail Assistance</td>
<td>Annual Operations or Capital</td>
<td>$2.5m - $3.7m each year</td>
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<tr>
<td>SB-1 Active Transportation Program</td>
<td>Capital - Active Transportation (Pathway, etc.)</td>
<td>$100-$125m each year</td>
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<tr>
<td>SB-1 Local Partnership Program</td>
<td>Capital - SMART Formula Share &amp; Statewide Competitive</td>
<td>SMART share = $679,000/year; Competitive = $200m each year</td>
</tr>
<tr>
<td>SB-1 Solutions for Congested Corridors</td>
<td>Capital - Statewide, applications due 2022</td>
<td>$250m each year</td>
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<tr>
<td>State Transportation Improvement Program (STIP)</td>
<td>Capital</td>
<td>Estimated $82.5m annual regional share &amp; $27.5m annual</td>
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<tr>
<td>State Transit and InterCity Rail Capital Program (TIRCP)</td>
<td>Capital Rail</td>
<td>interregional share</td>
</tr>
<tr>
<td><strong>Regional/County</strong></td>
<td></td>
<td></td>
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<tr>
<td>One Bay Area Grant 3</td>
<td>TBD</td>
<td>TBD - depends on Fed/MTC decisions</td>
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<tr>
<td>Quick Strike</td>
<td>Capital Bike/Ped link to transit</td>
<td>Marin County estimate at $1.5m; Sonoma County at $3.4m</td>
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<tr>
<td>Measure M</td>
<td>Capital Rail</td>
<td>5% of Measure M, estimated &lt;$4m remaining</td>
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<tr>
<td>Other Local (examples - private developer, Tribal gaming, etc.)</td>
<td>TBD</td>
<td>TBD</td>
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QUESTIONS
Communication, Marketing and Customer Service Department
Communications
- Digital and social media platforms
  - Facebook, Twitter Instagram, Nextdoor
- Websites
  - SonomaMarinTrain.org
  - BeTrackSMART.org
- News media relations
- Construction outreach and communications
- Community presentations, events and fairs
- Rail safety education
- Nixle alerts and emergency response

Marketing
- Narrative development and marketing initiatives
- Digital and print advertising
- On-board train and platform advertising program
- Rider surveys
- Promotional fare programs
- Transit partnerships
- Marketing collateral
  - Design
  - Procurement
  - Inventory

Customer Service
- General information inquiries
- Problem/issue resolution
- Lost and found
- Processing mobile fare refund requests
2020 Accomplishments

Customer Service

- Brought all customer service functions in-house to save $230,000 annually
- Worked with SMART staff to develop a customer service issue tracking and resolution database
- Developed a procedure for lost and found collection and reunification with the Operations team
- Trained an efficient team of customer service agents
  - Help customers via phone, email, and walk-ups at the Petaluma office
2020 Accomplishments

Marketing Success in January and February

- New Year, New Ride campaign
  - Began with the opening of the Larkspur and Downtown Novato stations
- Redesigned and expanded the schedule brochure and pocket schedule, as well as station platform decals
- Extensive website updates
- Launched two promotional fare programs designed to encourage connections to the Larkspur Ferry
  - Sail & Rail $12 combo ticket
  - The Weekender Pass
2020 Accomplishments

COVID-19 Community Outreach and Marketing

• With a staff of 3, SMART’s Communications and Marketing team provided the public with up-to-date information about SMART’s response to the COVID-19 pandemic
  • Deployed SMART’s Social Distancing Protocol
  • Issued 5 press releases to the media
  • Published and circulated 4 schedule changes
  • Created, printed, and updated signage for all SMART stations and facilities
• In just one month, Communications staff completed several critical activities
  • Deployed SMART’s Social Distancing Protocol
  • Issued 5 press releases to the media
  • Published and circulated 4 schedule changes
  • Created, printed, and updated signage for all SMART stations and facilities
• Through 2020, staff continued to participate in weekly Public Information Officer meetings for both counties
  • Engaged the public with unique marketing opportunities in partnership with the Metropolitan Transportation Commission (MTC) and transit agencies across the Bay Area
Staying Apart Keeps Us Moving
Meet Antonio.
Engineer and Conductor
He’s an artist and world traveler from Atlanta.
He wears a mask and gloves everyday. When you wear a facial covering on the train, you help protect essential workers like Antonio.

Meet Edgar.
Operations Laborer
He’s a husband and a father, who loves to play the guitar.
When you wear a mask, you help protect the people who disinfect your train twice a day. Edgar and all SMART staff thank you.

STAYING APART KEEPS US MOVING

Stay safe, Bay Area.

Remember to follow all COVID-19 guidelines for safe public transit riding.
2020 Accomplishments

Virtual Community Engagement

- Virtual Board Meetings increased public participation
- Communications staff supported the SMART Board to encourage participation in the Listening Forums
- Conducted a community survey to collect feedback on a new, permanent schedule
  - 3,281 responses in 7 days
  - Distributed through SMART’s communication channels and through 65 public and private agencies
  - Provided feedback to create the 6-1-6 schedule

We want to hear from you
2020 Challenges

SMART’s Facebook reach in 2020

Decline in engagement and growth due to COVID-19

- Momentum from the Larkspur and Downtown Novato station openings, expanded schedule, and increases in ridership in January and February were immediately lost
- Public events and outreach opportunities were eliminated, per the orders of Marin and Sonoma Public Health Officers
2020 Challenges

Communications and Marketing Staff

- Budgetary constraints and staff turnover reduced Communications & Marketing Department staffing from 4 to 2 people
- Maintained all aspects of Communications, Marketing, and Customer Service responsibilities
- Leveraged consulting support for strategic initiatives at the end of 2020

Advertising Program

- SMART’s advertising program and revenues impacted by reduced ridership resulting from COVID-19 pandemic
- Loss of advertisers buying space in advance
2021 Opportunities

Reintroduce SMART to our community

- Enhance the narrative surrounding SMART’s benefits to the North Bay
- Build upon successful social media program by utilizing expert marketing consultants with the goal of 100% increase in social engagement

Regain and increase ridership as the COVID-19 pandemic recedes

- Develop new marketing initiatives and engagement tools promoting the benefits and safety of the SMART train
- When the region begins to open up, regain weekend and leisure ridership, and rebuild our record-breaking ridership of early 2020
- Continue to promote COVID-19 safety measures deployed on SMART trains
2021 Goals

Increase outreach to identified audiences

• Leverage existing and Latin-X social media channels and increase Spanish language earned media
• Promote SMART’s low-income fare program

Listen to feedback and implements strategies to meet the needs of our riders

• Improve permanent way-finding at stations, specifically the Larkspur station and ferry terminal
• Partner with the tourism sectors in Marin and Sonoma
2021 Challenges

Uncertainty with regards to when Covid-19 will recede impacting:

• Train ridership
• Budgeting for marketing materials and events
• Ability to make in person presentations and attend events
• Re-establishing our safety education program
• Regional tourism, affecting weekend and leisure ridership
• Department staffing needs
Connect with us:
www.SonomaMarinTrain.org

Customer Service:
CustomerService@SonomaMarinTrain.org
(707) 794-3330