

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 - Bridge Foundations



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

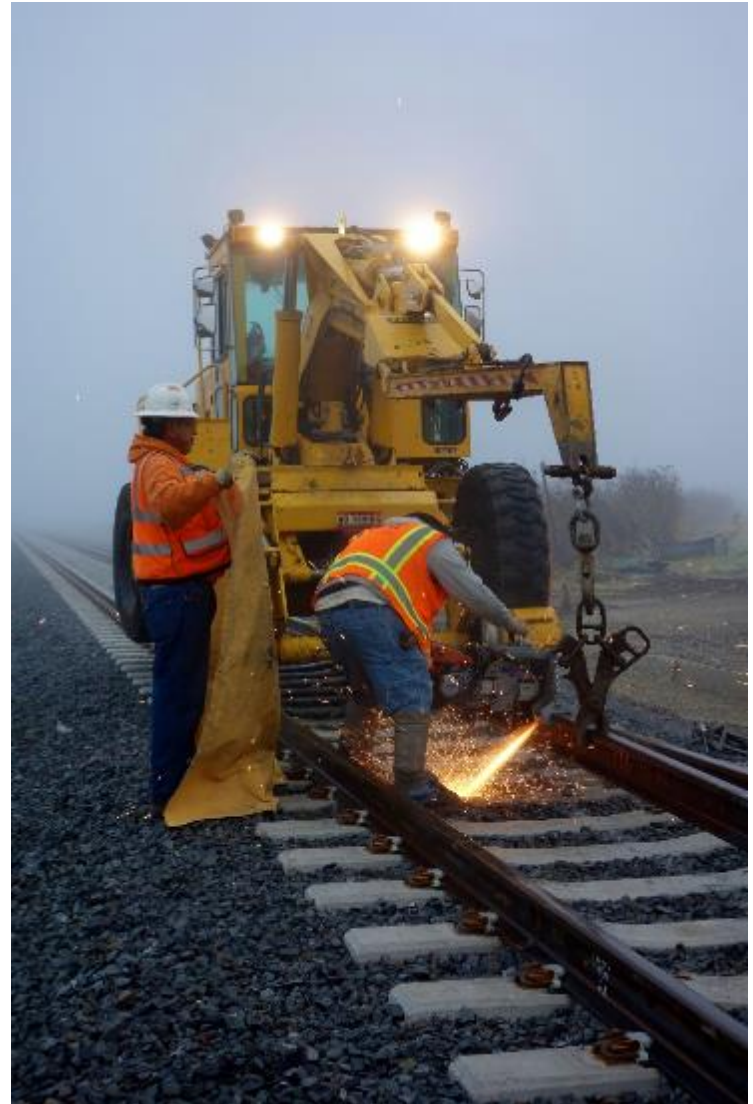
CAPITAL IMPROVEMENT PLAN: Develop comprehensive Capital Plan for short, middle, and long-term planning

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

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

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

Grant Funding Opportunities 2021		Types of Funding	Amounts
Federal	Federal Transit Administration 5307 Formula & COVID Recovery	Operations	TBD - depends on Fed/MTC decisions
	Federal Railroad Administration CRISI Safety Funds	Capital: PTC & Crossing Safety for Freight Rail	TBD, example \$250m Nationwide in 2019
	Federal Transportation Reauthorization	TBD	TBD
State	Low Carbon Transit Operating	Annual Operations or Capital	\$250,000-\$350,000 each year, depending on Cap & Trade Sales
	State Transit Assistance	Annual Operations or Capital	\$1.6m - \$2.2m each year
	State Rail Assistance	Annual Operations or Capital	\$2.5m - \$3.7m each year
	SB-1 Active Transportation Program	Capital - Active Transportation (Pathway, etc.)	\$100-\$125m each year
	SB-1 Local Partnership Program	Capital - SMART Formula Share & Statewide Competitive	SMART share = \$679,000/year; Competitive = \$200m each year
	SB-1 Solutions for Congested Corridors	Capital - Statewide, applications due 2022	\$250m each year
	State Transportation Improvement Program (STIP)	Capital	Estimated \$82.5m annual regional share & \$27.5m annual interregional share
	State Transit and InterCity Rail Capital Program (TIRCP)	Capital Rail	Est. \$225-\$250m each year
Regional/County	One Bay Area Grant 3	TBD	TBD - depends on Fed/MTC decisions
	Quick Strike	Capital Bike/Ped link to transit	Marin County estimate at \$1.5m; Sonoma County at \$3.4m
	Measure M	Capital Rail	5% of Measure M, estimated <\$4m remaining
	Other Local (examples - private developer, Tribal gaming, etc.)	TBD	TBD

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



Train Schedule

Effective January 1, 2020



Leave the car behind!

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
- 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



This temporary schedule is **effective April 6, 2020** and will remain in place until further notice.
All weekend service has been temporarily cancelled.
Visit www.SonomaMarinTrain.org for information and updates.

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

□ AM Times □ PM Times

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.



#StayingApartKeepsUsMoving



Meet Edgar.

Operations Laborer

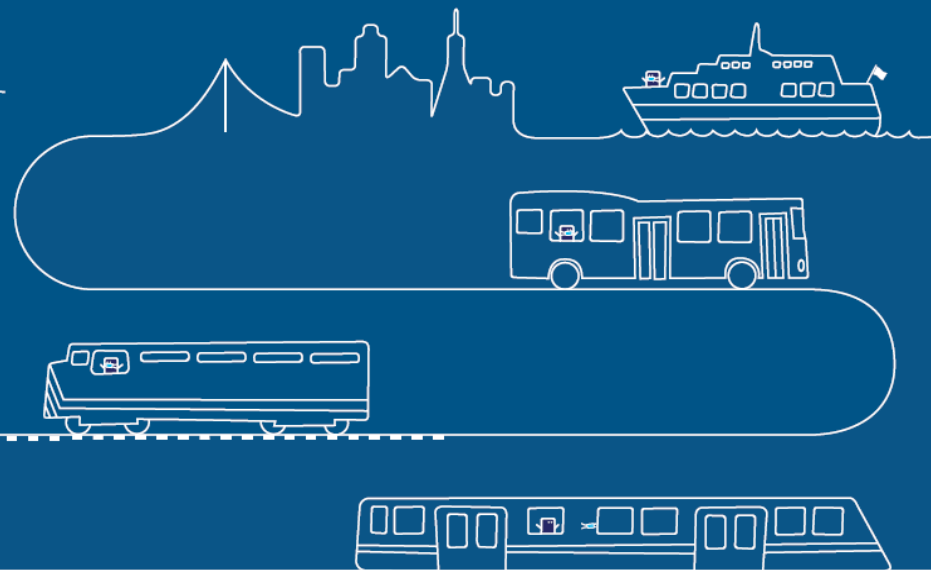
He's a husband and a father, who loves to play the guitar.

When you wear a mask, you help protect the people who disinfect your train twice a day. Edgar and all SMART staff thank you.



#StayingApartKeepsUsMoving

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



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

Marketing
Incentives

Partnerships

Train Service
Schedule

Safety



Connect with us:

www.SonomaMarinTrain.org



Customer Service:

CustomerService@SonomaMarinTrain.org

(707) 794-3330

