



# 2019 Annual Report



Fiscal Year 2018-2019

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SonomaMarinTrain.org



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# About the Sonoma-Marin Area Rail Transit District (SMART)

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Sonoma-Marin Area Rail Transit (SMART) is the Bay Area's newest passenger rail service providing a safe, reliable and congestion-free transportation option for Marin and Sonoma counties. The current 45-mile system includes stations in the Sonoma County Airport area, Santa Rosa, Rohnert Park, Cotati, Petaluma, Novato, San Rafael, and Larkspur. SMART's system also includes a bicycle and pedestrian pathway along portions of the rail corridor. SMART is also working toward a new three mile extension and station in the Town of Windsor. Future extensions are planned for Healdsburg and Cloverdale when funding becomes available. The full project will provide 70 miles of passenger rail service, connecting SMART passengers with jobs, education centers, retail hubs and housing along the Sonoma-Marin corridor, and a bicycle-pedestrian pathway.

For more information about SMART and its projects and programs, please visit [www.SonomaMarinTrain.org](http://www.SonomaMarinTrain.org).

## 2019 BOARD OF DIRECTORS

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### **Daniel Hillmer**

*Marin County Council of Mayors & Councilmembers*

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## DISTRICT MANAGEMENT

### **Farhad Mansourian**

*General Manager*

### **Erin McGrath**

*Chief Financial Officer*

## Message From the Chair of the Board of Directors

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*On behalf of the SMART Board of Directors, I am pleased to present the 2019 Annual Report, providing the public information about the Sonoma-Marín Area Rail Transit District and our activities in the past year. Although SMART provides numerous reports to the public, such as an audited Comprehensive Annual Financial Report, monthly management and budget reports as part of our regular Board meetings, this Annual Report is designed to encompass information from each of those reports.*

*We take great pride in providing a safe, reliable transportation alternative to the North Bay. As a result of the voter-approved sales tax, Measure Q, approved in 2008, over 1.7 million riders have been able to leave their cars behind in an effort to join a movement towards a greener commute. Among those who have ridden the train during that time, 164,547 riders brought their bikes on board, and 6,315 riders were able to ride using a wheelchair. The vision of a safe, comfortable and reliable transit system throughout Marin and Sonoma Counties has been brought to life by our dedicated staff who continue to work tirelessly to provide the best possible service to our new customers.*

*By the end of 2019, we were able to celebrate the opening of two new stations, additional pathways in Petaluma, San Rafael and Novato, as well as begin construction on the Windsor Extension.*

*On behalf of the SMART Board of Directors, we are pleased to present this report to the public. Your Measure Q tax dollars make this system possible. We look forward to working on continued progress in the years to come.*

*Sincerely,*

*Gary Phillips  
Chair, Board of Directors*



## Passenger Rail Service

SMART began passenger service in August of 2017, in the short time since then, our community experienced two major wildfires, two large floods, mass evacuations, and power shutoffs lasting many days. The turmoil these events created in people's lives and commute patterns, as well as the loss of 6,000 homes and the significant impact to the local economies of Sonoma and Marin Counties, had a definitive impact on transit in the area. Despite all of these challenges, SMART continued to serve our passengers and support their need for public transportation.

### RIDERSHIP

The total ridership for Fiscal Year 2018-19 was 716,847. Wildfires and challenges that occurred in SMART's first year of operations contributed to a 13% growth in ridership the following year. In Fiscal Year 2018-19, the average weekday ridership grew to 2,420, an increase of 7% over the prior year, 69,243 people brought a bicycle on board, and 2,388 people in wheelchairs rode the train.

**SMART observed several ridership trends over the year:**

- Wednesdays are the highest ridership weekday
- Weekends are lower than weekdays
- Bicycles are carried onboard by approximately 10% of riders



*SMART riders at the Petaluma Downtown station*



## Grand Opening of New Stations

In December 2019, SMART proudly marked the grand opening of two new stations. The District organized and hosted the Larkspur Station Ribbon Cutting on Friday, December 13, 2019, celebrating the commencement of passenger service to Larkspur. With the new Larkspur station, SMART now offers a vital connection to the Bay Area for commuters and visitors alike via the Golden Gate Ferry.

Hundreds of people joined the celebration in Larkspur, featuring speakers from the SMART Board of Directors and honorary elected officials. The ceremony included unveiling the Larkspur Station monument sign and was followed by a grand celebration at the Marin Country Mart, featuring live music, food, and festivities.

The following day, on December 14, the City of Novato hosted a ribbon cutting celebration to commemorating the official start of passenger service to the new Novato Downtown station. Hundreds of people joined the festivities in Novato and afterward the crowd awaited the arrival of SMART's festive Holiday Express train.



*Larkspur station ribbon cutting celebration*



*Novato Downtown station ribbon cutting celebration*

## Operations

2019, was a year of growth and change for SMART Operations. We were getting to know our passengers and they were learning how to ride our trains. With over 100 employees in the Operations Department, we are constantly working to serve the public and make their commutes safe and reliable.

### PASSENGER TRANSPORTATION

Our Engineers, Conductors and Supervisors are familiar to the regular riders of the SMART system. They are not only responsible for the movement of people and trains, but the safety of the riding public and the communities we travel through. The SMART staff have first shift beginning the workday at 3:30 AM, and the last shift ending the day at 10:30 PM.

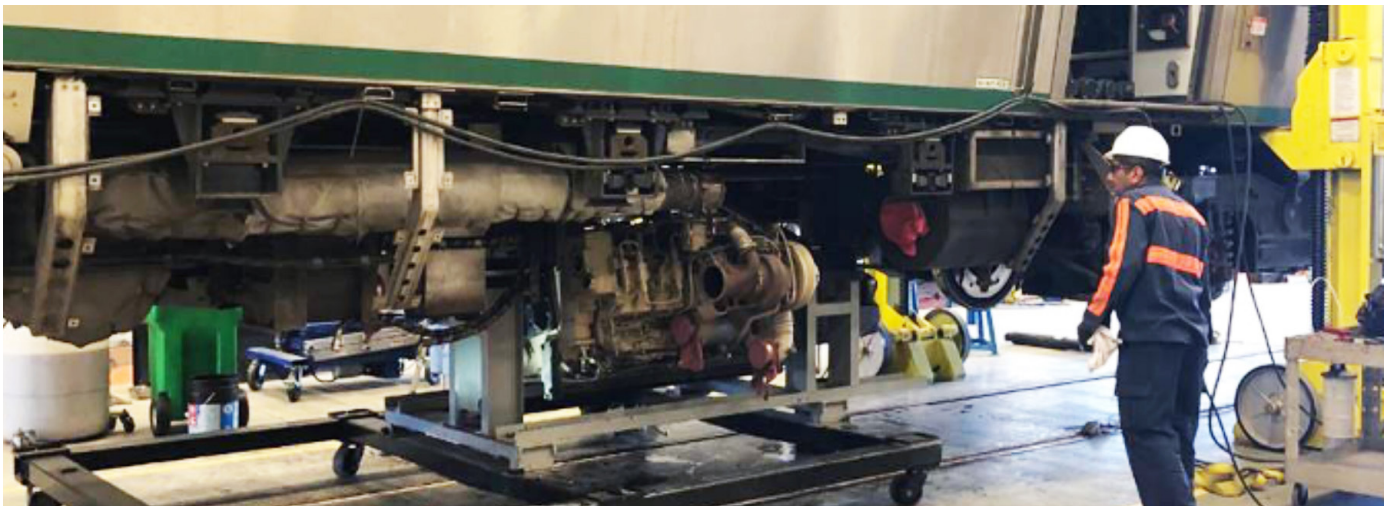
SMART Dispatching occurs 24 hours a day, 365 days a year. SMART Dispatchers are responsible for all on track movements (passenger and freight) on SMART-owned tracks.

In 2019, SMART's Transportation Division was busy commissioning and training staff on two brand new train sets and two new stations. SMART also recruited and filled the 39 specialized positions needed for a 24-hour rail operation. The Transportation Division also completed over 120 trainings and re-certifications.

### RAIL VEHICLE MAINTENANCE

Maintenance of SMART's rail vehicles requires expert staff and strict adherence to Federal Rail Administration (FRA) standards. Our team takes great pride in providing the community with a safe, quality product which they can count on.

In 2019, SMART performed three modifications to ensure the Diesel Multiple Units (DMU) remain reliable. The first modification allows the engine transmission to remain reliably functional. The modification required fitting all 19 transmissions with an updated, more robust torque converter. The second modification involved the reversing gear. This modification was needed to prevent unwanted contact of the reversing gear to the gear box wall under normal wear. The final modification involved a second critical replacement of the crankshaft which helped avoid a critical failure while the vehicles are in service. A four-day process for each car was necessary for the removal of the engine and transmission assembly. Despite the disruption to service that these multi-day repairs could have caused, SMART's Vehicle Maintenance Team continued to meet daily service needs without interruptions.



*Maintenance being performed on a DMU*



Diesel Multiple Unit 110 arrived back at our Rail Operations Center, after a one-year hiatus for repairs at Alstom repair facility on Mare Island in Vallejo. This was damaged DMU in Santa Rosa, when a box truck driver failed to stop and obey crossing warning gates resulting in a collision. With this DMU back in the service rotation, we were able to activate an extra three car set to service which helped mitigate passenger congestion on trains.

One of the most exciting moments in 2019 was the arrival of a crucial wheel truing machine in our Rail Operations Center. Prior to this addition, SMART's Vehicle Maintenance Team would spend valuable time and resources removing the DMU wheel sets on a weekly basis and sending them to an off-site maintenance facility in Utah. The wheels require truing at least twice a year to ensure a smooth and safe ride for passengers. SMART's Vehicle Maintenance Team prides itself on high performance and quality rides for our passengers. Our goal is to provide seven train car sets for daily service, and with the addition of the wheel truing machine, we are able to achieve this goal.



DMU #110 at Alstom shop



DMU #110 repaired

## FACILITIES MAINTENANCE

The Facilities Maintenance team had a busy year with required maintenance, emergency response, and operations buildings modifications. The Maintenance of Way team facilitated the relocation of the Railroad Square bicycle lockers with our vendor E-Lock. The move was requested by the City of Santa Rosa to accommodate additional parking spaces adjacent to the Santa Rosa Welcome Center. The Facilities Team made improvements to signage and lighting at the Haystack Bridge.

During January, there were 5 separate occurrences of storms causing trees to fall from neighboring properties onto SMART fences. These fences were between the Multi-Use Pathway and the active rail alignment and had



Installation of wheel truing machine





*Weed abatement with goats*

to be repaired immediately to prevent incursion onto the tracks. Several clean-up projects were undertaken at some of SMART's non-operational property locations to improve the general appearance, as well as improve safety and security at the sites, including Healdsburg and Corte Madera.

Four Maintenance of Way employees were hired in 2019, to allow us to keep up with the safety on the tracks, better manage our vegetation control, and the additional maintenance needs of the Larkspur Extension and Downtown Novato station. These two stations added maintenance responsibilities for the pedestrian bridge over Sir Frances Drake Boulevard, the Cal Park Tunnel, two miles of lighted pathway, two passenger platforms, and a parking lot.

## **TRACK MAINTENANCE**

The storms of 2019 posed several challenges for the Track Division due to heavy rains and subsequent flooding. SMART staff assisted the Northwestern Pacific Company with washout repairs on the Brazos Subdivision at Novato Creek adjacent to Highway 37. We provided assistance in rebuilding an embankment that washed out after a levee failure. In late February, the North Bay experienced the second major storm event of the month. SMART was impacted by water as high as six inches over the rails at the Hannah Ranch road crossing in Novato. This caused delays to service as train speeds were reduced at this location. SMART personnel were continuously monitoring conditions at this location and several others throughout the two days of heavy rain. The Maintenance of Way team spent several days cleaning up debris from the track at multiple locations left behind by the storm and high water.

An important aspect of railway maintenance is FRA required annual Automated Inspection of Track Constructed with Concrete Ties. In addition, we tested all passenger routes with an automated inspection vehicle for compliance with FRA geometry standards. This testing was accomplished through the use of a contract vehicle designed and built for this specific purpose. The FRA has a similar test vehicle and SMART hosted a test by the FRA's automated track geometry test car in early March. The main track was successfully tested from the San Rafael station to Airport Boulevard.

In addition to evaluating the track's geometry for compliance with FRA safety standards, SMART completed ultrasonic rail flaw testing for defects on all passenger routes between San Rafael and Airport Boulevard. This test conducts an internal search of the rail for defects and flaws that could lead to rail breaks.





*Flooding at Hannah Ranch*

Vegetation management and control is a priority for our Track and Facilities divisions. On two separate occasions SMART dispatched a herd of goats to reduce vegetation on our property just north of the Cal Park tunnel in San Rafael. The steep, rough terrain at this site was not suitable for mechanical or hand removal of the vegetation. SMART abates vegetation throughout the growing season and into the late year fire season. This continues into the winter with ditch maintenance to facilitate better water flow from storm runoff.

Managing access to the SMART right of way continues to be a vital function now that trains are operating daily. In 2019, staff worked with and oversaw access across the tracks for a number of special events, including the Windsor Day Parade, the Ironman races in Santa Rosa and the Kaiser Wellness Run in Novato. Close coordination allowing access to SMART right-of-way by Pacific Gas & Electric, Comcast, local cities and counties whose infrastructure cross our property was also a major focus. In 2019, SMART Maintenance of Way issued 394 individual Right of Way Access Permits.

## **SIGNAL MAINTENANCE**

In April, SMART experienced our first signal “knockdown” at Rohnert Park Expressway. A large SUV veered off the road and struck our cantilever signal poles and gate, knocking them both from their foundations. Both devices were damaged beyond repair and had to be replaced. SMART crews, with the assistance of two contractors, were able to replace and test both warning devices in approximately 20 hours. There were also over 20 separate instances of SMART’s crossing gate arms being struck by motor vehicles. Some of these resulted in the gate arm needing complete replacement while others only required an adjustment and testing to repair.

The Signal Division completed a project to relocate junction boxes at seven switch locations ensuring ongoing compliance with California Public Utilities Commission walkway requirements. They also replaced the flood damaged power switch machine at the Ignacio switch in Novato.

In addition to completing FRA required monthly, quarterly, and annual inspections of SMART’s grade crossing warning devices and train control system, the Signal Team also works diligently on the aesthetics of our signal control houses. Graffiti inspection and abatement is a part of their daily routine.



*Signal knockdown at Rohnert Park Expressway*



## Capital Projects

### LARKSPUR EXTENSION PROJECT

SMART completed the Larkspur Extension Project with an opening ceremony on December 13, 2019. The opening of passenger service to Larkspur coincided with the new service schedule that went into effect on January 1, 2020.

The Larkspur Extension Project included constructing a new terminal boarding platform in Larkspur, building an adjacent parking lot, constructing two new rail bridges, reconstructing a timber trestle, modifying the San Rafael Transit Center, reconstructing Francisco Boulevard West between Second Street and Rice Drive, outfitting the Cal Park Tunnel with lighting, and utilities and communication systems. The project involved extensive coordination with outside stakeholders such as the City of San Rafael, the Town of Larkspur, the Golden Gate Bridge, Highway and Transportation District, the Federal Transit Administration, the San Rafael Sanitation District, the Ross Valley Sanitation District, the Marin Municipal Water District, and other utility companies.



*Larkspur Extension, work in Downtown San Rafael*



SMART and its partners completed three significant additional projects in conjunction with the Larkspur Extension Project:

**1. San Rafael Bicycle pedestrian pathway between Andersen Drive and Rice Drive**

SMART collaborated with the City of San Rafael to construct this important segment of pathway that expands the existing Cal Park Tunnel pathway connecting San Rafael to Larkspur. The City secured funding and developed construction plans while SMART provided right-of-way, managed construction and will maintain the segment of pathway in the SMART right-of-way.

**2. Novato Downtown Station**

The City of Novato funded the construction of a third station to serve their downtown. The station platform and track modifications were constructed in 2016/2017. The station was completed in 2019 with the installation of platform shelters and amenities, installation of lighting and communication systems, as well as modifications to the existing train control system. The Downtown station was opened on December 14, 2019.

**3. Penngrove Crossing Improvements**

SMART worked with the County of Sonoma to reconfigure the grade crossing gates and to remove the roadway medians at Main Street in downtown Penngrove. The reconfiguration was funded by the County of Sonoma and improved traffic circulation while maintaining the established quiet zone. The work included installing new crossing gates, removing the roadway median and removing a roadway gate.



*Larkspur Extension, work in Downtown San Rafael*

**WINDSOR EXTENSION PROJECT**

SMART completed a procurement for a design-build contractor with the award of a contract to Stacy & Witbeck, Inc. of Alameda in November 2019. This contract, in conjunction with the previously awarded Systems and Train Control design-build contract, will complete the design of the Windsor Extension Project and construct the improvements. Design commenced in December 2019 and will continue into the summer 2020. Construction of new railroad bridges, drainage systems, the station platform and supporting infrastructure will begin in the summer of 2020. Preliminary construction activities began in December with some site clearing and utility

investigations to prevent unexpected conflicts during construction. SMART submitted construction permit applications to several environmental resource agencies in June 2019 and has been working with the agencies to secure permits for construction work in the summer of 2020.

### **PASSENGER RAIL STUDY: NOVATO TO SUISUN**

The California State Transportation Agency identified a potential passenger rail connection between the SMART system in Novato and the Capital Corridor in Suisun City in their 2018 California State Rail Plan. This connection would provide an uninterrupted rail link between the SMART mainline and, ultimately, Sacramento and the rest of the State rail system. SMART completed technical feasibility study in the Spring of 2019 that evaluated the existing conditions, potential improvements, rail vehicles and the natural environment to establish passenger rail service along this 45-mile alignment. The study determined that it is feasible to reconstruct the railroad for passenger service and provided cost estimates and time frames for the work. The next steps to advance this passenger rail system would be to develop preliminary alignments, locate stations, prepare ridership projections and perform an environmental evaluation.

### **BICYCLE AND PEDESTRIAN PATHWAYS**

SMART completed two key segments of pathway that expanded mobility and connectivity in 2019:

#### **San Rafael: Andersen Drive to Rice Drive**

As discussed above, SMART integrated this segment of pathway into the construction of the Larkspur Extension Project. This work was a coordinated effort between The City of San Rafael and SMART. The City secured funding and developed construction plans while SMART provided right-of-way, managed construction and will maintain the segment of pathway in the SMART right-of-way.

#### **Petaluma: Payran Street to South Point Boulevard**

This 1.1 mile segment provides a cross-town connection between east and west Petaluma and an additional crossing of US101. It spans the upper reaches of the Petaluma River via a 200-foot free span bridge. The pathway was opened in September 2019.

### **UPCOMING SEGMENTS**

#### **Sonoma County Pathway Segments**

SMART received a \$12.6 million dollar grant in 2019 to construct three pathway segments:

- South Point Boulevard in Petaluma to Main Street in Penngrove
- Golf Course Drive in Rohnert Park to West Robles Avenue in Santa Rosa
- West Robles to Bellevue Avenue in Santa Rosa

Design of these pathway segments will begin in the summer of 2020, with construction planned for fall 2021 through summer 2022.

#### **Windsor Extension**

As part of extending passenger rail service to the Town of Windsor, SMART is constructing bicycle and pedestrian pathway between Airport Boulevard and the station at Windsor River Road. This three-mile segment of pathway will be constructed as part of the rail project in the spring and summer of 2021.

## Communications and Marketing

The Communications and Marketing Department began 2019, with a focus on community engagement and strategic preparation for SMART's growth as a transit agency. The anticipated opening of two new stations at Novato Downtown and Larkspur, and the accompanying schedule change, would provide an opportunity for the outreach team to introduce SMART service to a new segment of the community. SMART's marketing and community outreach approach centered on getting more people on board to try out the Bay Area's newest transportation system.

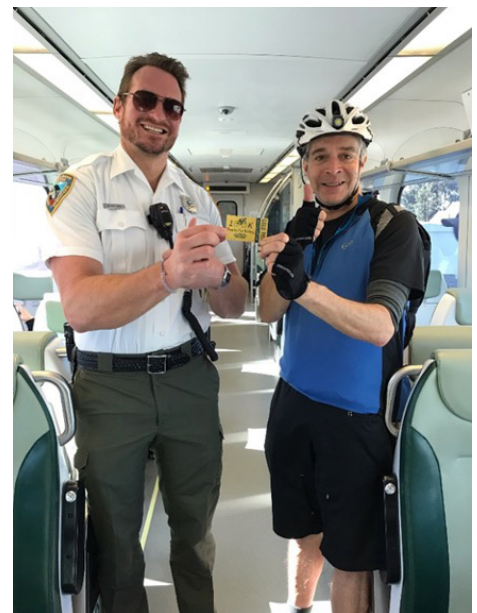


*Celebration to mark SMART's one million riders milestone*

Marketing team shared information on upcoming events and interacted with our audiences on a regular basis, gathering important comments and feedback.

### 100,000 CYCLISTS

In 2019, the agency observed another significant milestone. In anticipation of reaching the 100,000-cyclist total mark, the community outreach team connected with bicyclists on board and asked them share their reasons for riding SMART. The response was spectacular and more than 100 videos were collected and uploaded to SMART's YouTube channel. Cyclists were excited to talk about how the SMART train has improved their quality of life and upgraded their daily commute. The videos were used to promote the onboard 100K-Cyclist Celebration that took place on March 14, 2019. Conductors handed out 1,500 special passes for free rides to passengers with their bikes on the train. The response from the community was overwhelmingly positive and engaging.



*Celebration marking 100K bicyclists milestone*

### ONE MILLION RIDERS CELEBRATION

2019 was a pivotal year for SMART, as the agency reached an important passenger count milestone. On January 17, 2019, SMART surpassed the one million rider total mark. The celebration included Conductors giving out 1,500 passes for a free train trip to thank our riders and encourage them to share the SMART train experience with their friends and family.

Passengers were surprised with special SMART branded giveaways (water bottles and beanie hats) and a chance to take part in our #SMARTThanksAMillion social media campaign. SMART explored several opportunities throughout the year to create effective digital marketing campaigns on social media, to stay connected with our riders and community. The Communications and





*National Get on Board Day*

### **NATIONAL GET ON BOARD DAY**

SMART partnered with the American Public Transportation Association for the first-ever National Get On Board Day on April 25, 2019. More than 200 transit agencies across the country participated in this campaign to promote awareness of public transit and ridership. The Communications and Marketing team was eager to participate and unite with the broad network of transit agencies, signifying the importance of public transportation and connectivity.

### **KIDS RIDE FREE, SUMMER 2019**

To encourage more people to ride the train for leisure and recreation, kids ages 18 and under were able to ride free on weekends and holidays in summer 2019, when accompanied by a paying adult. The pilot program began on Memorial Day weekend and ran through Labor Day. Parking at SMART owned lots was also free on weekends and holidays throughout the summer. To kick off the summer campaign, SMART partnered with Sonoma and Marin counties to provide veterans, and active duty military personnel and their families with free train service and free entry to county parks during the Memorial Day weekend. These pilot programs gave many people the opportunity to ride the train for the first time and brought their families to enjoy the experience with them.



*Kids rode free during the summer*

### **MARIN COUNTY FAIR - LATE NIGHT TRAIN SERVICE**

The Marin County Fair took place at the Marin Civic Center Fairgrounds from Wednesday, July 3 through Sunday, July 7, drawing thousands of attendees from all over the North Bay. Many chose to leave the car at home and take the SMART train, including a considerable number of first-time riders and families from both Marin and Sonoma Counties. SMART partnered with the Marin County Fair to provide a late-night train run that departed the Marin Civic Center at 10:30PM each night of the fair. Fair goers were thrilled that SMART was able to provide late service allowing them to stay for the fireworks show.



## SUICIDE PREVENTION AND AWARENESS

Across the United States, we see the challenges rail systems face with community members who suffer from suicidal ideation and seek to end their lives. Since rail service began in 2017, SMART has experienced several deaths by suicide where pedestrians intentionally disregarded safety measures to put themselves in the path of the train to end their lives. SMART experienced multiple deaths by suicide between July and September of 2019.

Local public health officials believe a contagion effect set in where people with mental health issues or suffering from extreme emotional pain were drawn to the train to permanently solve their emotional crisis.

SMART reached out to public health officials with Sonoma and Marin Counties, national and local mental health organizations like the National Association of Mental Illness, Buckleup Programs and the Know the Signs campaign to coordinate on public education efforts around mental health and suicide prevention efforts. This core group provided SMART with recommendations on public outreach, high risk populations, effective existing public education materials, managing media interest and stemming the contagion effect.

From this effort was forged the North Bay Coalition on Mental Health Awareness and Suicide Prevention, which is comprised of 65 community partners in public safety, government, health care and hospitals, education, public agencies, nonprofit organizations, and leading North Bay employers.

Coalition members helped to disseminate public education materials through their organizations via email, social media and websites. The campaign included local radio public service announcements, reaching 400,000 Sonoma County listeners. Digital and print media partners donated advertising space to feature suicide prevention messages. Each member of the Coalition also shared information through their communication channels to help raise awareness.

## RAIL SAFETY EDUCATION PROGRAM

The Communications and Marketing Department took a critical look at our Rail Safety outreach initiatives in 2019, which includes education programs, events, presentations, and digital campaigns, to see where enhancements could be made. The first step was a renovation of SMART's dedicated Rail Safety website, BeTrackSMART.org. The website redesign highlighted important rail safety tips for pedestrians, cyclists, and motorists in a dynamic format, making it more engaging and educational for the user.

In addition to our partnership with Operation Lifesaver, the leading railroad safety organization, safety partnerships were expanded to include local law enforcement officials and organizations in cities across Marin and Sonoma Counties, as a core component of our outreach efforts.



*Petaluma Police Chief, Ken Savano with SMART Board Member David Rabbitt speaking on rail safety awareness*

During National Rail Safety Month in September, North Bay law enforcement agencies partnered with SMART and Operation Lifesaver as part of Operation Clear Track, a law enforcement effort to reinforce safe behaviors near trains, tracks and at railroad crossings. Police officers patrolled railroad crossings and increased enforcement in San Rafael, Novato, Petaluma, Rohnert Park, Cotati, and Santa Rosa.

The law enforcement partnership was also emphasized with a video campaign on social media. SMART created a series of short safety videos featuring local law enforcement and SMART Board Directors. These video are available for viewing on SMART's YouTube page: [https://www.youtube.com/channel/UCAqmoxJO5D6ysPQAgxYyN\\_g](https://www.youtube.com/channel/UCAqmoxJO5D6ysPQAgxYyN_g)

Through the Rail Safety Education Program we reached thousands of students in schools and neighborhoods in close proximity to the railroad tracks and crossings, as well as people living in neighborhoods where railway construction is taking place. SMART's Rail Safety Education Program provides free presentations to schools and community groups in Sonoma and Marin Counties, and assistance with large group trips. Presentations are tailored to different age groups, including elementary and high school students, and organizations like driving schools and homeless service centers. Community groups may request a Rail Safety presentation by visiting [BeTrackSMART.org](http://BeTrackSMART.org).

### **PLATFORM SAFETY EDUCATION FOR GROUP TRIPS**

SMART expanded its Platform Safety Briefing Program for group trips, to include a school safety presentations before the date of the group trip. At the on campus presentation students are presented with important safety information before their Platform Safety Briefing at the SMART train station. This approach gives students an opportunity to use the information they learned during the presentation and practice safe behaviors near tracks, trains, and at the station platforms.

Students from the Petaluma Youth Commission rode the SMART Train in 2019, and discussed the importance of public transit for young adults. The group was met by a Community Outreach team member at the platform to discuss transit and safety.



*Students participating in a school group trip*

## **KEEPING THE PUBLIC INFORMED ABOUT CONSTRUCTION AND SYSTEM TESTING**

The Communications and Marketing Department experienced a busy year preparing for testing and opening of the Larkspur extension and Novato Downtown station. In preparation for the opening of the Larkspur extension, the outreach team conducted canvassing in San Rafael and Larkspur neighborhoods to notify residents about overnight systems testing.

Over 1,000 door hangers with information about testing were distributed to neighborhoods in San Rafael and Larkspur that would be impacted by the noise associated with testing; this included the neighborhoods of Lincoln/San Rafael Hill, downtown San Rafael, Picnic Valley, Bret Harte, and California Park.

Working closely with the City of San Rafael, County of Marin, and the City of Larkspur, the Communications and Marketing team issued testing notifications and updates via social media platforms, including NextDoor, Facebook, and Twitter, with a total reach of more than 37,000 people. Construction notification canvassing was also performed in Novato neighborhoods near the Downtown station.

Construction and testing information was also publicized on SMART's website and digital newsletter. Print advertisements were placed in the Sunday edition of the Marin Independent Journal and Marinscope papers. SMART placed geotargeted digital ads in key areas of San Rafael and Larkspur. The campaign reached over 10,000 people.

## **BUS BRIDGES**

SMART closed portions of Second Street and Third Street in Downtown San Rafael on two weekends – June 1 - 2, and June 8 - 9, due to the construction of the Larkspur extension. A bus bridge shuttled passengers between the Marin Civic Center station, the San Rafael Transit Center, as well as the Larkspur Ferry Terminal.

On August 10, the Communications and Marketing team coordinated a bus bridge between the Novato San Marin and the Novato Hamilton stations in order for construction crews to do trackwork for the new Novato Downtown station.

And during the weekend of November 8 - 9, SMART closed a portion of the railroad between the Petaluma Downtown and Novato Hamilton stations to accommodate testing for the new Novato Downtown station. A bus bridge shuttled passengers between the Petaluma Downtown, Novato San Marin and Novato Hamilton stations.

Trains operated on modified service schedules during all of the above scheduled weekend closures, with the Communications and Marketing team managing the bus bridges. The communications team was joined by additional SMART staff and Ambassadors to inform and assist passengers during the bus bridges.

## **ADVERTISING PROGRAM**

SMART's revenue-generating advertising sales program continues to be strong, with several advertisers purchasing advertising space on board SMART trains for a full year in advance. Advertising sales surged in anticipation of the opening of the two new stations in Larkspur and Downtown Novato, as well as the addition of four new train cars, increasing advertising inventory for possible advertisers.



## SMART HOLIDAY EXPRESS TOY DRIVE

In addition to the weekend of ribbon cutting festivities, SMART conducted its fourth annual SMART Holiday Express Toy Drive on Saturday, December 14. The Holiday Express train arrived at the new Novato Downtown station just in time to conclude the Ribbon Cutting Ceremony, hosted by the City of Novato, and passengers were able to board the festively decorated train and enjoy complimentary holiday treats and eggnog provided by our partners at Clover Sonoma, and served by student volunteers from Montgomery High School in Santa Rosa.



*Passengers aboard the festive Holiday Express*

The morning and afternoon Holiday Express trains produced great community excitement, and hundreds of unwrapped toys and gift cards were donated to help make the holidays bright for children in need, through community partnerships with local non-profits, including Toys for Tots of Sonoma County, the Committee of the Shelterless (COTS), North Marin Community Service, and the Petaluma People Services Center.

## LAUNCH OF THE NEW FULL-SERVICE SCHEDULE

During this busy season of festivities, the Communications and Marketing Department coordinated the launch of SMART's new service schedule slated to begin on January 1, 2020. The new schedule featured expanded service and connections to regional transit including the much awaited connection to the Larkspur Ferry. The new schedule roll-out included a redesigned brochure and pocket schedule, new station signage (installed by the Communications and Marketing team), website updates, and a large-scale marketing and education campaign



## Safety and Security

Safety and security continue to be a top priority at SMART. The safety team consists of the Chief of Police, three Code Compliance Officer positions, a Safety and Compliance Officer and two Safety Consultants. The team goals are focused on prevention, education and enforcement of safety practices along the right of way and on SMART trains and platforms.

During the last year, safety staff has contacted hundreds of trespassers along the right of way despite continued efforts to educate and inform the public that no trespassing is permitted on SMART property.

In 2019, Safety and Security staff investigated eight major incidents. There were eight train related deaths, five of which were ruled to be suicides.

### SAFETY TRAINING AND INTER-AGENCIES COORDINATION

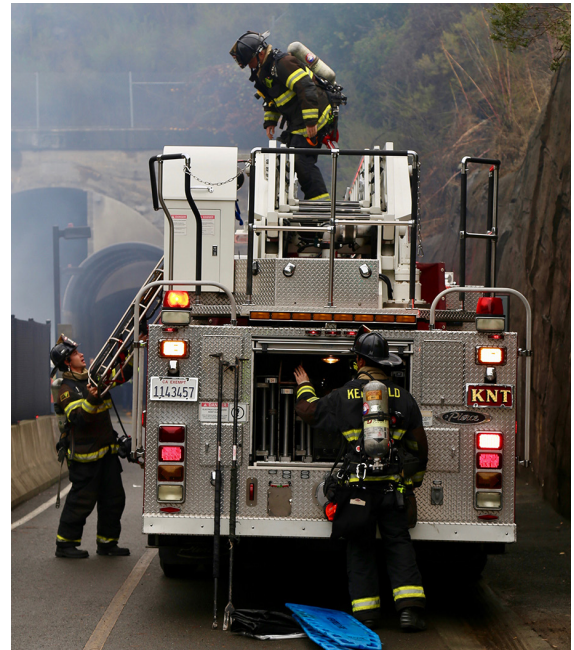
Ongoing safety and security training continue to be a priority for the District. One such example is the convening of internal exercises to discuss or practice management and response to critical incidents. The value of these exercises is to identify potential scenarios before they occur to be better prepared for future incidents. In 2019, SMART conducted a number of trainings in preparation for the opening our two newest stations.

SMART also coordinates with Marin and Sonoma law enforcement agencies. On a monthly basis, staff meets with police executives from both Counties to discuss industry trends, concerns and provide an opportunity for education on activities and issues related to SMART.

In addition to coordination at the local level, SMART works with Department of Homeland Security, Transportation Security Administration (TSA), Surface Transportation Division to conduct internal audits and exercises. TSA assisted with an audit of our system as well as planned to conduct trainings for SMART Operations staff on suspicious packages and incident response. Staff participated in a regional review of the Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review Guide. This comprehensive guide published by the Department of Homeland Security provides guidance for agencies on conducting risk assessments for their systems.

SMART continued its ongoing presence at several regional safety and law enforcement meetings throughout Marin and Sonoma Counties. These meetings include;

Sonoma County Emergency Disaster Council, Sonoma County Police Chiefs Association, Marin County Police Chiefs Association, Homeless Outreach Services Team, Federal Bureau of Investigation, Rail Liaison and Transportation Security Administration Mass Transit Stakeholders. At each of these meetings SMART prepares updates to share with our community partners.



*Training exercise in Cal Park Tunnel*



*Training exercise in Cal Park Tunnel*

## Human Resources

### RECRUITING

In 2019, Human Resources recruited and hired 27 new staff members. 78% of new staff were hired into the Operations Department and 22% were hired into Administrative or Capital Projects positions.

### HUMAN RESOURCES AND PAYROLL SYSTEM

In 2019, Human Resources worked closely with the Finance Department to implement changes to the benefits setup within the payroll system, enabling SMART to transition to a new 24 pay period deduction cycle for benefits in Fiscal Year 2019. The new benefits system is more user friendly and offers better reporting capabilities.

### LABOR NEGOTIATIONS

The Human Resources Manager worked to successfully negotiate the first SMART labor contract with the Teamsters Union for a new Track Supervisors Unit. Human Resources also began re-negotiating three separate labor contracts that expired on June 30, 2019, covering 68 operating positions, critical to SMART. Recruitment and retention of our highly specialized employees rely on these cooperative agreements.

### CURRICULUM AND WORKFORCE DEVELOPMENT

SMART continued to participate in the steering committee for the Sonoma Corps Program, a pilot program of the Career Technical Education Foundation and Santa Rosa City Schools preparing for the initial class of Sonoma Corps students to begin in the Fall of 2019 at Piner High School.

In addition, Human Resources began working with Operations staff in June to review current policies and procedures and develop new trainee programs in the Vehicle Maintenance and Signals Division, to create career development opportunities for SMART staff as well as the broader community. The future of SMART operations depends on creating training programs to provide home-grown, qualified employees.



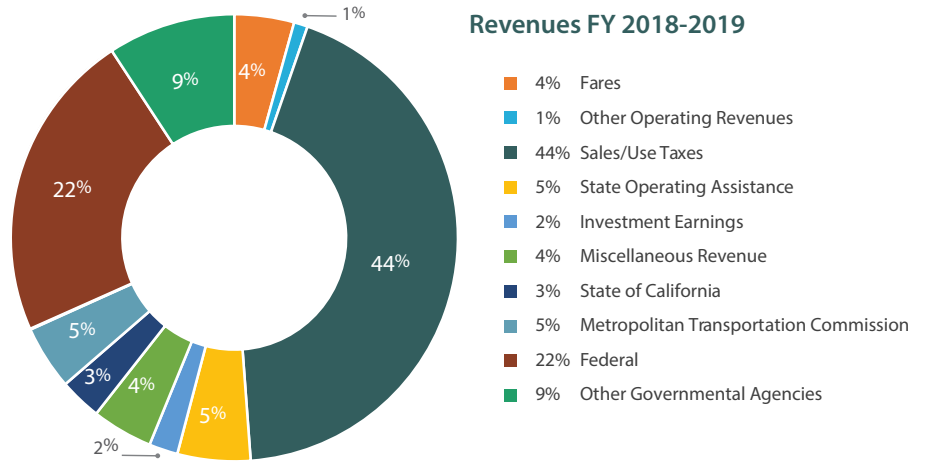
*Students participating in the Sonoma County Corps Program, touring the Rail Operations Center*



## Financial Information

SMART produces a number of financial reports that are available to the public, including the Annual Budget, monthly Board reports and the audited Comprehensive Annual Financial Report. Financial information provided in this Annual Report is designed to provide the public with a general understanding of revenues and expenditures for the District in the last Fiscal Year, which runs from July 1, 2018 to June 30, 2019. The presentation of these amounts differs from the 2019 Comprehensive Annual Financial Report in that they do not include calculations for depreciation and other non-cash adjustments that are necessary for presentation under Government Accounting Standards Board rules. Please refer to the District's Comprehensive Annual Financial Statements for those audited statements. In 2019, SMART completed a strategic plan required every five years under Measure Q. That plan is available on SMART's website at: [https://sonomamarintrain.org/2019\\_Strategic\\_Plan](https://sonomamarintrain.org/2019_Strategic_Plan).

SMART's revenues related to building and operating in Fiscal Year 2018-19 were \$57.4 million. Sales tax revenues for the year increased by 11%, which resulted in \$41.2 million for SMART. Other revenue included fares, parking and other operating revenues of \$5 million, additional operating grants of \$5 million and miscellaneous revenue related to the sale of property of \$4.2 million. In addition to this revenue, SMART also received grants for the Larkspur Extension and other capital projects totaling \$37.3 million. Grants included \$4.3 million from the Metropolitan Transportation Commission, and \$21.2 million from the Federal Transit Administration which went primarily to the new Larkspur Station construction as well as new pathways. An additional \$8.7 million to fund construction of the new Larkspur Station and multi-use pathways from other governments paid for improvements such as the Downtown Novato station and a pathway in Downtown San Rafael.



Expenses for Fiscal Year 2018-19, excluding depreciation and other financial adjustments, were \$73 million. Included in that total were \$19 million in non-capitalized salaries and benefits and \$11 million for services and supplies related to operating and managing SMART's train service and pathways. Expenses in Fiscal Year 2018-19 were heavily weighted toward capital improvements of \$42 million, primarily due to a full year of construction on the Larkspur Extension totaling \$33 million. SMART also made \$5.7 million in payments related to all 18 of SMART's rail cars. Expenditures of \$1.1 million were related to the kickoff of the new Windsor Extension.

