

General Manager's Report

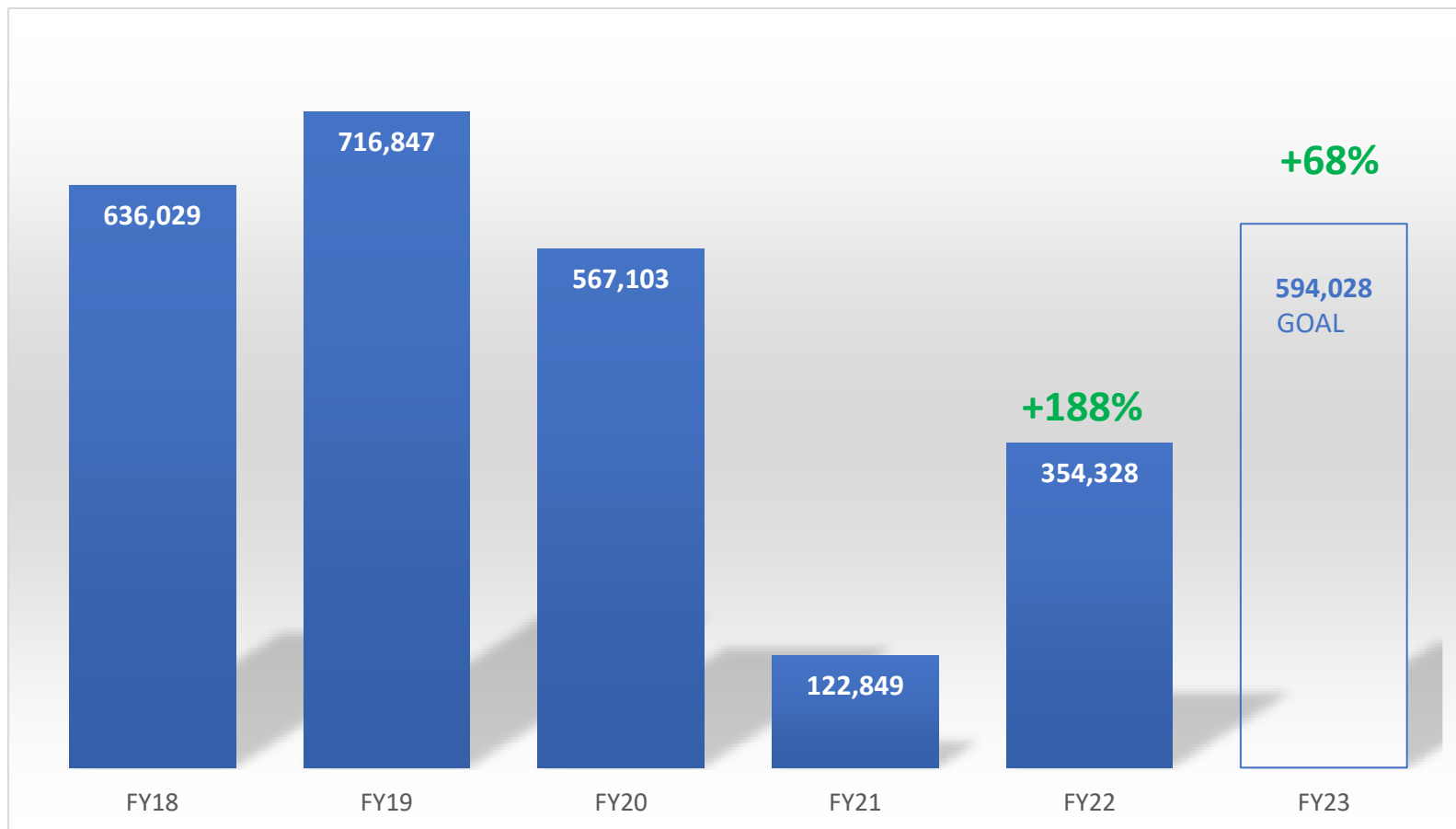
July 20, 2022



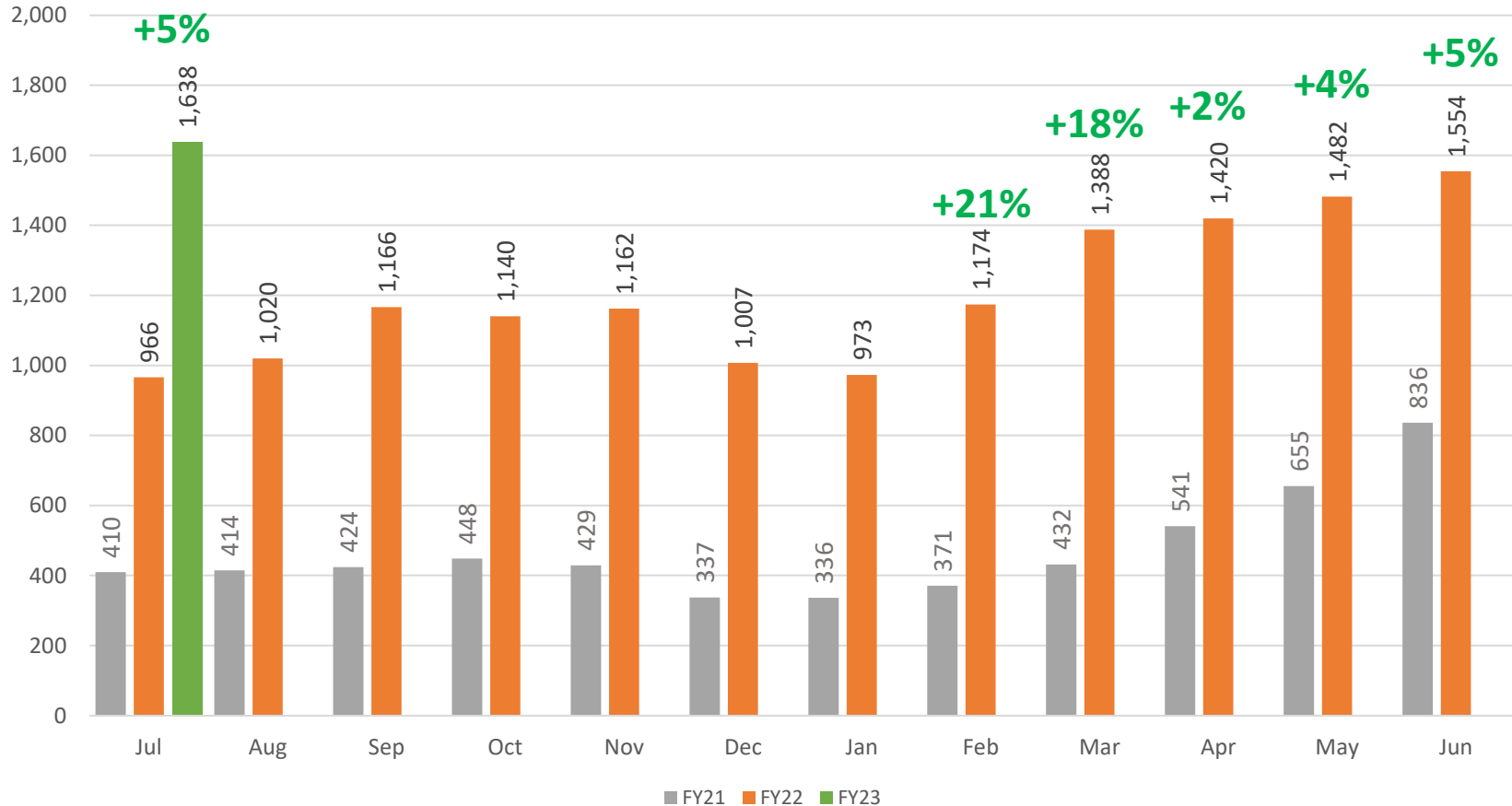
General Manager's Report

- Updates
 - Ridership
 - LPG Tanker Cars
 - Petaluma North Station
- Highlight of the Month
- Questions

SMART Annual Ridership



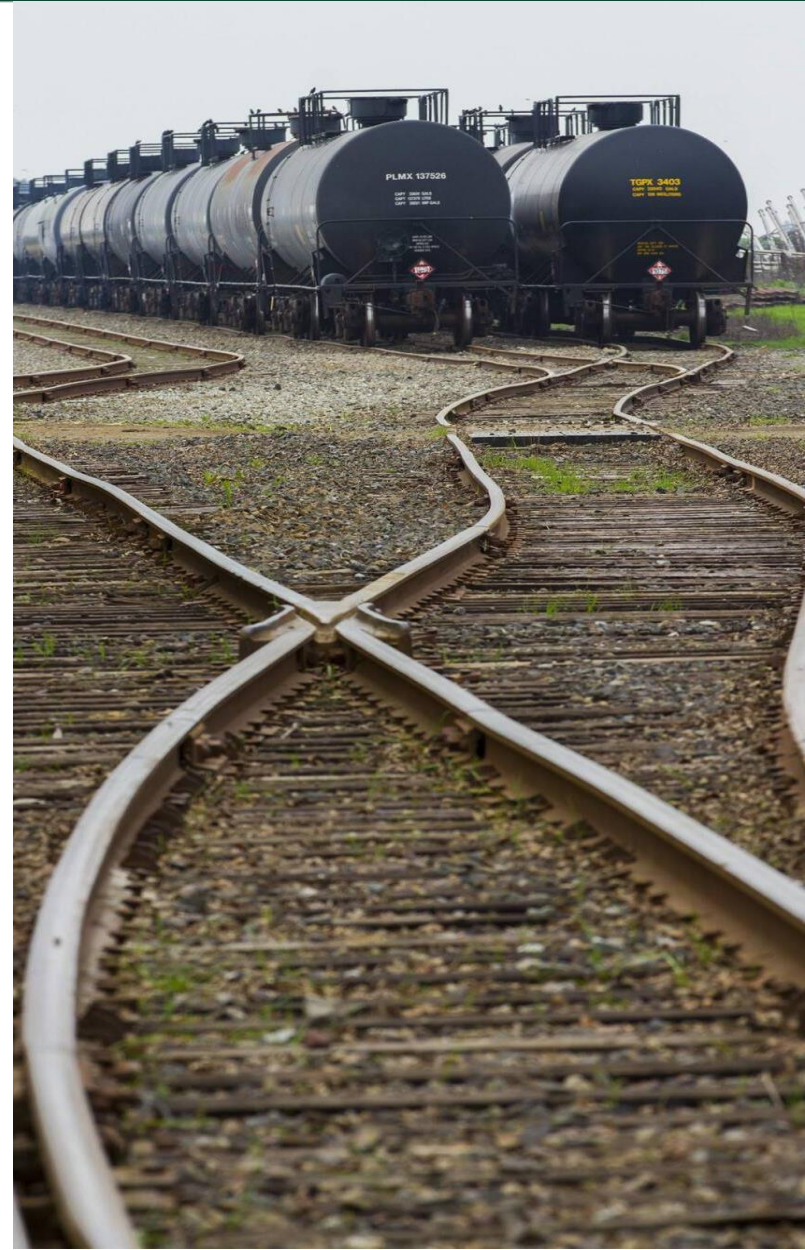
Average Weekday Ridership



- Average weekday ridership increased 10% with the addition of service on June 13th

LPG Tanker Cars

All tanker cars have been removed for the Schellville area



LPG Tanker Cars

All tanker Cars have been removed for the Schellville area



Transit and Intercity Rail Capital Program

\$24.8M TIRCP Grant

- Partners
 - Sonoma County Transportation Authority
 - Petaluma Transit
 - Santa Rosa City Bus
 - Sonoma County Transit
 - Sonoma Marin Area Rail Transit
 - Mendocino Transit
- Sonoma County regional bus and connectivity improvements
 - Construction of SMART Petaluma North Station
 - Purchase of 30 zero-emission buses
 - Associated charging equipment and passenger amenities



Transit and Intercity Rail Capital Program

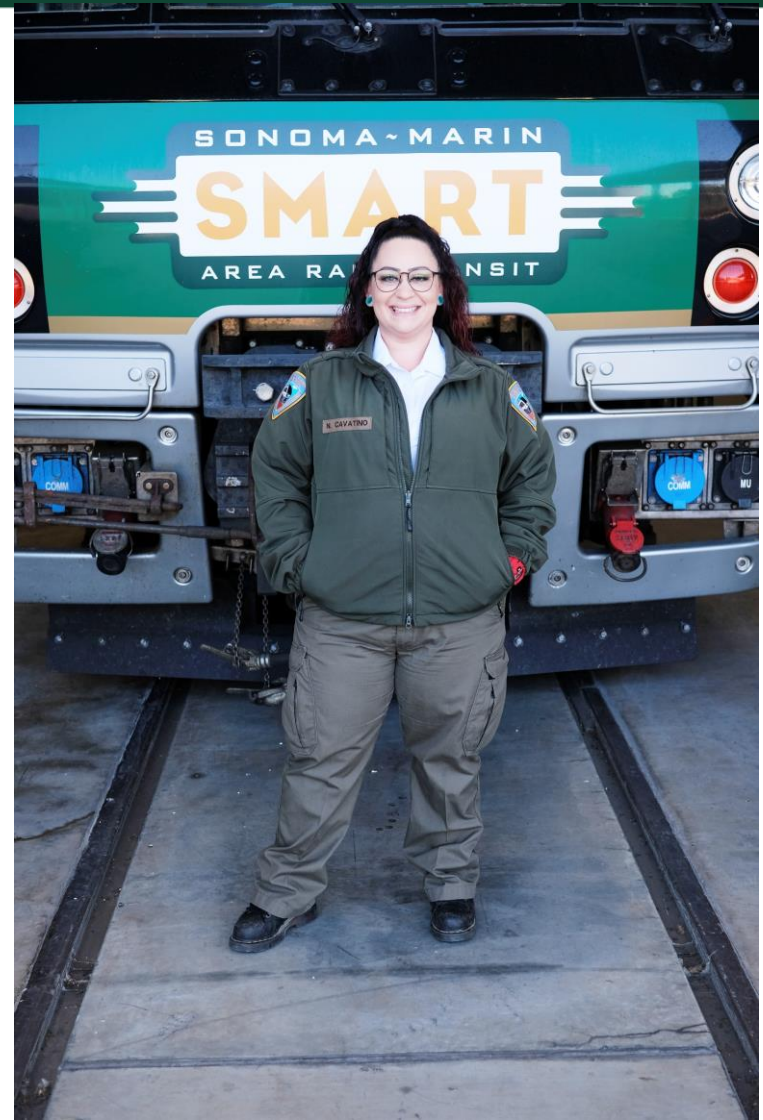
SMART received \$10.1M

- New station
 - Provides access to approximately 35,000 residents
- North McDowell Crossing Improvements
 - Signalized crosswalk for bikes and pedestrians
 - Major improvement for vehicle traffic
 - Replacing rubberized panels with concrete panels

Highlight of the Month

Engineer Nichole Cavatino

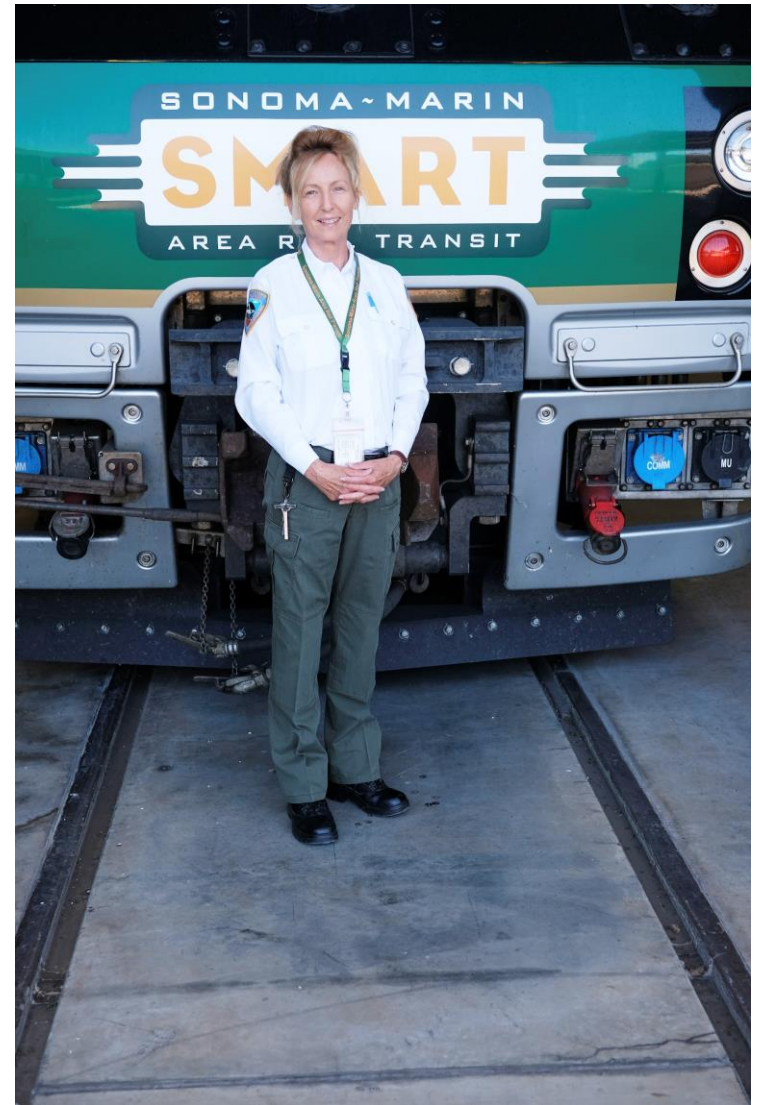
- Nichole came from the North County Transit District in San Diego, where she operated light rail vehicles
- Became an Engineer Trainee on May 2, 2022
- Certified as an Engineer on June 23, 2022



Highlight of the Month

Engineer Cathy Howell

- Cathy began work at SMART as a Bridge Tender at the Haystack Bridge on January 19, 2016
- Became a Conductor on August 16, 2021
- Trained to become an Engineer internally and was certified on July 5, 2022



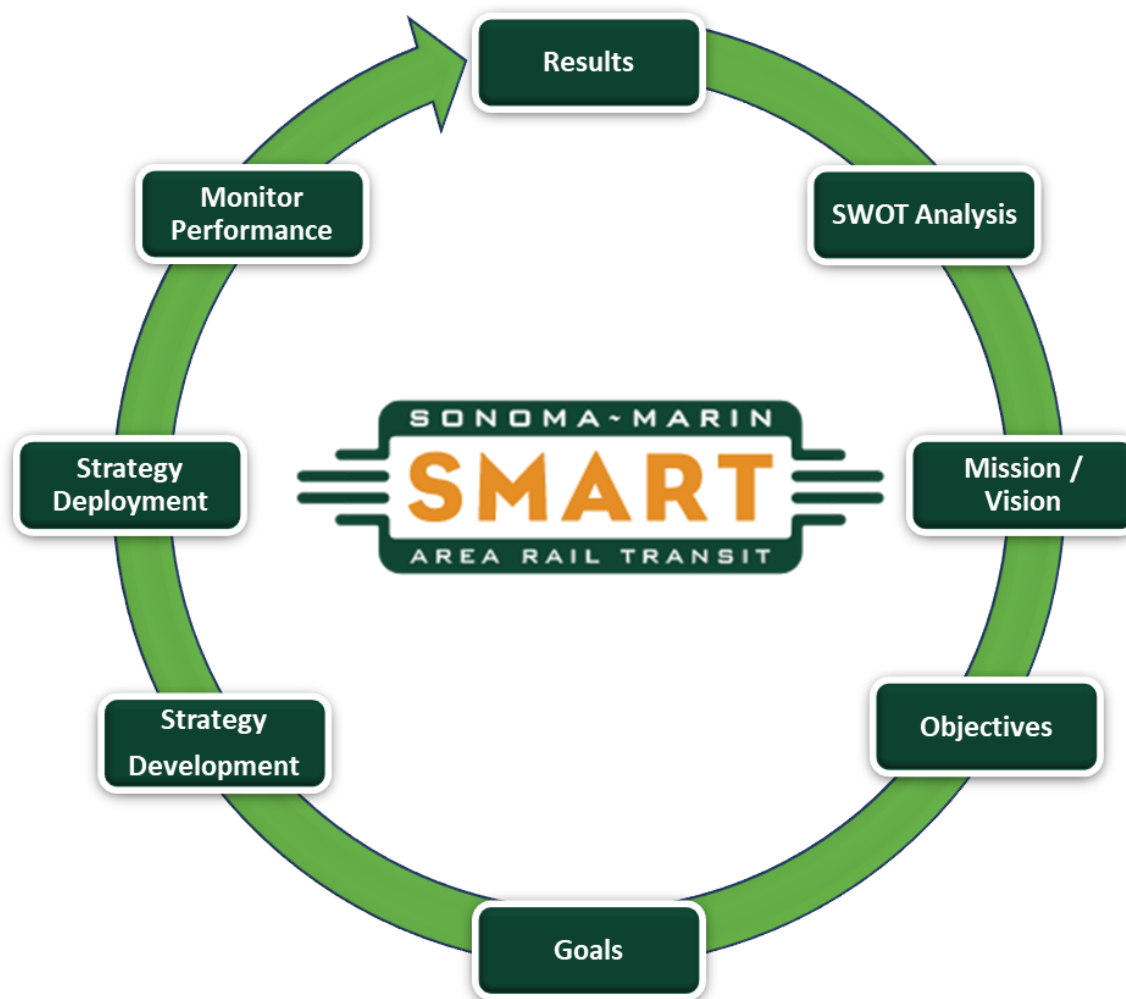
Questions?

Planning for the Future – Ridership

July 20, 2022



Planning for the Future



SMART House

Vision:

Smarter Transportation for a Smarter Future

SMART envisions an innovative transportation system that provides integrated mobility solutions, promotes sustainable growth, and enhances quality of life.

Mission: We Connect Communities

SMART provides safe, reliable, and environmentally responsible transportation options.

Ridership

Pathways

Extensions

Freight

Values: * Safety * Integrity * Stewardship * Continuous Improvement

Listening Sessions

Completed

- Ridership (April 6th)
 - 45 participants (excluding SMART Staff)
 - 553 survey responses
 - 35 emails
- Pathways (April 13th)
 - 60 participants (excluding SMART Staff)
 - 183 survey responses
 - 11 emails
- Extensions (April 20th)
 - 54 participants (excluding SMART Staff)
 - 203 surveys
 - 13 emails
- Freight (April 27th)
 - 34 participants (excluding SMART Staff)
 - 65 survey responses
 - 1 email

Ridership

What Do Riders Want?

Reasonable Fares

More Service
(Frequency, Late Night,
Mid-Day, Events)

First & Last Mile
Connections

Reliability

Alignment with
other Transit
Providers

Safety

Station/Train
Comfort

**On-Board
Amenities**
(Snack Bar / WiFi)

Overnight Parking

Clear Information

Recent Improvements

- Extended 40% discount on fares (\$1.50 per zone)
- Suspended parking fees at SMART owned Park and Rides
- Added Sunday service May 1st (12 Trips)
- Improved weekend connections to Larkspur Ferry (25 Min)
- Added 10 additional weekday trips June 13th
 - 36 total trips
 - More/better ferry connections
 - Improved bus connections in San Rafael
 - Routes 130, 132, 101, and 580
- Muir Woods Shuttle connection
 - Shuttle Stop moved to Larkspur
- Improved Trip Planning
 - Worked with Google to improve SMART Pathway information quality
 - SMART real-time service data now live on Google Maps



Improvements/Achievements

- Giants Game Service
 - Service to/from Sunday 1:05 PM games
 - 3-car train on 9:31 AM Trip
 - Added special NB train after the game
- Expanded Capacity for Marin County Fair
 - 3-car trains (Saturday, Sunday, and Monday)
- Tips for Trips
 - Rivertown Revival 2022 (Petaluma) July 23rd and 24th
 - Giants vs Cubs July 31st
 - Day Trips
 - Muir Woods National Monument
 - Marin County Mart
 - Marin Farmers Market
 - Petaluma Sunday Afternoon Jazz
 - Charles M. Schultz Museum – Santa Rosa
 - Children’s Museum of Sonoma County – Santa Rosa

Ridership

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Connections**

Reliability

**Alignment with
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Comfort**

**On-Board
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(Snack Bar/WiFi)

Overnight Parking

Clear Information

Ridership

What Do Riders Want?

- 1 **First & Last Mile Connections**
- 2 **More Service**
(Frequency, Late Night, Mid-Day, Events)
- 3 **Alignment with other Transit Providers**
- 4 **On-Board Amenities**
(Snack Bar / WiFi)
- 5 **Overnight Parking**

Potential Goals/Strategies

- Facilitate bike share at 10 of 12 stations
- Extend Giants special service pilot through 2022 season
- Implement Microtransit pilot program at Airport Station
- Consider additional service
 - Late night service on Friday and Saturday Nights
 - Additional event service based on anticipated demand
 - Microtransit expansion
- Work with transit providers to improve bus/ferry connections
- Model rail system to determine requirements to maintain 30/60 headways
- Look for innovative methods to restore snack bar and WiFi
- Allow overnight parking at SMART Park and Ride lots
- Closely monitor system/ridership and adjust as necessary
 - Monitor impacts of hybrid work schedules
- Implement aggressive marketing plan

Questions?

Sonoma County Airport Station Shuttle

July 20, 2022



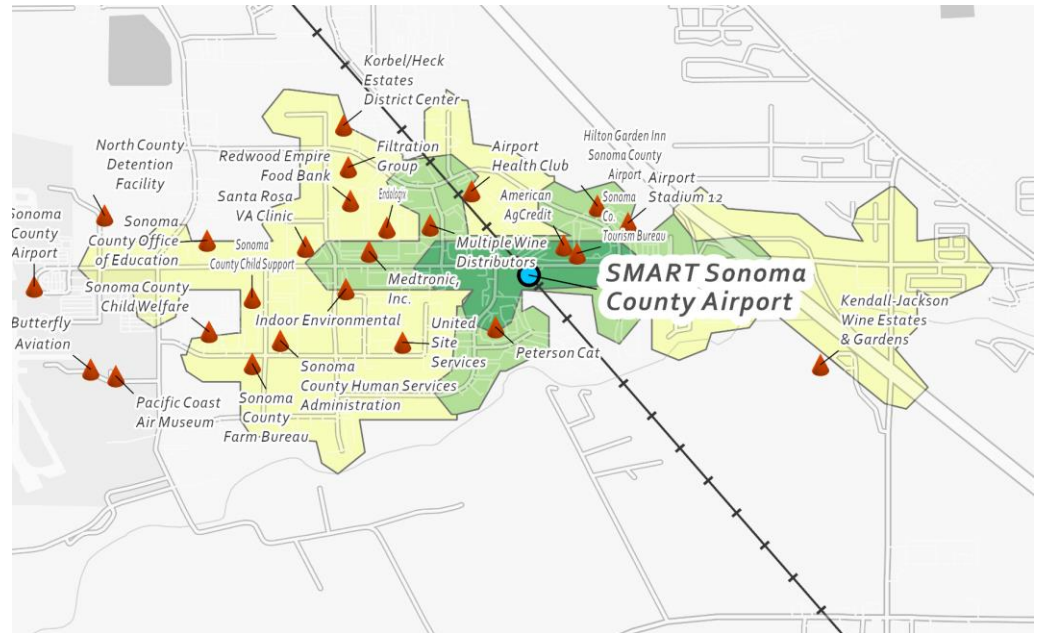
First-Last Mile Connection

- First-last mile connections to the SMART stations are essential for riders to conveniently access the system
- Solutions range from auto parking to bike-share, scooter-share, bike parking, convenient bus connections, and on-demand car and shuttle services



Sonoma County Airport Station

- The Airport SMART Station is 1.2 miles from the Airport Passenger Terminal
- Only connection options are walking, taxi/Uber/Lyft, or SCT Route 62
- Flight passengers are at an all-time high
- Over 3,000 employees and 1,000 residents within 1 mile of the station, with more projects in the pipeline



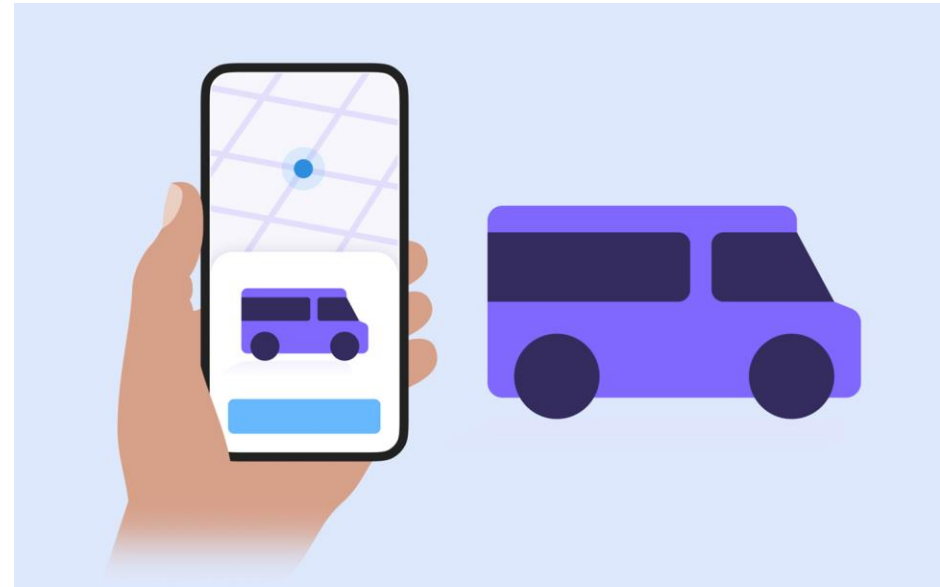
What is Microtransit?

- Microtransit uses the technology made popular by on-demand services such as Uber and Lyft to offer flexible routing for public transit
- Traditional transit picks up passengers at set stops and times
- On-demand microtransit creates efficient routing based on customer ride requests



Flexible, On-Demand Technology

- Riders request microtransit through a smartphone or call center and get an estimate of their pickup time
- Algorithm analyzes requests and dispatches trips dynamically, pooling people onto the vehicle along the way
- The routing is automated, flexible and efficient – with features like digital payment, seat reservations, and live traffic updates
- Passengers catch a ride from wherever they request the trip or a “virtual bus stop” for more efficient service



Via is reimagining how the world moves.



Pause (k)



Scroll for details
v



Airport Station Area Shuttle

- What type of service makes sense in the Airport Station area?
- Riders need **reliability** and **ease of use**:
 - Two fixed timepoints – Airport and SMART Station
 - Flexible routing to other destinations
 - Brand recognition
 - Easy boarding location
 - Vehicle large enough to hold groups and luggage
 - Predictable schedule, 7 days per week
 - Affordable and easy fare payment

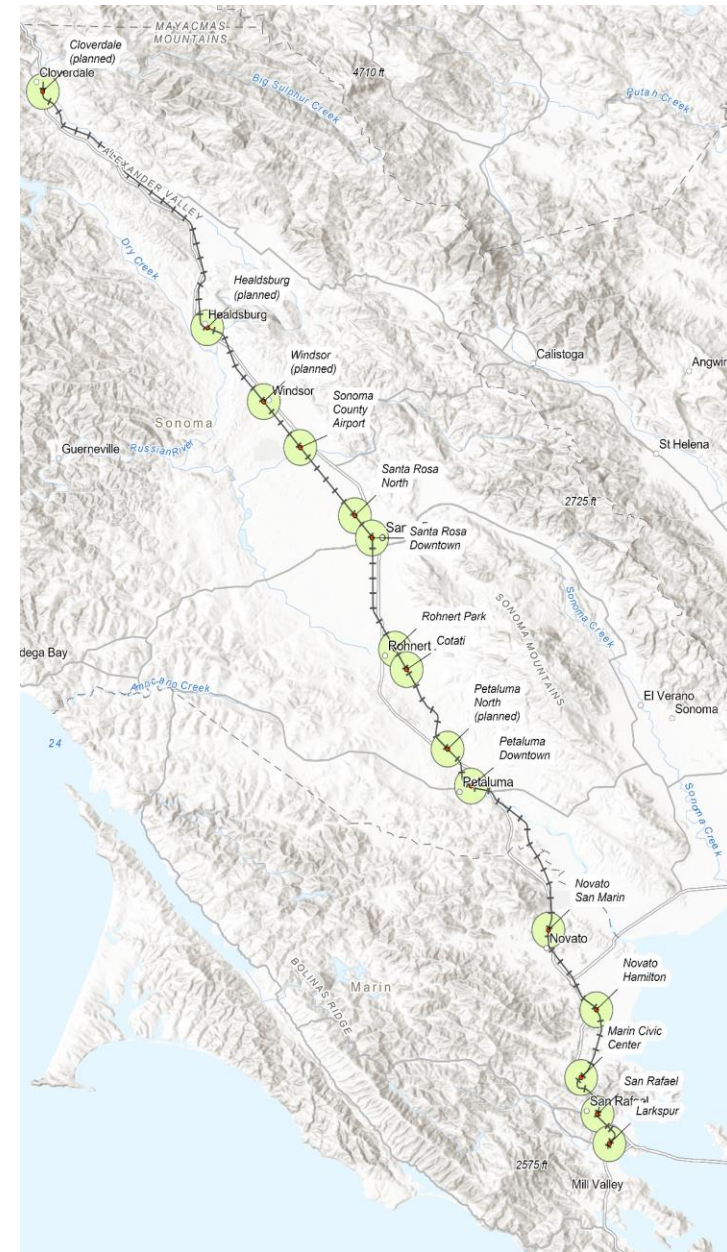


Next Steps

Issue **Requests for Proposals** for:

1. Microtransit software (Software as a Service/SAAS)
2. Shuttle Operations:
 - a) private contractor (through RFP)
 - b) public transit partner (interagency agreement)

Goal: to create a **scalable model** that can be adapted for microtransit or on-demand shuttle provision at other SMART stations.



Questions?

Sonoma County Civil Grand Jury Report

July 20, 2022



Sonoma County Civil Grand Jury

- Findings (18)
- Recommendations (11)
- Citizen Oversight Committee Suggestions
- Next Steps
- Discussion

Civil Grand Jury Findings

- **Finding 1:** The Board of Directors lacks adequate input from the Citizens Oversight Committee.
- **Finding 2:** The Citizens Oversight Committee reports to SMART management rather than directly to the Board of Directors.
- **Finding 3:** The public has expressed concern about the Board of Directors strategic decisions made without the input of a citizens' oversight committee.
- **Finding 4:** A well-informed and responsive citizens' advisory group has the potential to positively influence the final terms of crucial actions prior to the vote of the Board of Directors.
- **Finding 5:** The SMART Strategic Plan of 2019 did not adequately address the addition of freight operations and was not updated for consideration by an advisory committee and the public.

Civil Grand Jury Findings

- **Finding 6:** The Citizens Oversight Committee has not fulfilled its oversight role as represented in Measure Q election materials and it has failed to serve as a fully independent advisor on important SMART issues.
- **Finding 7:** The Board of Directors and the Citizens Oversight Committee have maintained the responsibility of the Citizens Oversight Committee at what was defined loosely in the 2008 Expenditure Plan of Measure Q—addressing only the minimal responsibility of reviewing the five-year strategic plan—despite recommendations from former Sonoma and Marin County Grand Juries and members of the League of Women Voters to expand the advisory role.
- **Finding 8:** The requirements of Measure Q and its associated 2008 Expenditure Plan are not sufficiently detailed to provide for a well-trained, well-informed, well-regulated, and suitably responsive Citizens Oversight Committee.

Civil Grand Jury Findings

- **Finding 9:** Measure Q does not prohibit or limit the development of committee roles or additional committees to provide the Board of Directors with informed and independent public opinion.
- **Finding 10:** The Board of Directors response to the Grand Jury reports of 2014 indicated that comment periods in Board of Directors meetings are sufficient to obtain public input but failed to recognize the importance of well-informed advisory committees.
- **Finding 11:** The Board of Directors responded to prior Grand Jury reports that the Citizens Oversight Committee fulfilled the Measure Q requirements with regard to the five-year Strategic Plan, but failed to recognize their responsibility to provide suitable public feedback and oversight,
- **Finding 12:** The lack of required formal reports from the Citizens Oversight Committee to the Board of Directors has created an environment where input from the Citizens Oversight Committee is not required or generally expected prior to decision making.
- **Finding 13:** Bylaws for the Citizens Oversight Committee do not exist and if developed could provide structure and a set of rules to guide the Committee's operations and activities.

Civil Grand Jury Findings

- **Finding 14:** The undefined term of service in the Citizens Oversight Committee has the potential to allow Committee members to remain for long periods of time or permanently, which could lead to stagnation of ideas, and to leadership and committee fatigue.
- **Finding 15:** The ultimate financial and management impacts of taking on the freight business are very difficult to predict, and accepting the freight business creates the potential risk of distraction from SMART's primary purpose of implementing and operating a passenger rail system.
- **Finding 16:** The lack of district-wide public discussion of the LPG storage facility in Schellville contributed to the hasty closure of the facility rather than a phased or delayed closure that would have given the SMART management an opportunity to mitigate the financial loss.
- **Finding 17:** Implementing accounting best practices would separate the Measure Q monies from freight or other future ventures into separate bank accounts in addition to their separate bookkeeping accounts.
- **Finding 18:** Committee members who were interviewed by the Grand Jury could not provide requested documents because there was no central information repository.

Civil Grand Jury Recommendations

- **Recommendation 1:** By January 31, 2023, the Board of Directors expand the role of the Citizens Oversight Committee beyond the minimal requirements of the Measure Q Expenditure Plan to achieve expectations of citizen oversight and accountability.
- **Recommendation 2:** By January 31, 2023, the Board of Directors consider additional advisory committees to generate informed, independent advice on important matters under consideration, including but not limited to increasing ridership, building public trust, new lines of business, sale of assets, finance, and other significant decisions.
- **Recommendation 3:** By January 31, 2023, the Board of Directors reassess the SMART organizational structure such that the Citizens Oversight Committee and any future advisory committees report directly to the Board.

Civil Grand Jury Recommendations

- **Recommendation 4:** By January 31, 2023, the Board of Directors require Citizens Oversight Committee analysis and recommendations prior to all major strategic decisions whether or not incorporated in the five-year Strategic Plan.
- **Recommendation 5:** The Board of Directors define and implement advisory committee bylaws for the Citizens Oversight Committee, by January 31, 2023.
- **Recommendation 6:** The Board of Directors define the length of term for Citizen Oversight Committee members, by January 31, 2023
- **Recommendation 7:** By January 31, 2023, the Board of Directors develop suitable training programs for new and existing members of the Citizens Oversight Committee regarding their newly defined role and proper public committee protocols, such as the Brown Act rules.

Civil Grand Jury Recommendations

- **Recommendation 8:** By December 31, 2022, the Board of Directors direct the Citizens Oversight Committee to prepare written recommendation or reports to be presented at or entered into the record of the Board of Directors meetings.
- **Recommendation 9:** The Board of Directors direct the General Manager to provide a timeline to evaluate the financial viability of freight services by March 31, 2023.
- **Recommendation 10:** The Board of Directors and the General Manager establish separate bank accounts for the monies associated with passenger transit (Measure Q, et al.) and with freight or other future ventures, by December 31, 2022.
- **Recommendations 11:** The Board of Directors direct advisory committees to develop and implement a policy to keep documents and information related to their advisory role centrally located and remotely accessible, by January 31, 2023.

Citizens Oversight Committee Suggestions

- Quarterly meetings
- Semi-annual report to the Board of Directors
- Financial review on a quarterly basis from the CFO
- Annually review SMART budget and any updates to the strategic plan
- Establish term limits, appointment criteria and number of members
- Determine which user groups would be represented on the COC
- COC to receive input from the Executive Team Advisory Committee (ETAC) at each meeting

Citizens Oversight Committee Suggestions

Executive Team Advisory Committee (ETAC)

- **Role**
 - Advisory group to meet with SMART management
 - Provide benefit to both management and community
 - The goal is to improve SMART service to the community
- **Regular meetings with management**
 - Monthly or quarterly meetings
 - Meetings held prior to the COC meeting
 - Meeting results reported to the COC

Next Steps

- Respond to Sonoma County Civil Grand Jury by September 8, 2022
- Determine if/when the Board wants to implement accepted recommendations

DISCUSSION

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