

Citizens Oversight Committee Strategic Planning June 23, 2022





Planning for the Future



Planning Model



SWOT Analysis

S	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Dedicated highly skilled staff • Safe and reliable service • Modern/comfortable train • Strong bi-directional commute patterns • Infrastructure in excellent condition • Bike/train synergy • Successful at identifying/securing funds • Strong organizational culture 	W	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • First and last mile connections • Single track system • Early/late service • Limited number of destination stations • Public perception/local support • Minimal staffing levels with long hiring timeline • Parking capacity/paid parking • Everything is a priority
O	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Improve strategic direction/alignment • Untapped markets (tourism, students, late night, recreation, and events) • Improve wayfinding, real-time info, apps, on-line presence • Improve first/last mile connections • Increase interaction with public and community leaders • Enhance marketing efforts to target key markets • Reactivate on-board amenities 	T	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Future sales tax funding • Well organized and funded opponents • Extension north of Windsor and east of Novato not in Plan Bay Area 2050 (limits ability to compete for grants) • On-going litigation slowing projects • Public trust/confidence • Post pandemic (work from home) • Cyber attacks • Rising capital/operating costs

FAQs

- What is SMART's plan to increase ridership?
- What is the status of the pathway?
- What is the hold up with the Windsor extension?
- How long until we get to Healdsburg and Cloverdale?
- Is SMART planning to go east?
- Why is SMART taking on Freight?
- When will SMART add back additional weekday trips and Sunday service?
- Is SMART planning to electrify the train?
- Does SMART have a plan to improve wayfinding at stations and on the pathway?
- What are the long-term affects of the pandemic on ridership?
- What can be done about the gate down time in San Rafael?

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

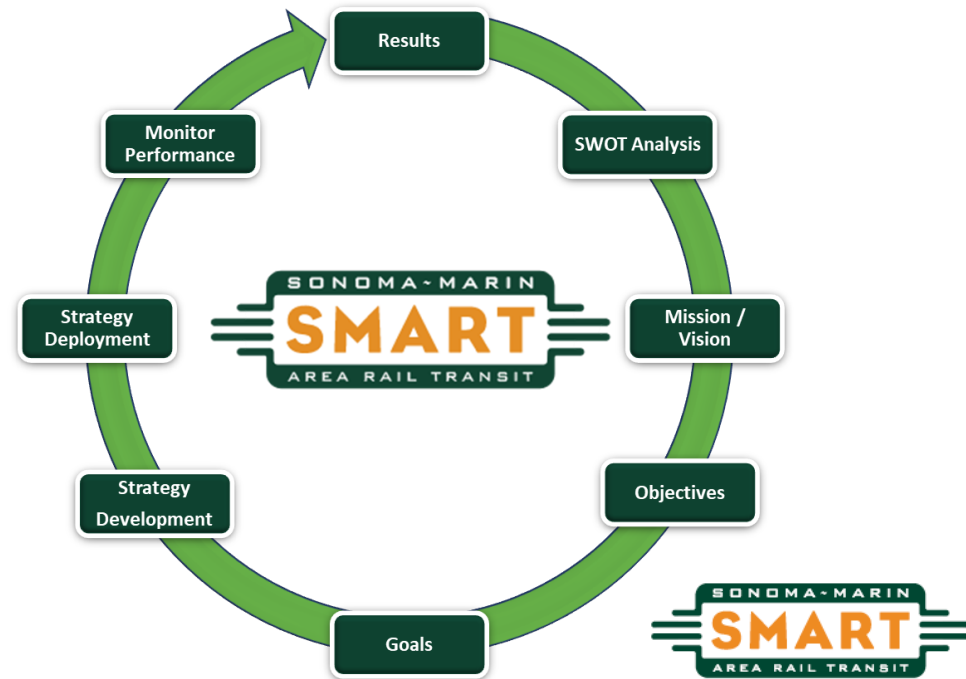
Completed

- 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

Next Steps

SMART Staff

- Present listening session information to Board of Directors
- Develop goals aligned with objectives
- Develop and deploy strategy to achieve goals and objectives
- Monitor performance
- Achieve desired results!



QUESTIONS

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