Planning for the Future
Planning Model

- Results
- SWOT Analysis
- Mission / Vision
- Objectives
- Goals
- Strategy Development
- Monitor Performance
- Strategy Deployment
### SWOT Analysis

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<th>S</th>
<th>Strengths</th>
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|   | • 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 |

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<th>W</th>
<th>Weaknesses</th>
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|   | • 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 |

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|   | • 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 |

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<th>Threats</th>
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|   | • 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.

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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