

# Sonoma-Marín Area Rail Transit District

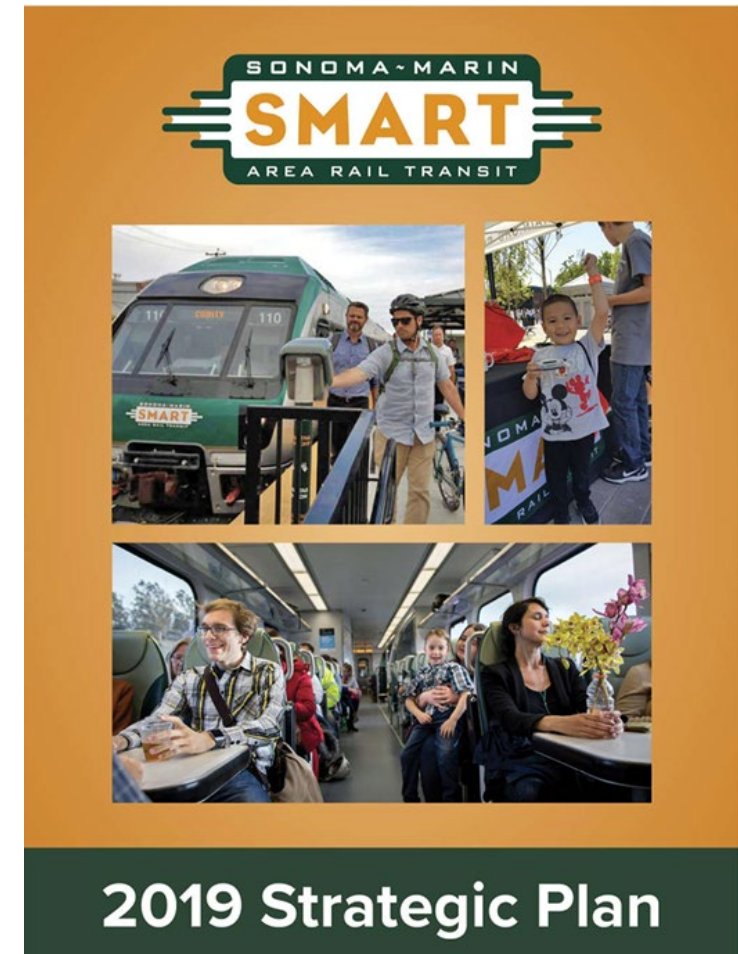
## Citizen's Oversight Committee

August 14, 2024



# SMART Strategic Plan

- Helps define the strategic direction of the organization
- Establishes goals, objectives, and actions in line with SMART's vision and mission
- Promotes collaboration, collective responsibility, and accountability
- 2019 Strategic Plan adopted in November 2019
- Updated every 5 years



# 2024-2029 Strategic Plan Process





# Strategic Plan – Community Workshops

SMART’s Strategic Plan Workshops took place January – March, with good attendance and participation (30-60 attendees at each meeting)

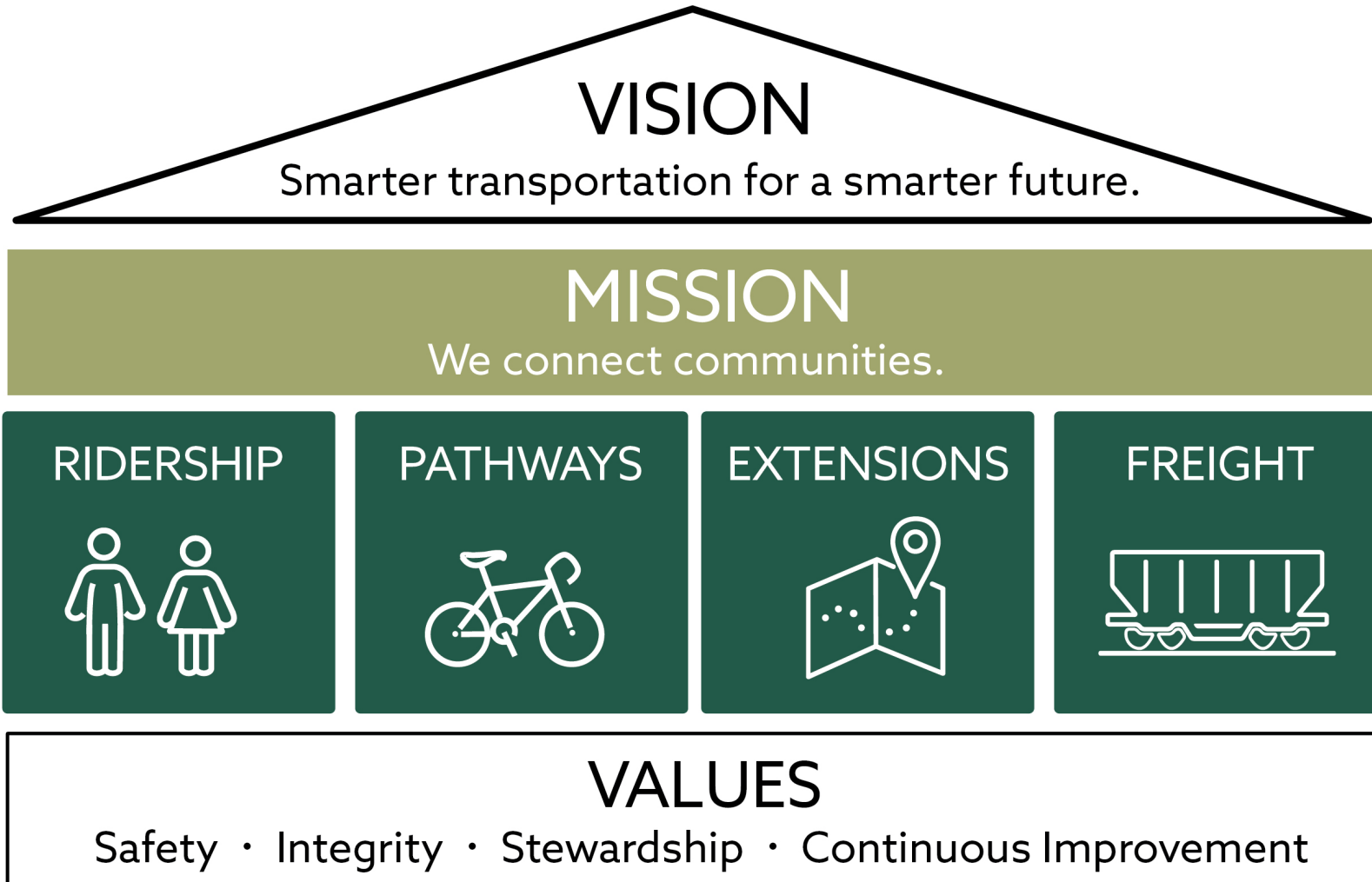
## Completed Workshops

|        |               |
|--------|---------------|
| Jan 31 | SWOT Analysis |
| Feb 7  | Ridership     |
| Feb 28 | Pathways      |
| Mar 14 | Extensions    |
| Mar 27 | Freight       |

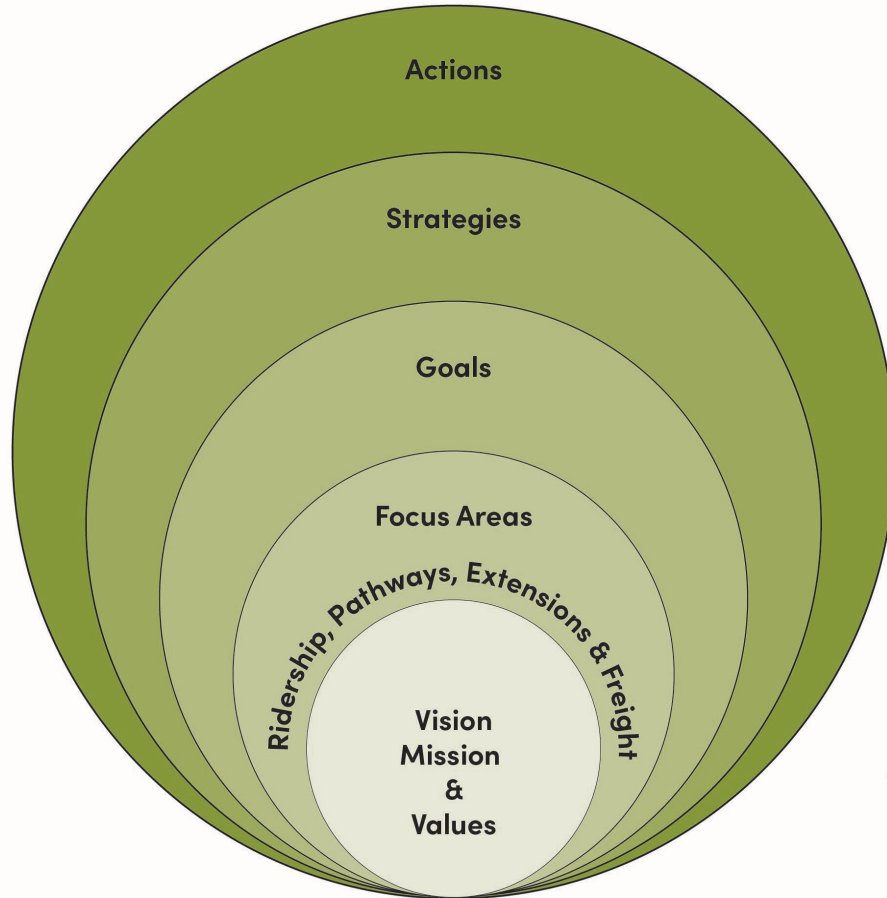


**Upcoming Public Open House:** Thursday, September 26th (tentative)

# SMART House



# Strategic Planning Ladder



1. At the foundation are our vision, mission and values
2. Followed by our four pillars/focus areas that include ridership, pathways, extensions and freight
3. Goals define what we aim to achieve
4. Strategies detail the approach we take to meet our goals
5. Actions are the specific steps taken to implement the strategies

# Focus Areas & Goals

## VISION

Smarter transportation  
for a smarter future

## MISSION

We connect communities

## VALUES



**SAFETY** of our patrons, communities & employees



**INTEGRITY** by acting with honesty, transparency, fairness & consistency



**STEWARDSHIP** by maintaining our system, supporting sustainability & fiscal responsibility



**CONTINUOUS IMPROVEMENT** by evaluating performance, adjusting & refining processes

# Focus Areas & Goals

## RIDERSHIP



Increase RIDERSHIP to 5,000+ riders per day

## PATHWAYS



Design & construct planned PATHWAY, maintain existing pathway & enhance user experience

## EXTENSIONS



Complete system EXTENSIONS to Cloverdale & pursue project development of east/west alignment

## FREIGHT



Ensure long-term sustainability of FREIGHT operations



# Strategies

**Strategies outline the tactics SMART can implement to achieve desired goals.**

# Actions

Strategies will be implemented through **specific actions** that are rooted in our **values** and designed to achieve our **goals**.



# Strategies into Actions

From **goal** to strategy...



Increase  
**RIDERSHIP** to  
5,000+ riders  
per day

Improve  
first/last  
mile  
connections

Strategy to **actions**...



Continue SMART Connect Shuttle  
at Airport/Larkspur



Explore expansion of SMART Connect  
Shuttle to other stations



Support implementation of bikeshare  
at SMART stations



Install Pathway wayfinding



Work with partners to improve transit  
connections & transfer times



Complete planned Pathway  
segments

# Ridership

- **Goal**

- **Increase ridership to 5,000+ riders per day by 2029**

- **Strategies**

- Ensure clean, safe, reliable and accessible service
- Provide an affordable and user-friendly fare program
- Improve First-Last Mile Connections
- Work with local partners to expand parking options
- Adjust service levels to meet demand (frequency, span, etc.)
- Enrich customer experience (information and amenities)
- Enhance marketing, outreach, and communications
- Ensure State of Good Repair
- Secure additional grant revenue for transit operations
- Support Transit-Oriented Development
- Continue to support Workforce Development





# Pathway

- **Goal**

- **Design and construct planned pathway, maintain existing pathway, and enhance user experience**

- **Strategies**

- Complete 9 miles of pathway under construction today
- Aggressively pursue grant funding to fund construction
- Continue building pathway with rail extensions
- Utilize local/state/federal partnerships to fund projects
- Ensure adequate wayfinding on the Pathway
- Improve pathway website with enhanced information
- Ensure pathway is safe and user-friendly
- Maintain existing pathway in a state of good repair
- Develop plan for future pathway segments/enhancements





# Extensions

- **Goal**

- **Complete SMART system to Cloverdale and pursue project development of east/west alignment**

- **Strategies**

- Complete Petaluma North Station
- Complete Windsor Extension
- Work with MTC to get northern extensions in RTP
- Aggressively pursue grant funding to fund construction
- Complete Healdsburg Extension
- Complete Cloverdale Extension
- Explore addition of Geyserville Station to system
- Add double track or sidings to decrease travel time
- Continue development of east/west passenger rail project
- Increase railcar fleet as required for service expansion



# Freight

- **Goal**

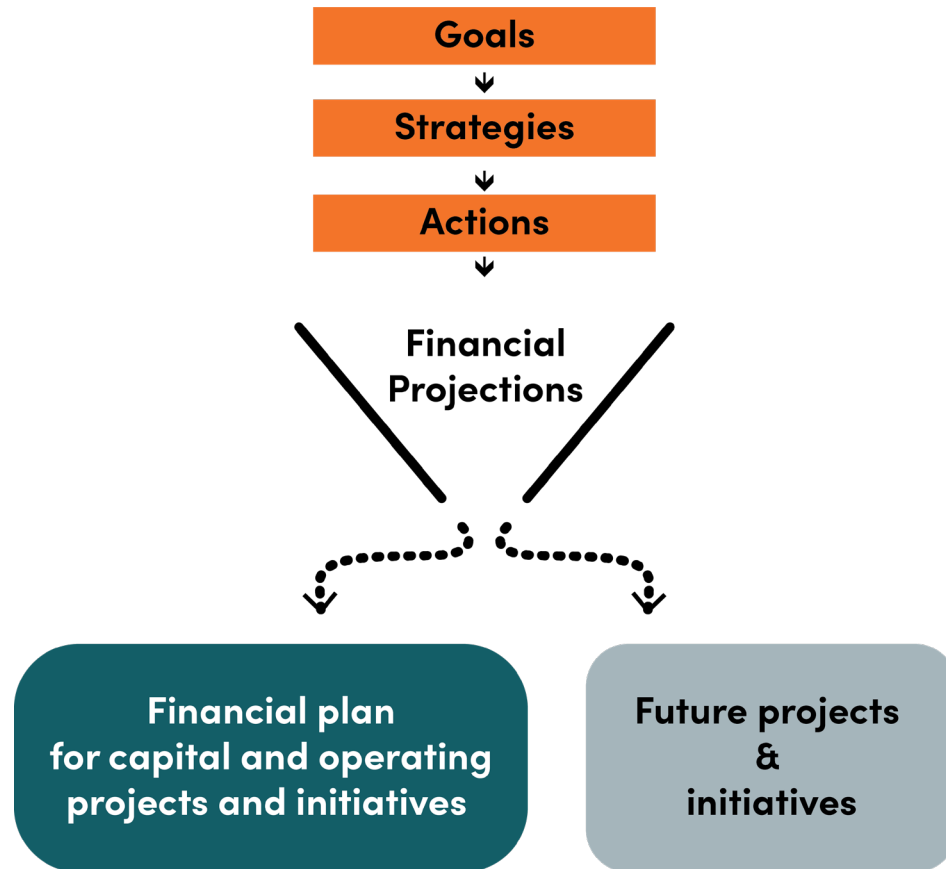
- **Ensure long-term sustainability of freight operations**

- **Strategies**

- Increase freight revenue to close funding gap
- Acquire new freight customers
- Explore public-private partnerships
- Develop railcar storage business
- Market advantages of shipping by rail
- Expand freight territory with northern extensions
- Ensure state of good repair
- Seek and secure freight capital and operating grants
- Meet CARB requirements for freight locomotives



# Strategic Plan Outline



1. Executive Summary
2. Background, History, Context
3. Strategic Plan Framework
4. Outreach Summary (plus appendices)
5. Goals, Strategies, Actions
6. Operating Project Summary
7. Capital Project Summary
8. Financial Projections
9. Financial Plan
10. Future Projects
11. Conclusion

# 2024 Strategic Plan Timeline

January

- Community Workshop (Online): SWOT Analysis
- Review Strategic Objectives

February

- Community Workshop - Strategic Objective 1: Ridership
- Community Workshop - Strategic Objective 2: Pathways

March

- Community Workshop - Strategic Objective 3: Extensions
- Community Workshop - Strategic Objective 4: Freight
- COC Workshop – March 13, 2024

April – July

- Community Presentations

 August

- Community Presentations
- COC Workshop – August 14, 2024

September - October

- Community Presentations and Public Open House
- Draft Strategic Plan

November - December

- COC Finalize Draft 2024 Strategic Plan
- Board Approval 2024 Strategic Plan

# Questions and Feedback?





[www.sonomamarintrain.org](http://www.sonomamarintrain.org)



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