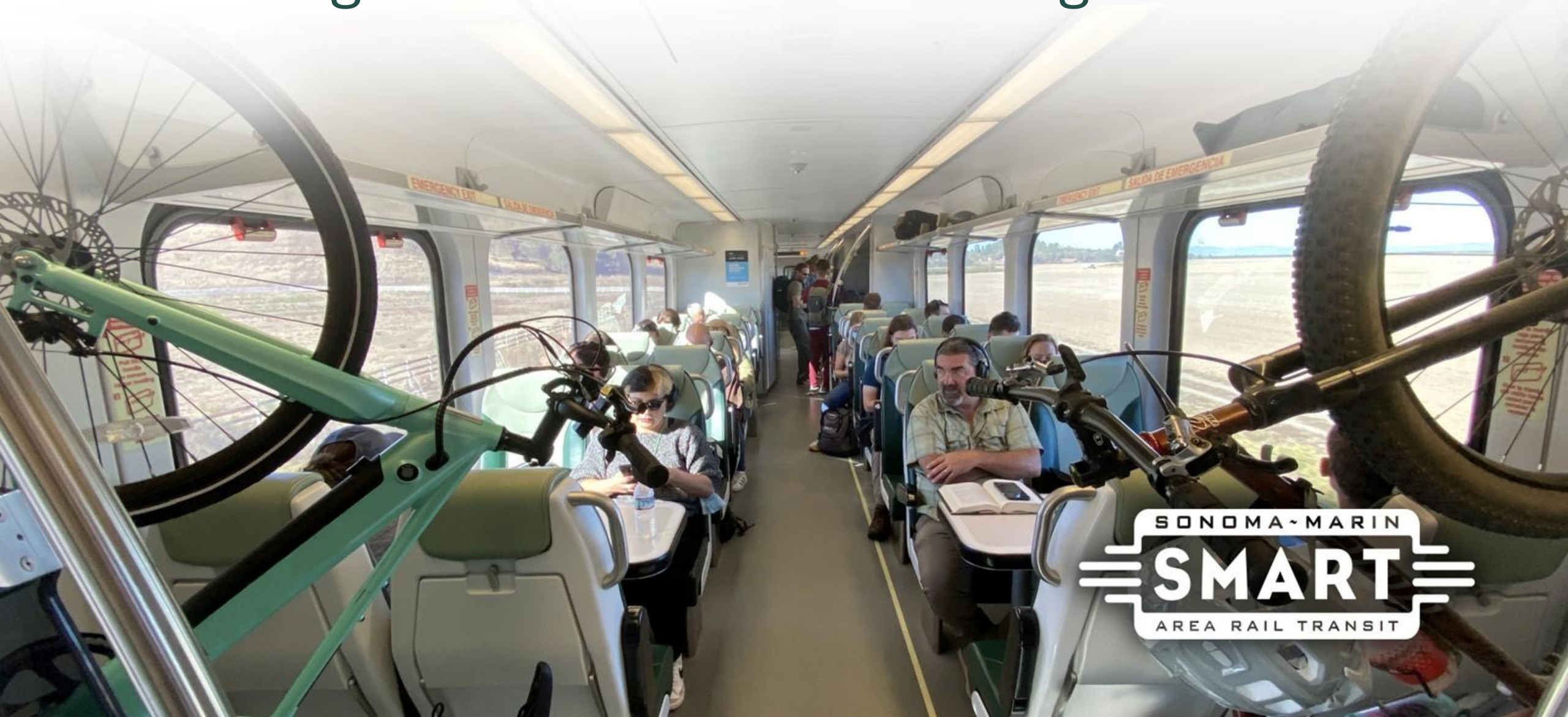


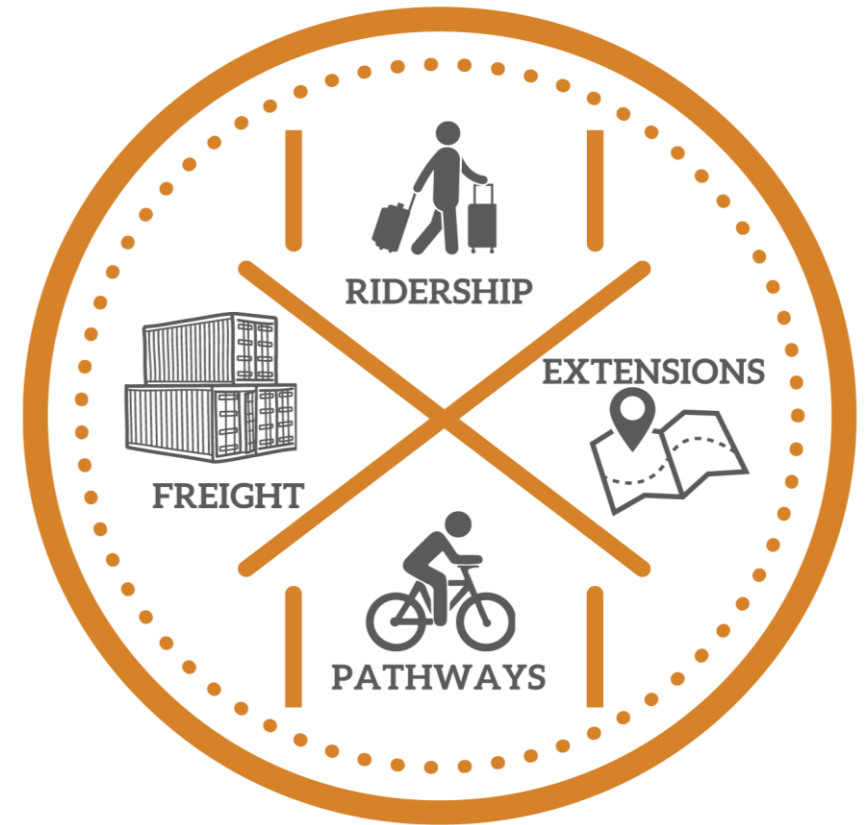
Citizen's Oversight Committee

Agenda Item 9: Draft Strategic Plan

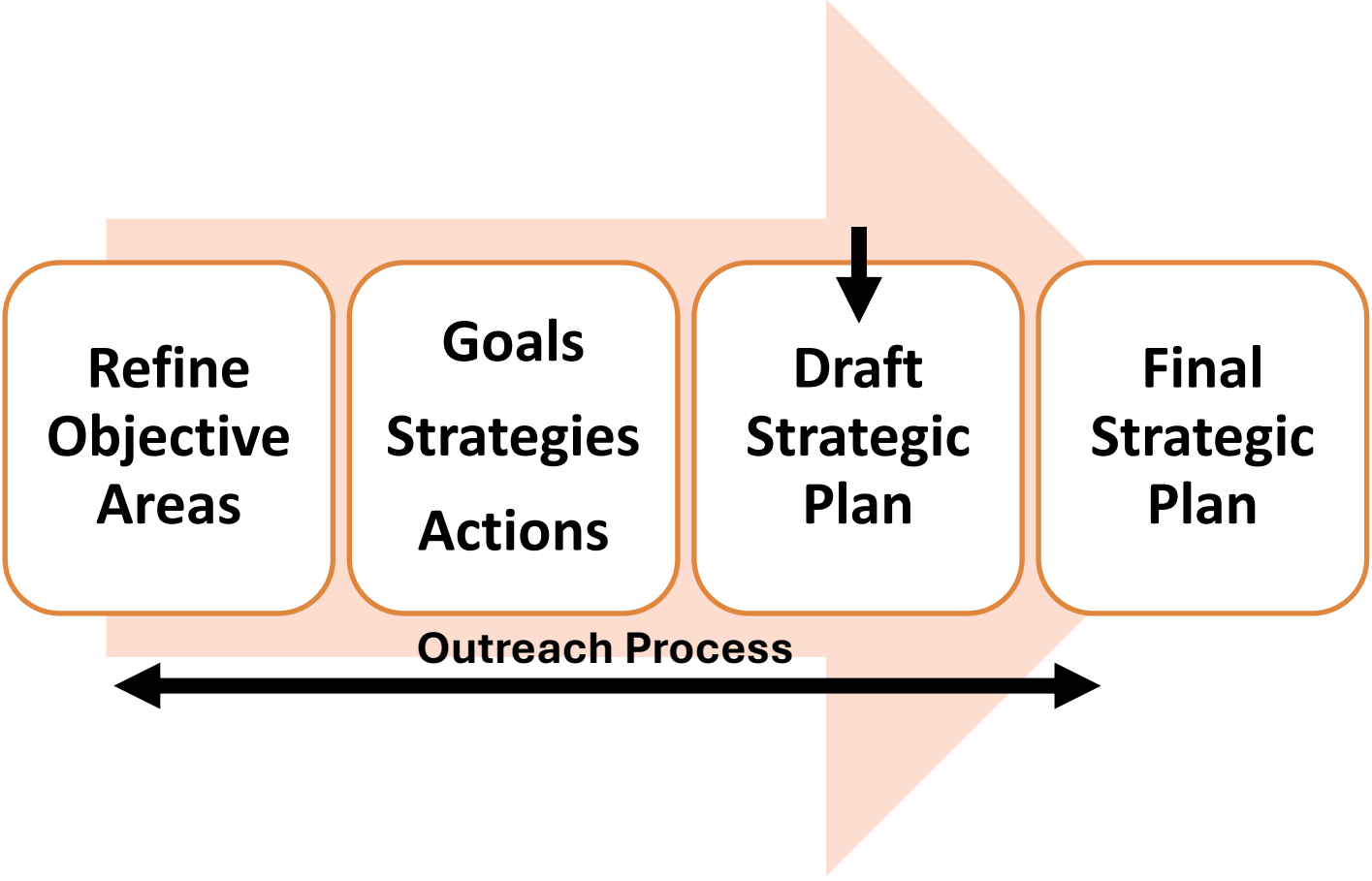


SMART Strategic Plan

- 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
- New Strategic Plan: FY2025 – FY2030



2024 Strategic Planning Process



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

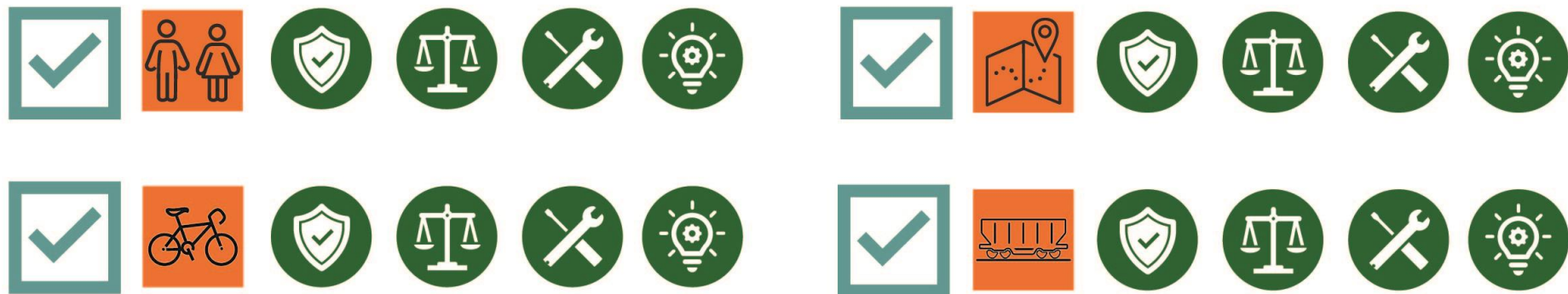


Ensure long-term sustainability of FREIGHT operations

Strategies & Actions

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

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



Public Workshop

- SMART Conducted an in-person open house public workshop on Wednesday September 25th at the Petaluma Arts Center, 4pm – 6pm
- SMART presented the strategies and actions from the Draft Strategic Plan for each Goal area (Ridership, Pathways, Extensions, Freight)
- Participants were invited to place dots next to their highest priority strategies and actions and write comments on sticky notes corresponding to each goal area



EXTENSIONS

GOAL: Complete SMART system extensions to Cloverdale & pursue project development of east/west alignment

STRATEGIES

We want your input on these strategies. Place your dots next to strategies that SMART should prioritize. Are we missing anything? Add your comments on sticky notes!

PATHWAYS

GOAL: Design & construct planned pathway, maintain existing pathway, & enhance user experience

ACTIONS

Place your dots next to the top three actions you would like SMART to prioritize.

Public Workshop

- The drop-in workshop format, held at our busiest station during commute hour proved an effective way to engage the public
- Community members placed over 700 dots on the various posters and left over 60 comments on sticky notes
- Ridership and Extensions had the highest amount of community interaction
- Ridership and Pathway had the most comments

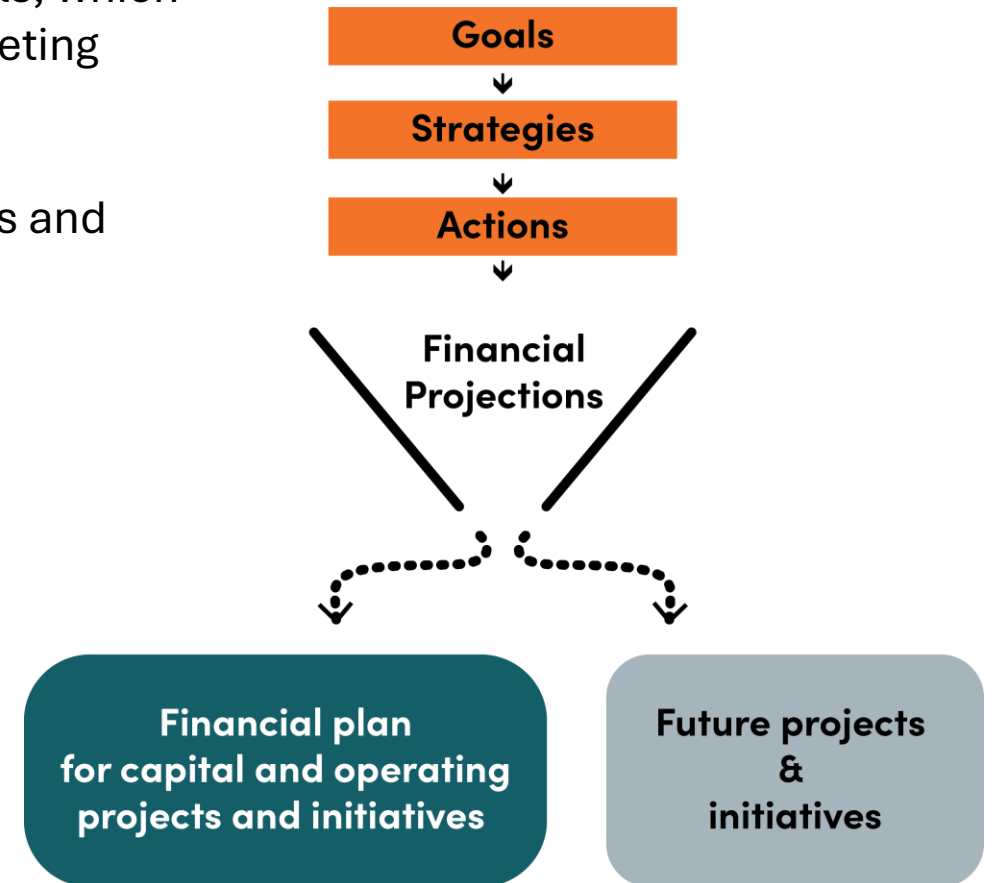
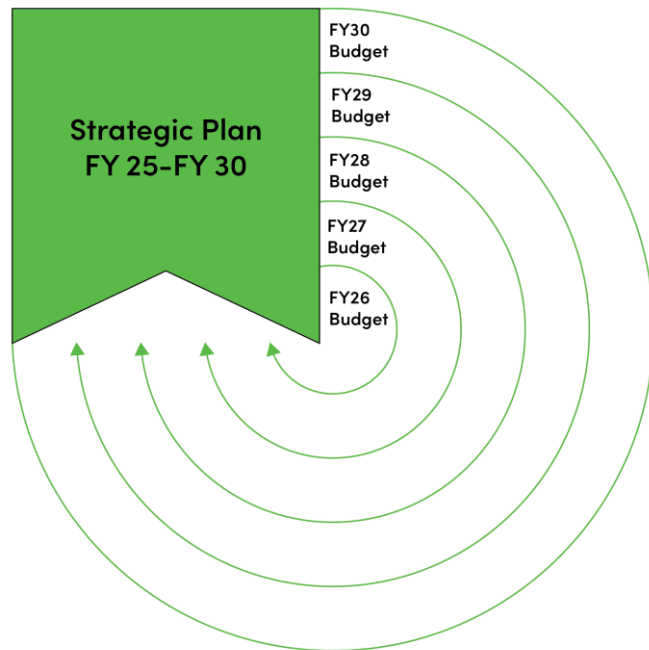




Funding Implementation

The **Strategic Plan** provides the roadmap for achieving SMART's goals, which informs the allocation of resources, investment decisions, and budgeting strategies needed to execute those goals.

The **Financial Plan** guides the **Annual Budget** by identifying priorities and challenges that need to be addressed in the budgeting process.



2024 Strategic Plan Timeline

January	<ul style="list-style-type: none">• Community Workshop (Online): SWOT Analysis• Review Strategic Objectives
February	<ul style="list-style-type: none">• Community Workshop - Strategic Objective 1: Ridership• Community Workshop - Strategic Objective 2: Pathways
March	<ul style="list-style-type: none">• Community Workshop - Strategic Objective 3: Extensions• Community Workshop - Strategic Objective 4: Freight• COC Workshop – March 13, 2024
April – July	<ul style="list-style-type: none">• Community Presentations
August	<ul style="list-style-type: none">• Community Presentations• COC Workshop – August 14, 2024
September - October	<ul style="list-style-type: none">• Community Presentations and Public Open House• Draft Strategic Plan – posted Nov 8
 November - December	<ul style="list-style-type: none">• COC review Draft 2024 Strategic Plan – Nov 13• Board Approval 2024 Strategic Plan – Nov 20 & Dec 18

Draft Documents

1. Draft SMART Strategic Plan 2025-2030
2. Appendix A - Outreach Summary
3. Appendix B - Revenues and Expenditures by Fiscal Year

Posted online for public comment until
November 30th at:

sonomamarintrain.org/strategic-plan



Questions and Feedback?





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