

Citizens Oversight Committee General Manager's Report



February 10, 2022

Overview

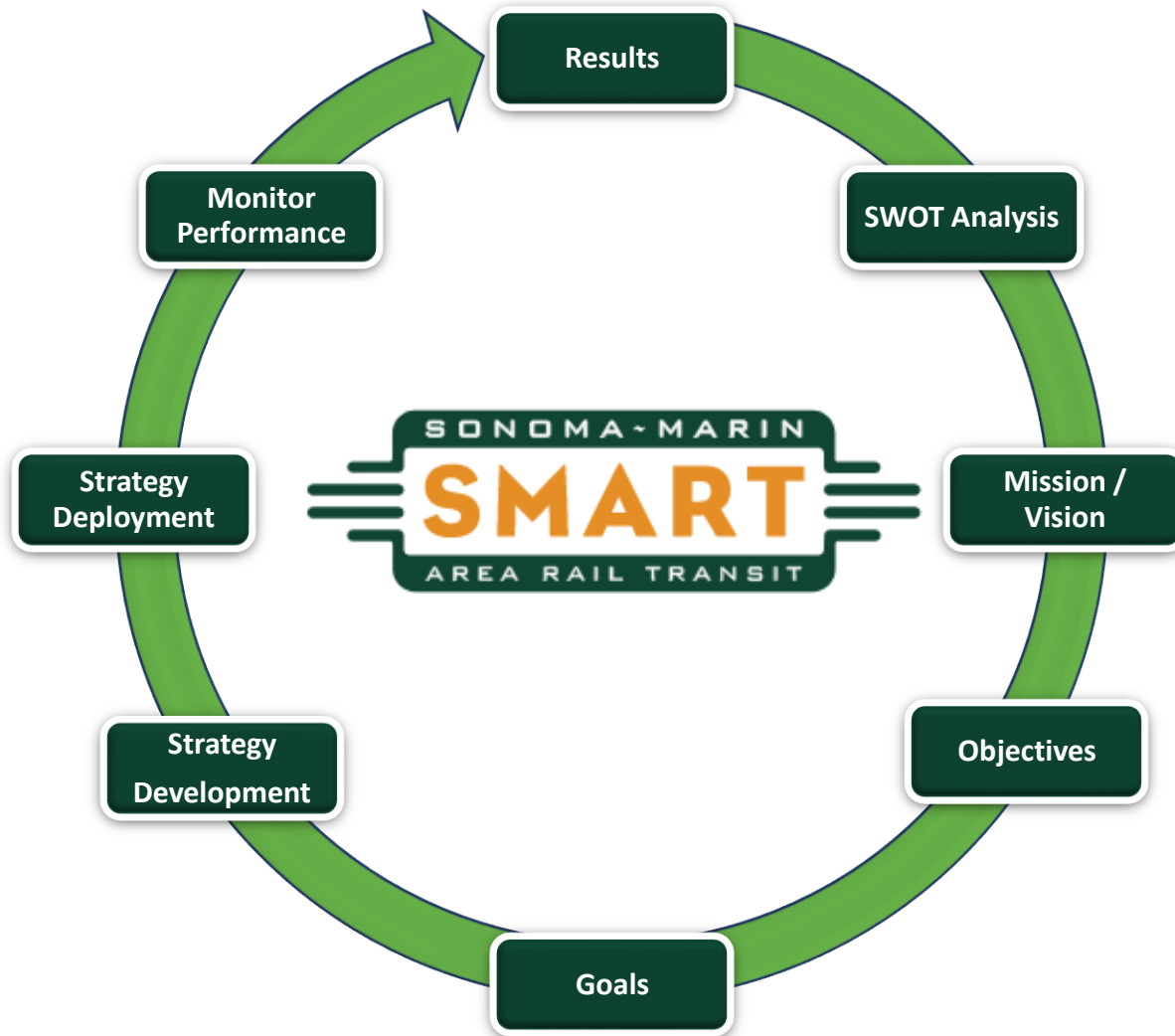
- Introduction
- Planning for the Future Update



Planning for the Future



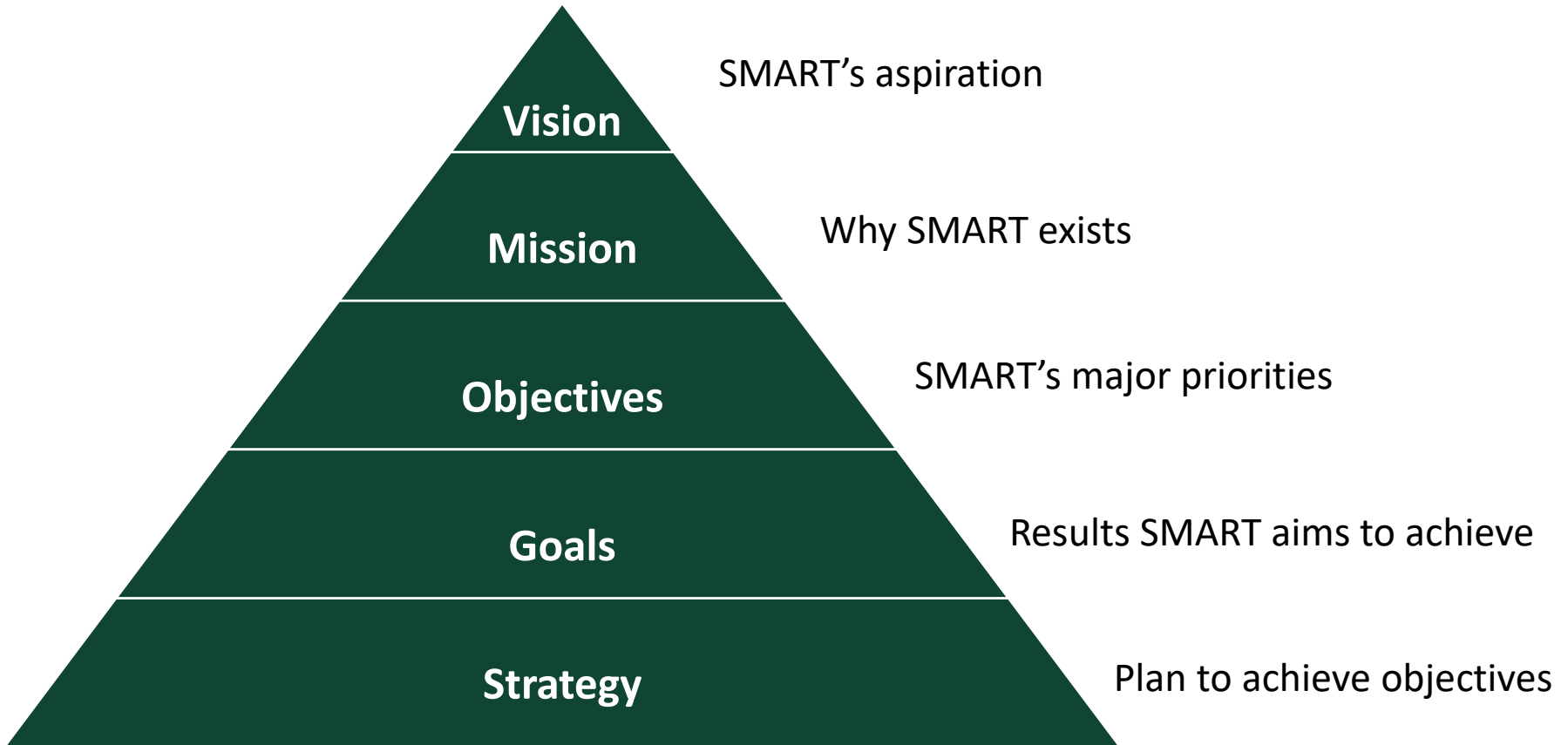
Planning Model



SWOT Analysis

S	<u>Strengths</u> <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	<u>Weaknesses</u> <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	<u>Opportunities</u> <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	<u>Threats</u> <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

Alignment Pyramid



Strategic Objectives

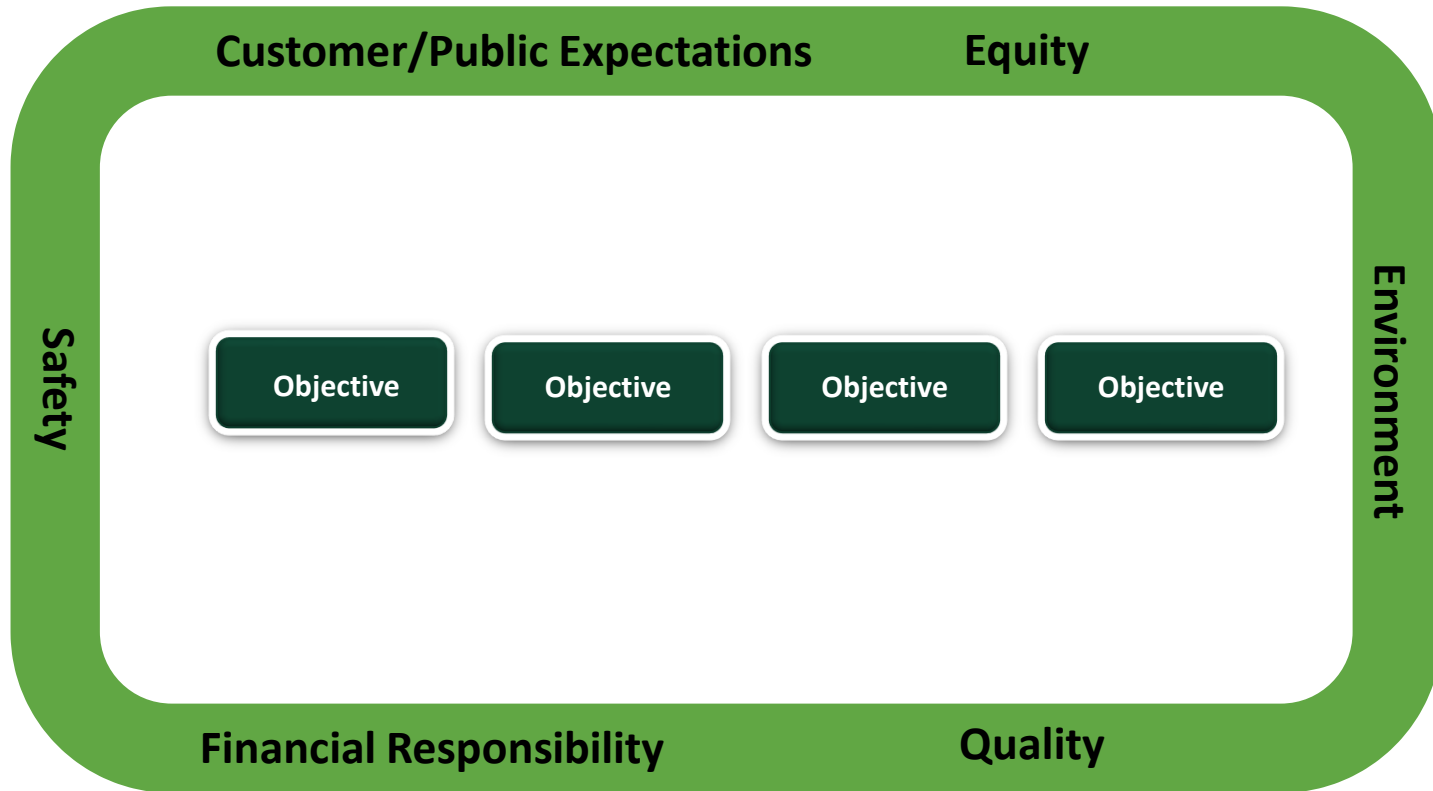
Objective

Objective

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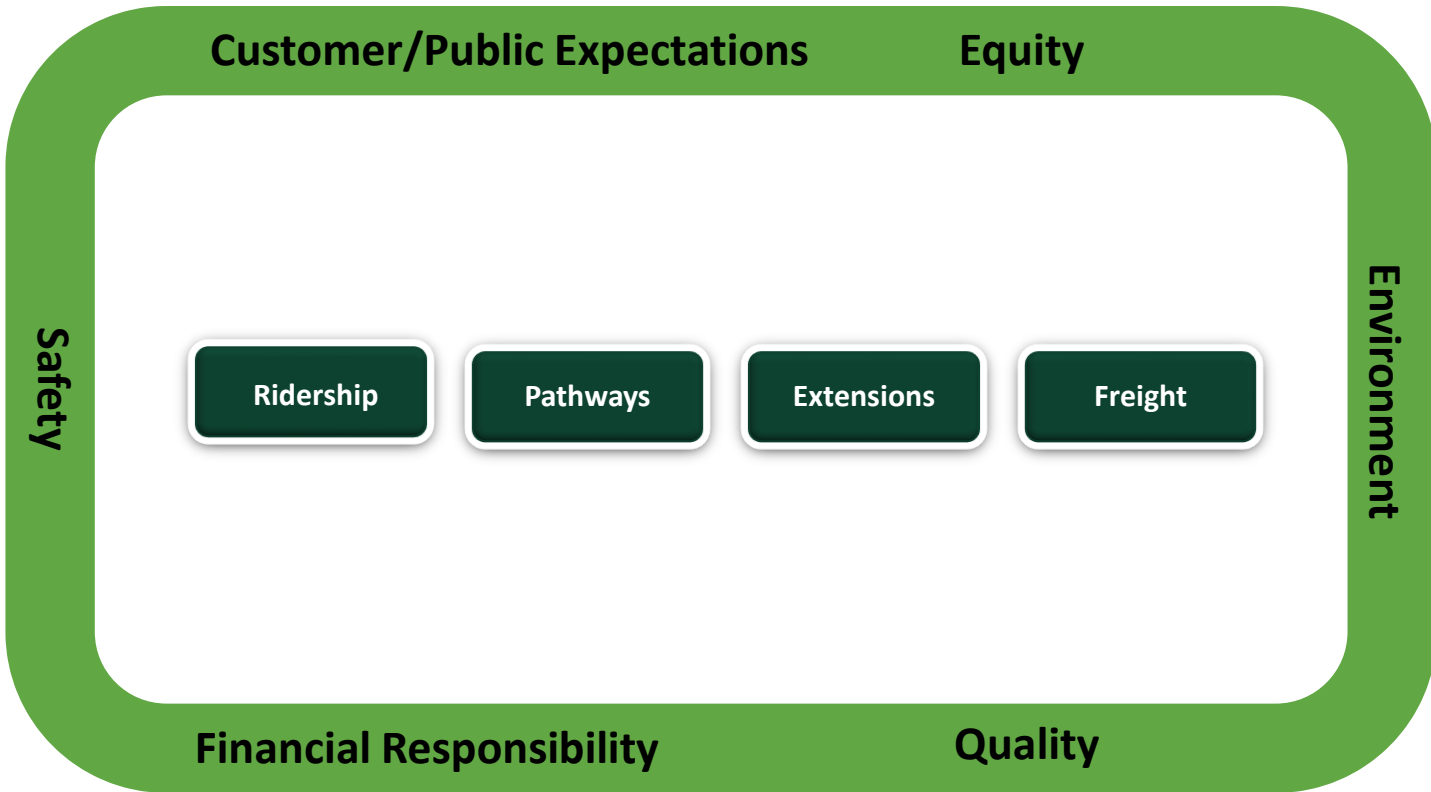
Strategic Objectives



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?**

Strategic Objectives



Prioritized Strategic Objectives



Next Steps

- Board of Directors
 - Develop vision and mission statements
 - Prioritize strategic objectives
- SMART Staff
 - Solicit public feedback
 - Develop goals aligned with objectives
 - Develop and deploy strategy to achieve goals and objectives
 - Monitor performance
 - Achieve desired results

Questions

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