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

#### Strengths
- 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

#### Weaknesses
- 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

#### Opportunities
- 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

#### Threats
- 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

- **Vision**: SMART’s aspiration
- **Mission**: Why SMART exists
- **Objectives**: SMART’s major priorities
- **Goals**: Results SMART aims to achieve
- **Strategy**: Plan to achieve objectives
Strategic Objectives
Strategic Objectives

- Customer/Public Expectations
- Equity
- Safety
- Environment
- Financial Responsibility
- Quality

Objective
Objective
Objective
Objective
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

- Safety
- Customer/Public Expectations
- Equity
- Financial Responsibility
- Quality
- Ridership
- Pathways
- Extensions
- Freight
Prioritized Strategic Objectives

- Safety
- Customer Expectations
- Financial Responsibility
- Environment
- Equity
- Quality

Objective 1
Objective 2
Objective 3
Objective 4
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
Connect with us:
www.SonomaMarinTrain.org

Customer Service:
CustomerService@SonomaMarinTrain.org
(707) 794-3330