


# PLANNING FOR THE FUTURE

## January 19, 2022



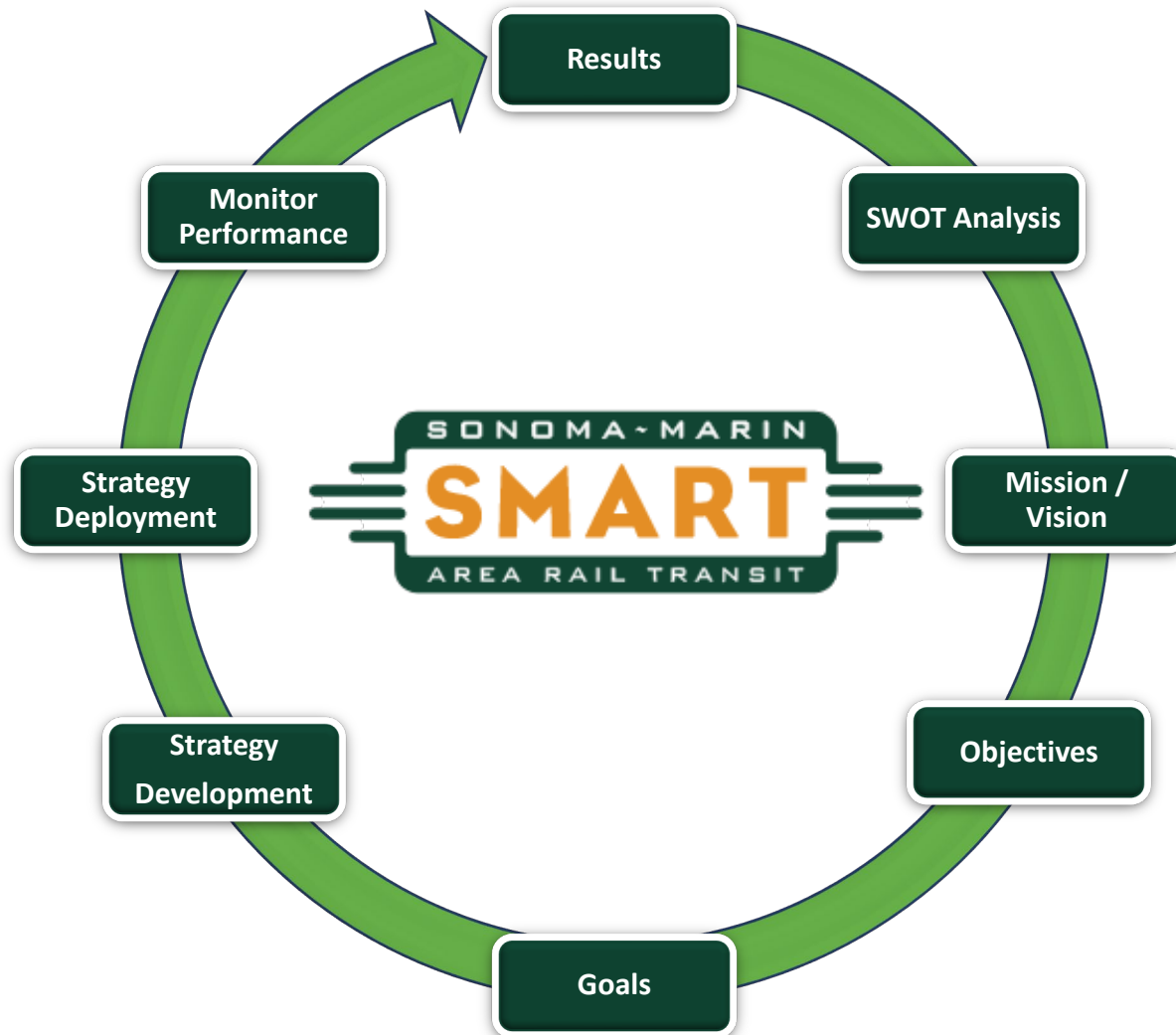
# Planning For The Future



If you want to go fast, go alone.  
If you want to go far, go together

- African Proverb

# Planning Model



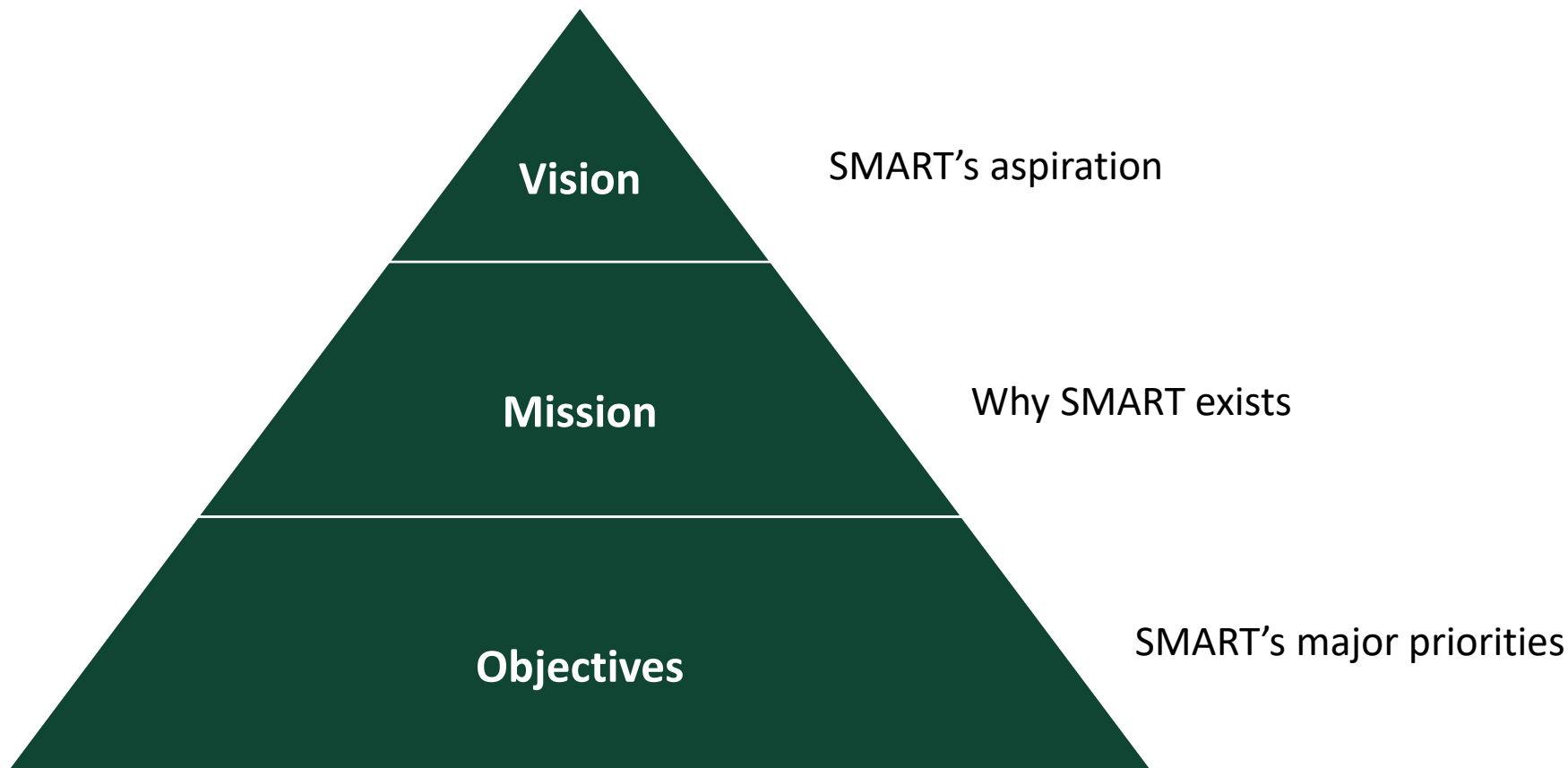
# SWOT Analysis

<b>S</b>	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Dedicated highly skilled staff</li> <li>• Safe and reliable service</li> <li>• Modern/comfortable train</li> <li>• Strong bi-directional commute patterns</li> <li>• Infrastructure in excellent condition</li> <li>• Bike/train synergy</li> <li>• Successful at identifying/securing funds</li> <li>• Strong organizational culture</li> </ul>	<b>W</b>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• First and last mile connections</li> <li>• Single track system</li> <li>• Early/late service</li> <li>• Limited number of destination stations</li> <li>• Public perception/local support</li> <li>• Minimal staffing levels with long hiring timeline</li> <li>• Parking capacity/paid parking</li> <li>• Everything is a priority</li> </ul>
<b>O</b>	<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Improve strategic direction/alignment</li> <li>• Untapped markets (tourism, students, late night, recreation, and events)</li> <li>• Improve wayfinding, real-time info, apps, on-line presence</li> <li>• Improve first/last mile connections</li> <li>• Increase interaction with public and community leaders</li> <li>• Enhance marketing efforts to target key markets</li> <li>• Reactivate on-board amenities</li> </ul>	<b>T</b>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Future sales tax funding</li> <li>• Well organized and funded opponents</li> <li>• Extension north of Windsor and east of Novato not in Plan Bay Area 2050 (limits ability to compete for grants)</li> <li>• On-going litigation slowing projects</li> <li>• Public trust/confidence</li> <li>• Post pandemic (work from home)</li> <li>• Cyber attacks</li> <li>• Rising capital/operating costs</li> </ul>

# Alignment Pyramid



# Alignment Pyramid



# Vision Statement

- Guiding star of the strategy
- Statement should be memorable, engaging, informative, and inspiring
- Best practice guidelines
  - No more than two sentences (under 30 words)
  - Keep it simple
  - Avoid metrics
  - Be specific and relevant to your market
  - Make it inspiring

# Mission Statement

- **Why the organization exists**
- **States the organization's inspirational purpose**
- **Defines what is important to the organization**
- **Guides the organization's decisions and activities**
- **Should answer three questions**
  - **Whom does the organization serve?**
  - **What does the organization do?**
  - **Why does the organization do it?**



# Strategic Objectives

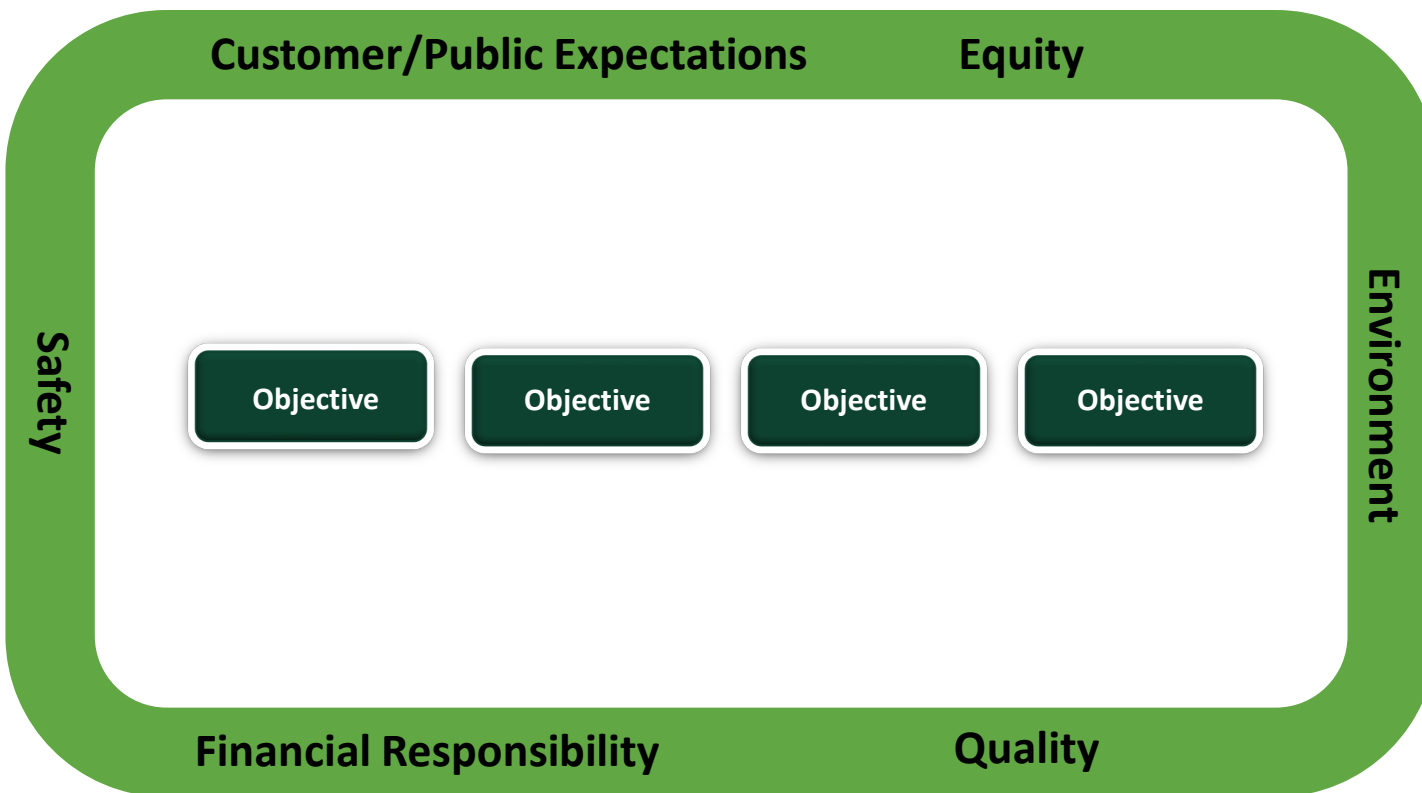
Objective

Objective

Objective

Objective

# Strategic Objectives



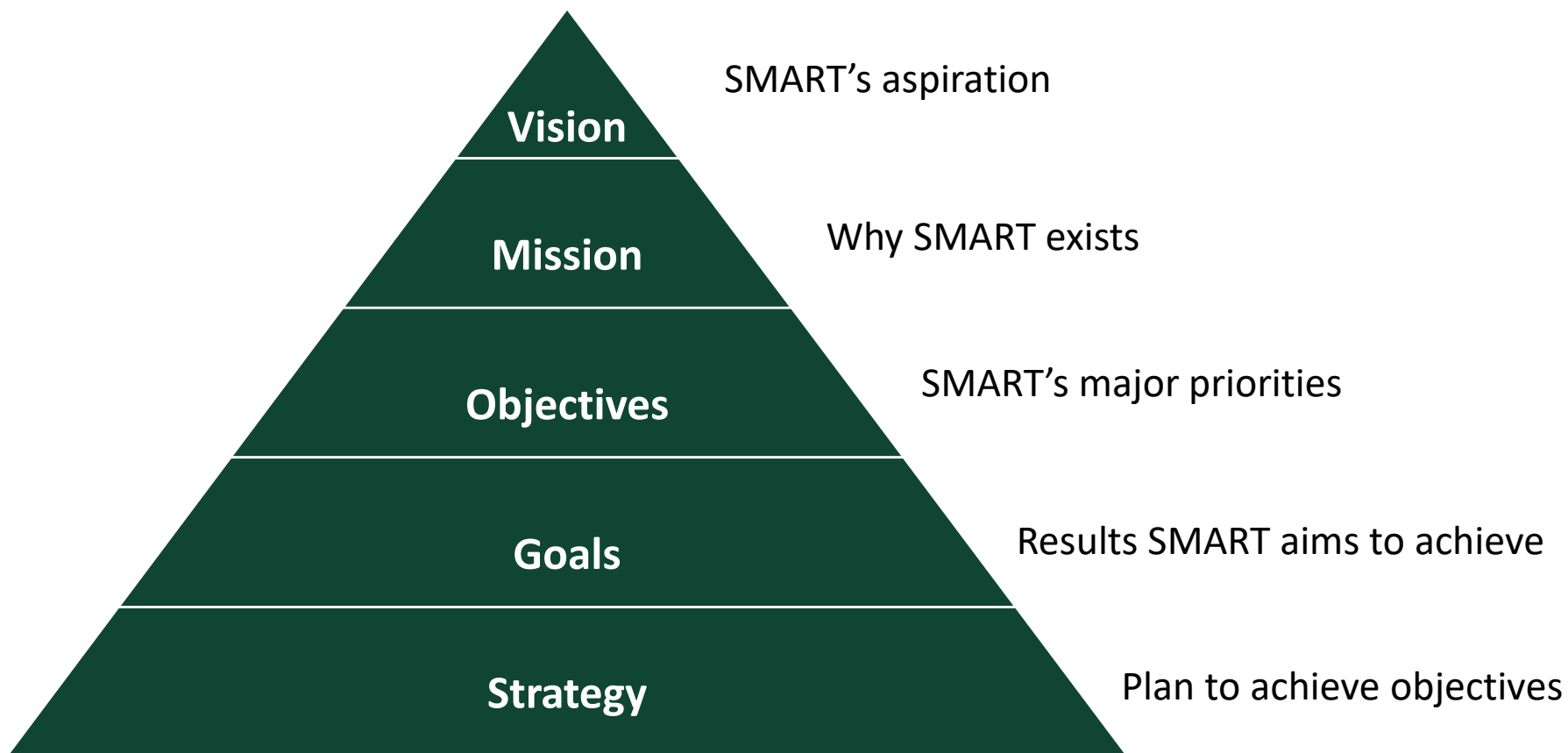
# FAQs

- 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?

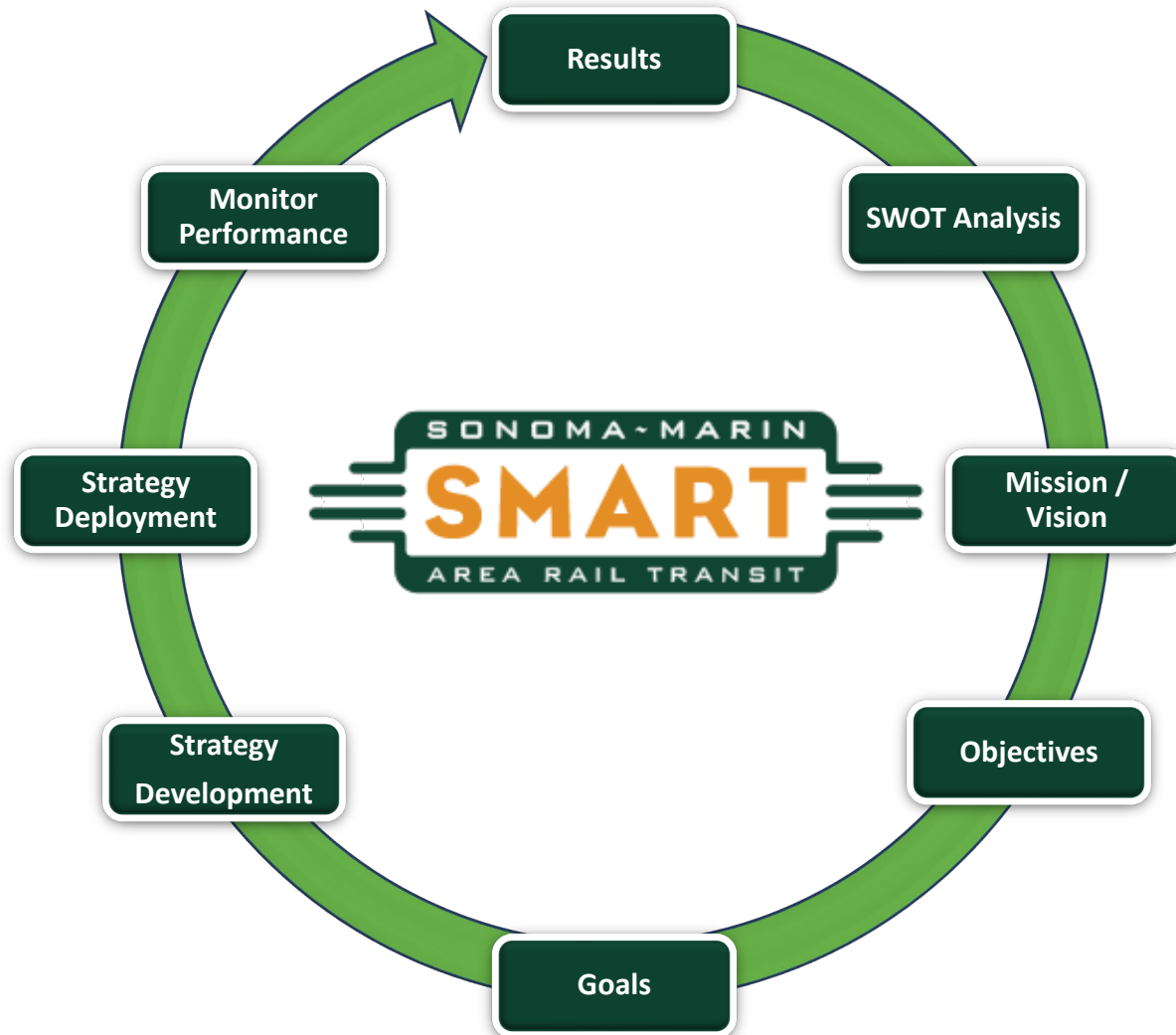
# Prioritized Strategic Objectives



# Alignment Pyramid



# Planning Model



# Questions / Discussion

# Connect with us:

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