Planning For The Future

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

- African Proverb
Planning Model

- Results
- SWOT Analysis
- Mission / Vision
- Objectives
- Goals
- Strategy Development
- Monitor Performance
- Strategy Deployment

SMART
AREA RAIL TRANSIT

SONOMA-MARIN
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
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

- Safety
- Customer/Public Expectations
- Financial Responsibility
- Equity
- Environment
- 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?
Prioritized Strategic Objectives

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

Objectives:
1. Objective 1
2. Objective 2
3. Objective 3
4. Objective 4
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
Planning Model

- Results
- SWOT Analysis
- Mission / Vision
- Objectives
- Goals
- Monitor Performance
- Strategy Development
- Strategy Deployment
Questions / Discussion
Connect with us:
www.SonomaMarinTrain.org

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