

Citizens Oversight Committee

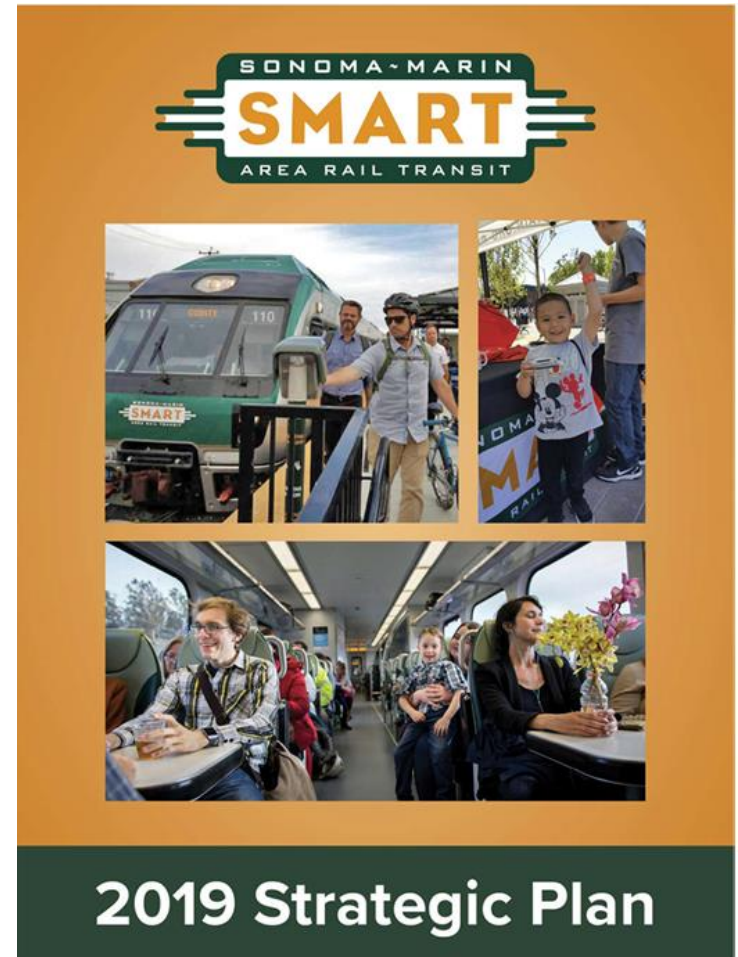
Agenda Item 7 - 2024-2029 Strategic Plan Update

March 13, 2024

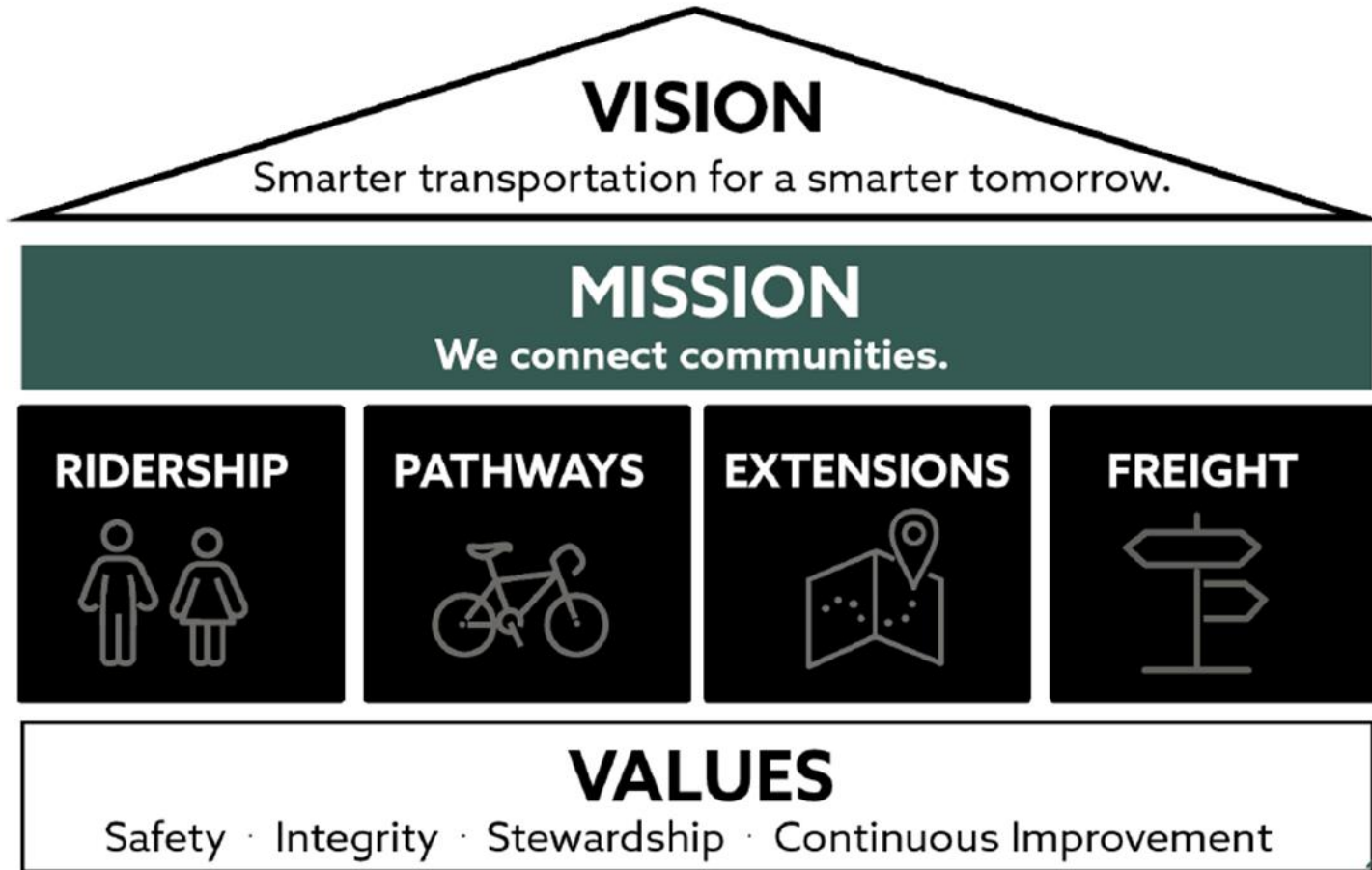


SMART Strategic Plan

- 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



SMART HOUSE



2024-2029 Strategic Plan Process



Strategic Plan – Community Workshops

SMART's Strategic Plan

Workshops are underway, with good attendance and participation so far (between 30-60 attendees at each meeting)

Completed Workshops

- Jan 31 SWOT Analysis
- Feb 7 Ridership
- Feb 28 Pathways

Upcoming Workshops

- Mar 14 Extensions
- Mar 27 Freight



SWOT Analysis



A SWOT analysis helps an organization develop a strategic plan by taking advantage of its strengths, addressing its weaknesses, capitalizing on opportunities, and mitigating threats.

2024 SWOT Results: Strengths

- Modern, Clean, Quiet, and Comfortable Train
- Bike-friendly system (trains take bikes, first-and-last mile Pathway)
- Good reliability and punctuality
- Strong leadership, staff, and organizational strength
- Good quality assets (infrastructure, ROW, rolling stock)
- Pathway
- Fun, Friendly, and Scenic riding experience
- Creative and responsive staff
- Affordable
- Good alternative to driving, traffic
- Community-focused
- Locations of stations



2024 SWOT: Weaknesses

- Pathway gaps
- Gaps in Service (early in the day, late-night, and mid-day); train frequency
- Connections to other transit
- System not complete
- First-and-last mile and Ferry/SF Connection
- Public perception; lack of awareness
- Too little advertising
- Single-track system
- Low density/limited TOD (auto oriented area)
- Understaffed
- Limited destination stations
- Low ridership
- Financial viability (sales tax renewal, high cost of living)



2024 SWOT Results: Opportunities

- Promote/cater services for non-commute travel
- On-board amenities (Wi-Fi, bar, on-board events like wine tasting, more bike space/storage)
- Marketing/outreach/partnerships- conduct outreach and forge partnerships with businesses, colleges, events; improve marketing/communications
- First/last mile solutions
- Expand service area and increase connections
- Free or reduced fares (free youth and seniors, free for college, free events/days, discount fares)
- Facilitate smart growth and development (more TODs and increased densities around SMART)
- Pathway improvements
- Station/station-area amenities
- Service frequency and capacity



2024 SWOT Results: Threats

- Sales Tax Renewal and Opposition
- Public perception and misinformation
- Financial Viability and Cost Escalation
- Inefficiency in meeting travel demands (frequency, first/last mile and other connection gaps)
- Project delivery challenges (staffing, lawsuits)
- Competing travel options (highway widening, other transit alternatives)
- Insufficient ridership growth
- Changes in travel demand (WFH)
- Security and Environmental Threats
- Competing priorities (extending North Versus East)

Discussion

Do the results of the SWOT analysis cover the major areas of Strengths, Weaknesses, Opportunities, and Threats for SMART?

Does this approach make sense as a context for developing strategies?



Ridership: 2022 Listening Session Results



Reasonable
Fares



First-Last Mile
Connections



Alignment with
Transit Providers



Station & Train
Comfort



More Train
Service



Overnight
Parking



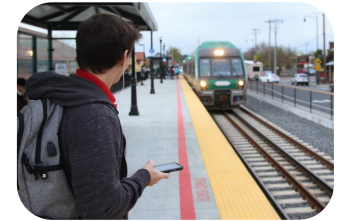
Reliability



Safety



On-Board
Amenities



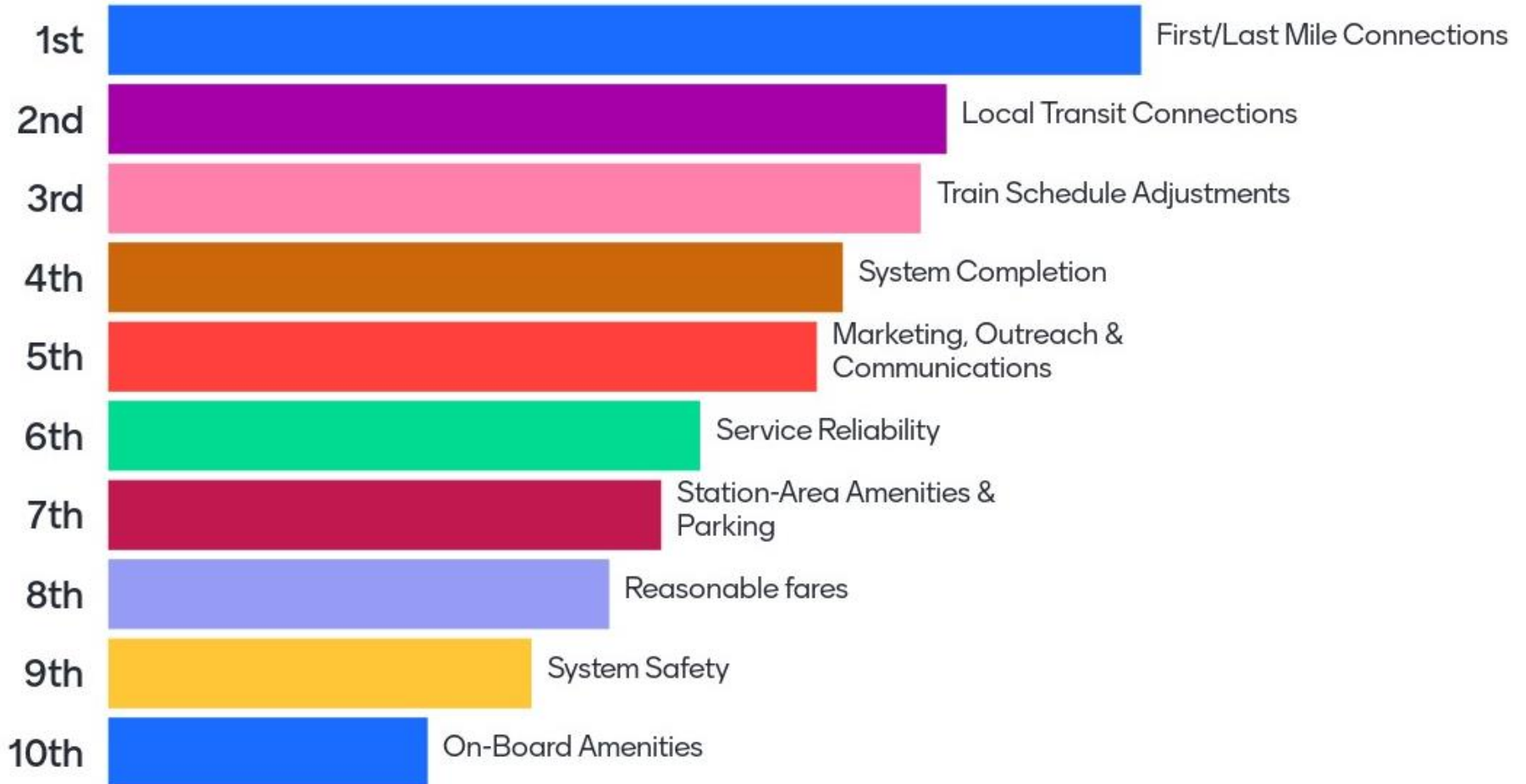
Clear
Information

2024 Ridership Strategies: Key Themes

- Greater non-peak service hours and train frequency
- Improving first/last mile connections and connections to other transportation options, including the pathway
- Increase public awareness and perception through advertising and personal testimonials
- Targeted marketing to larger user groups and non-commute travelers
- More on-board amenities
- Transit service to special events and host events on the train and at stations
- Ease trip planning and trip making
- Improve parking
- Free, reduced and promotional fares
- Expand the system



How should SMART prioritize these strategy areas? (click each to rank in order of importance)



Discussion

Do the results of the Ridership workshop include the full range of strategies needed to increase ridership on SMART?

What are we missing?

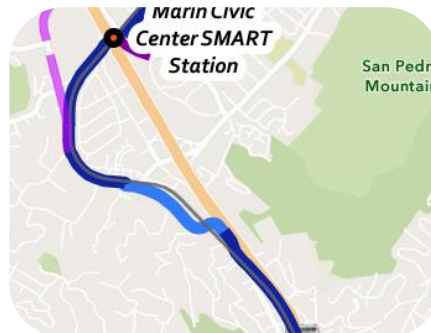
Do these strategy areas make sense as a basis for creating actions?



Pathway: 2022 Listening Session Results



Pathway Design and Construction



Pathway Map



Wayfinding



More Bike Capacity



Pathway Data



Pathway Maintenance

Status of the Pathway Today



Over 28 miles completed by SMART and local partners



Averages 55,000 monthly trips (unlinked)



More than 9 miles in construction, that will complete 4 segments



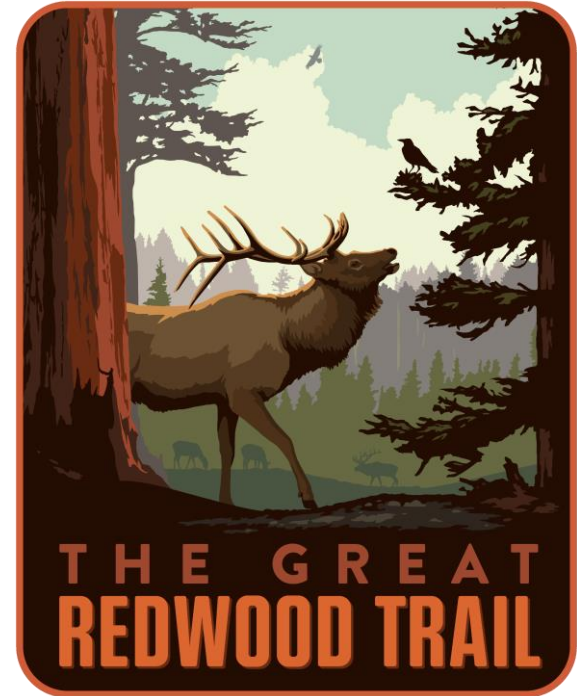
Another 5 miles have committed grant funds



Progressing design on 10 segments

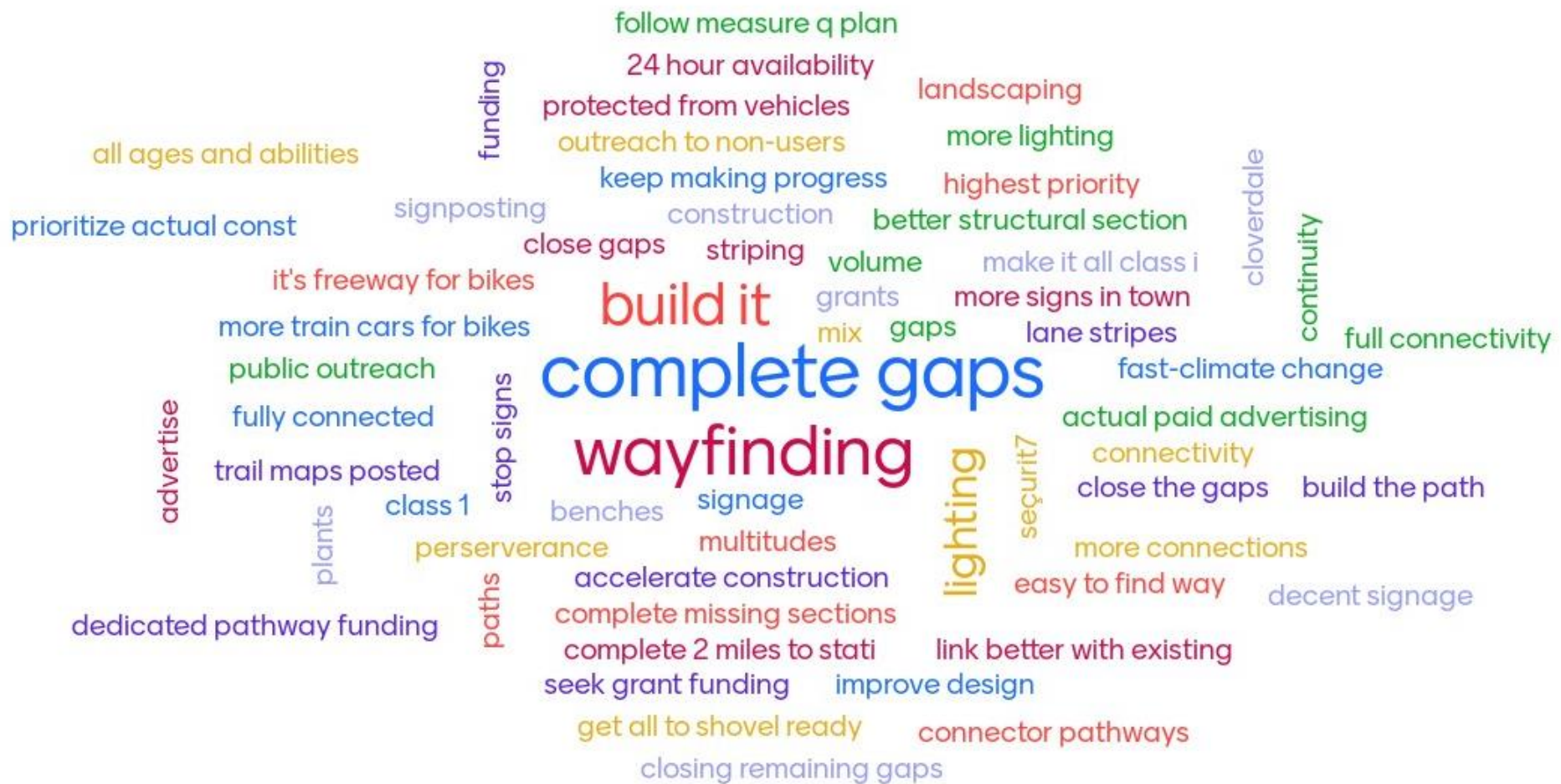
More than the SMART Pathway

- Part of the Great Redwood Trail, a 320-mile rail-to-trail corridor between the Humboldt and San Francisco Bays
- Also part of the long-promised San Francisco Bay Trail and North-South Greenway
- Shares designations with other trails including the Joe Rodota and Foss Creek Trails



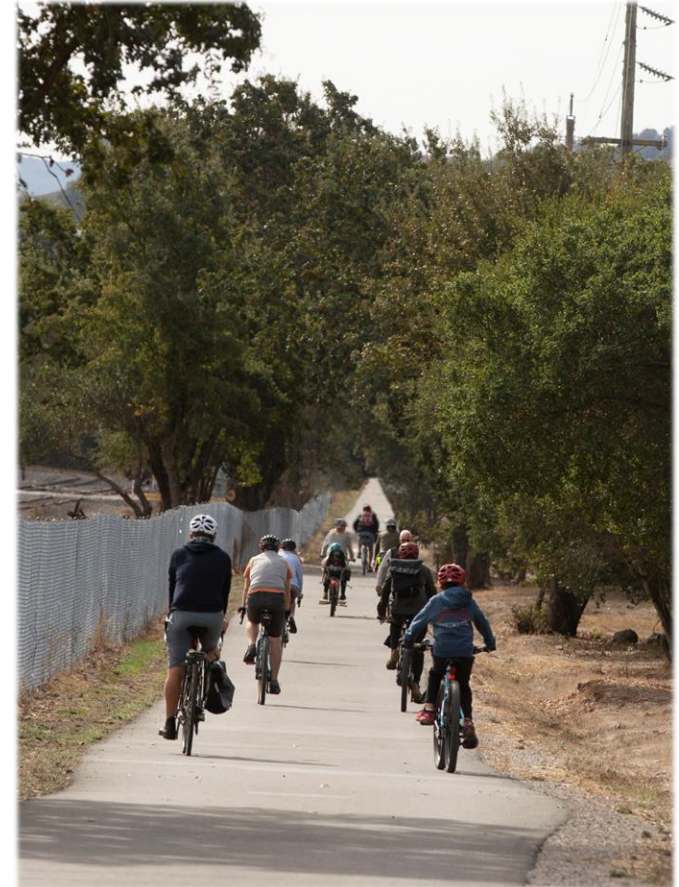
Delivering the Pathway is helping to deliver and connect these bicycle and pedestrian corridors

What strategies should SMART include in the Strategic Plan to complete and improve the Pathway?



2024 Pathway Strategies: Key Themes

- Build the remaining Pathway
- Upgrade the Pathway
- Wayfinding on and off the Pathway
- Pathway Funding
- Improved marketing and outreach, including pathway maps
- Improve connectivity



Of these strategy areas, which should SMART prioritize?



Discussion

Do the results of the Pathways workshop include the full range of strategies needed to improve the pathway?

What are we missing?

Do these strategy areas make sense as a basis for creating actions?



Turning Strategy into Actions

To make the Strategic Plan a working, effective document, we need to turn strategies into specific actions. *For example:*

Goal: Increase Ridership by 50% by 2029

Strategy: Train Schedule Adjustments

Actions:

- Improve connections with Golden Gate Bus and Ferry
- Align service investments with highest demand times.



2024 Strategic Plan Timeline

January

- Community Workshop (Online): SWOT Analysis
- Review Strategic Objectives

February

- Community Workshop - Strategic Objective 1: Ridership
- Community Workshop - Strategic Objective 2: Pathways

March

- Community Workshop - Strategic Objective 3: Extensions
- Community Workshop - Strategic Objective 4: Freight
- COC Workshop – March 13, 2024

April – July

- Community Presentations

August

- Community Presentations
- COC Workshop – August 14, 2024

September - October

- Community Presentations
- Draft Strategic Plan

November - December

- COC Finalize Draft 2024 Strategic Plan
- Board Approval 2024 Strategic Plan

Discussion

Feedback on the outreach process so far, and proposed format for the Strategic Plan?



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