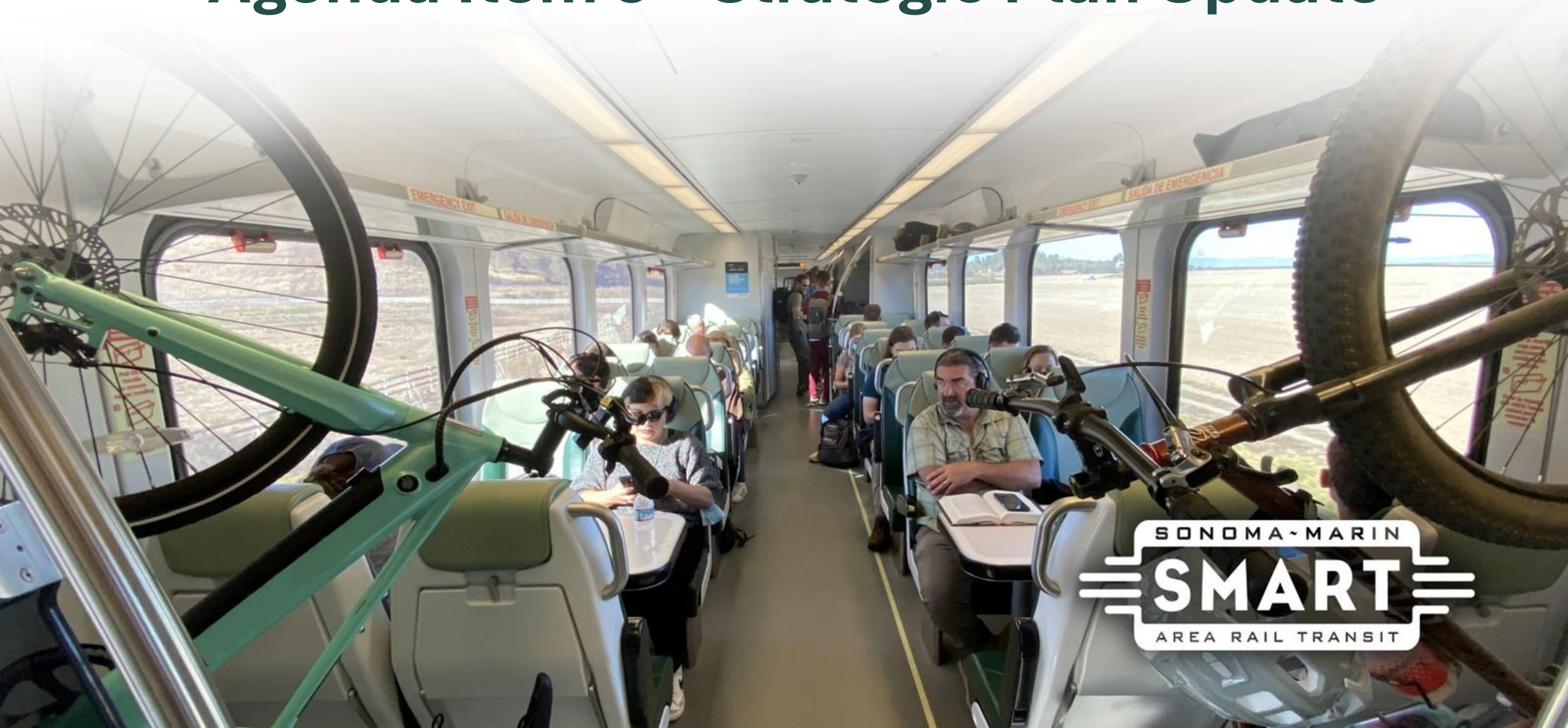


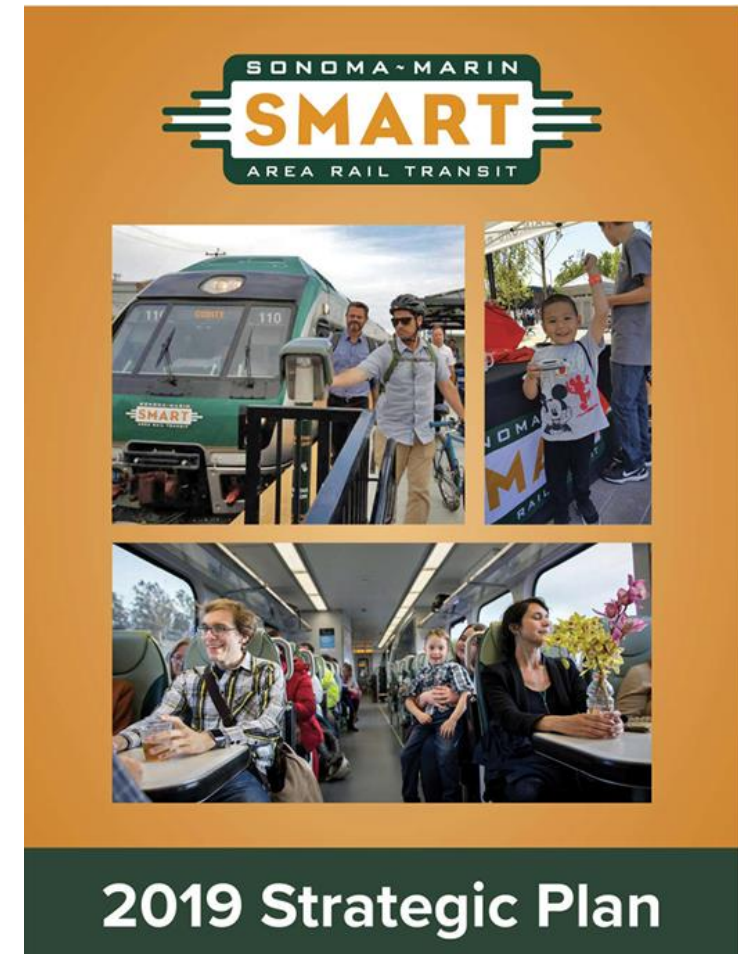
SMART Board of Directors Meeting

Agenda Item 8 – Strategic Plan Update



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



2024-2029 Strategic Plan Process

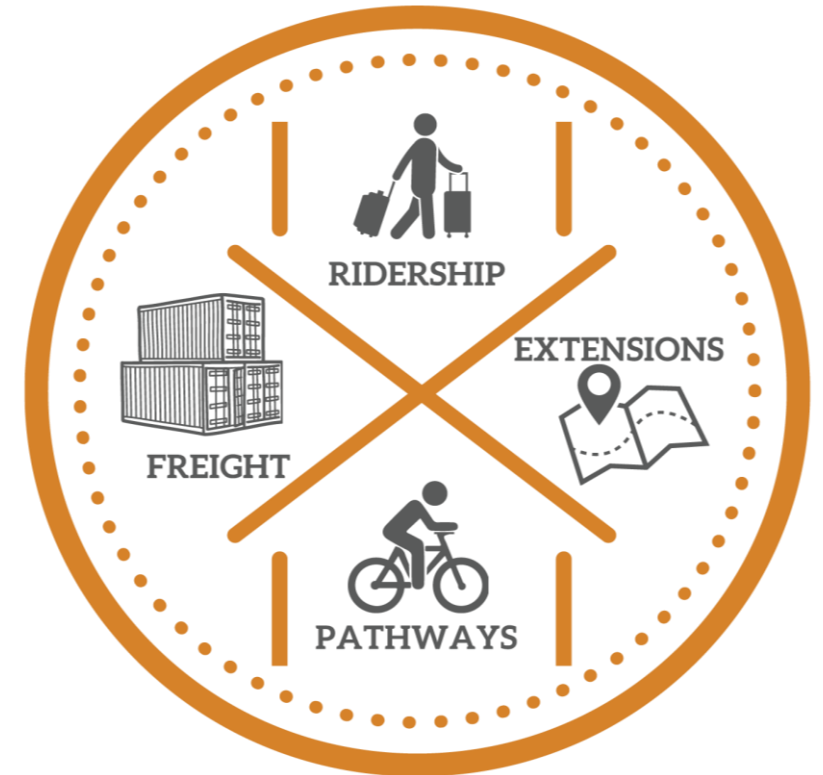


Strategic Plan – Community Workshops

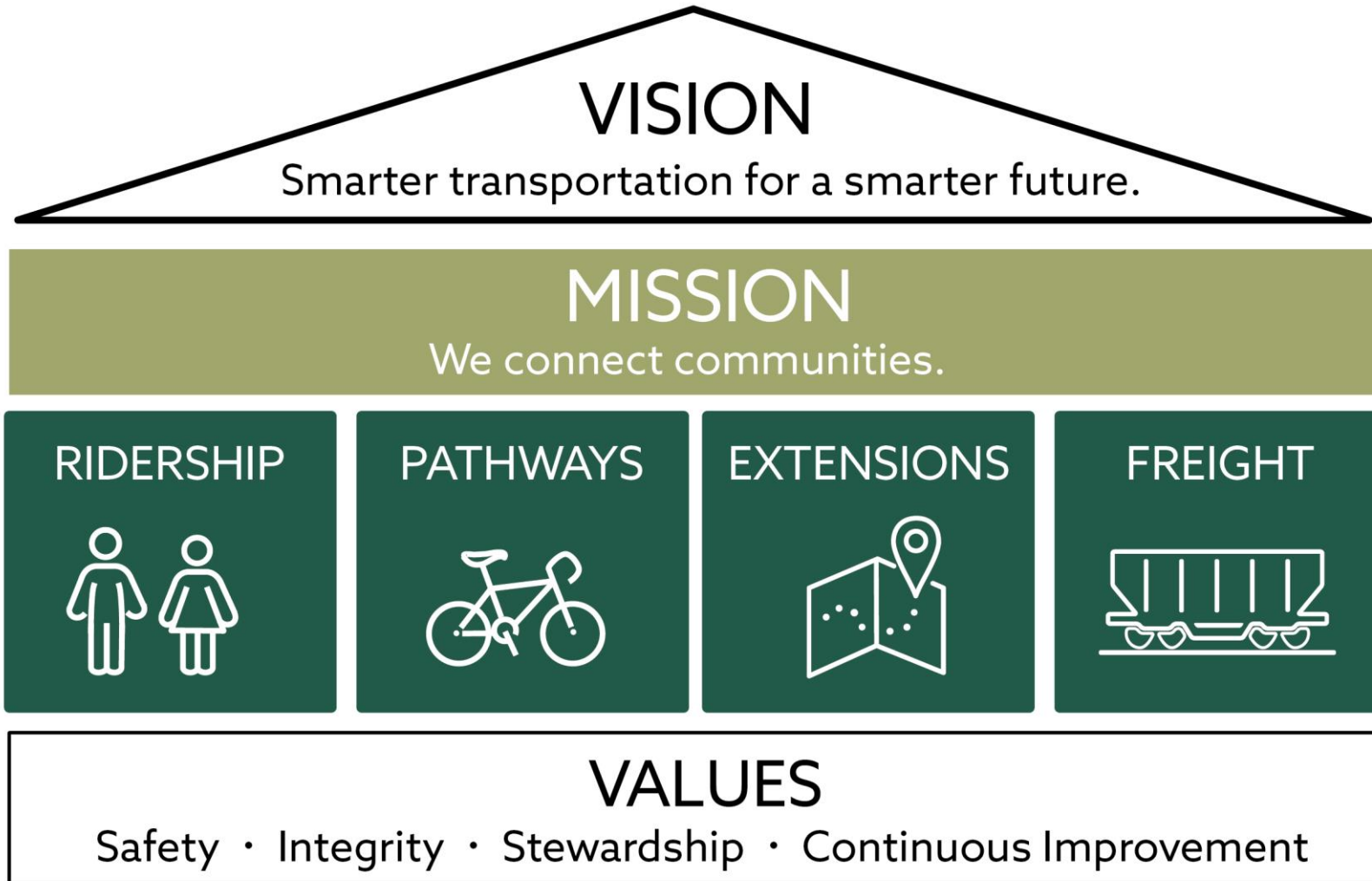
SMART’s Strategic Plan Workshops took place January – March, with good attendance and participation (30-60 attendees at each meeting) and at an in-person event in late September.

Completed Workshops

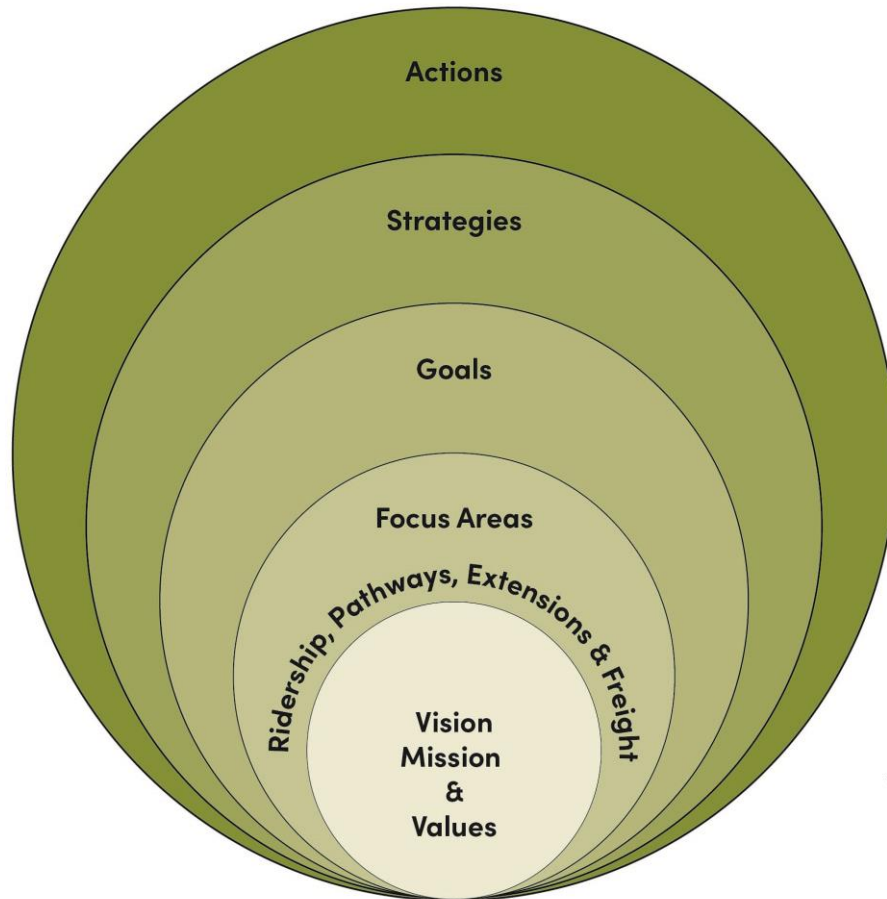
Jan 31	SWOT Analysis
Feb 7	Ridership
Feb 28	Pathways
Mar 14	Extensions
Mar 27	Freight
Sept 26	Public Workshop



SMART House



Strategic Planning Ladder



1. At the foundation are our vision, mission and values
2. Followed by our four pillars/focus areas that include ridership, pathways, extensions and freight
3. Goals define what we aim to achieve
4. Strategies detail the approach we take to meet our goals
5. Actions are the specific steps taken to implement the strategies

Focus Areas and Goals

VISION

**Smarter transportation
for a smarter future**

MISSION

We connect communities

VALUES



SAFETY of our patrons, communities
and employees



INTEGRITY by acting with honesty,
transparency, fairness and consistency



STEWARDSHIP by maintaining our
system, supporting sustainability and
fiscal responsibility



CONTINUOUS IMPROVEMENT by
evaluating performance, adjusting and
refining processes

Focus Areas and Goals

RIDERSHIP



Increase RIDERSHIP to 5,000+ riders per day

PATHWAYS



Design & construct planned PATHWAY, maintain existing pathway & enhance user experience

EXTENSIONS



Complete system EXTENSIONS to Cloverdale & pursue project development of east/west alignment

FREIGHT



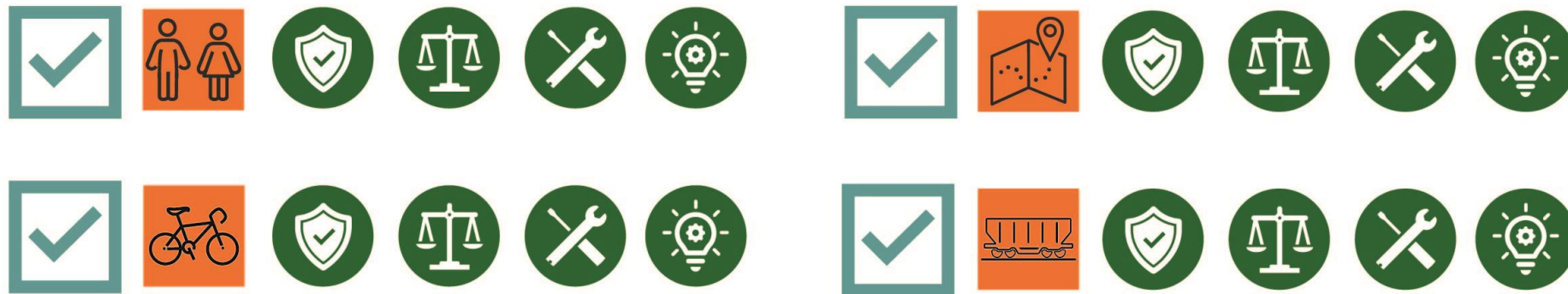
Ensure long-term sustainability of FREIGHT operations

Strategies

Strategies outline the tactics SMART can implement to achieve desired goals.

Actions

Strategies will be implemented through **specific actions** that are rooted in our **values** and designed to achieve our **goals**.

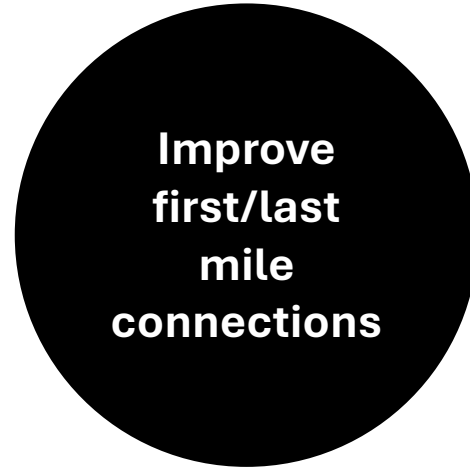


Strategies into Actions

From **goal** to strategy...



**Increase
RIDERSHIP to
5,000+ riders
per day**



**Improve
first/last
mile
connections**

Strategy to **actions**...



**Continue SMART Connect Shuttle
at Airport/Larkspur**



**Explore expansion of SMART Connect
Shuttle to other stations**



**Support implementation of bikeshare
at SMART stations**



Install Pathway wayfinding

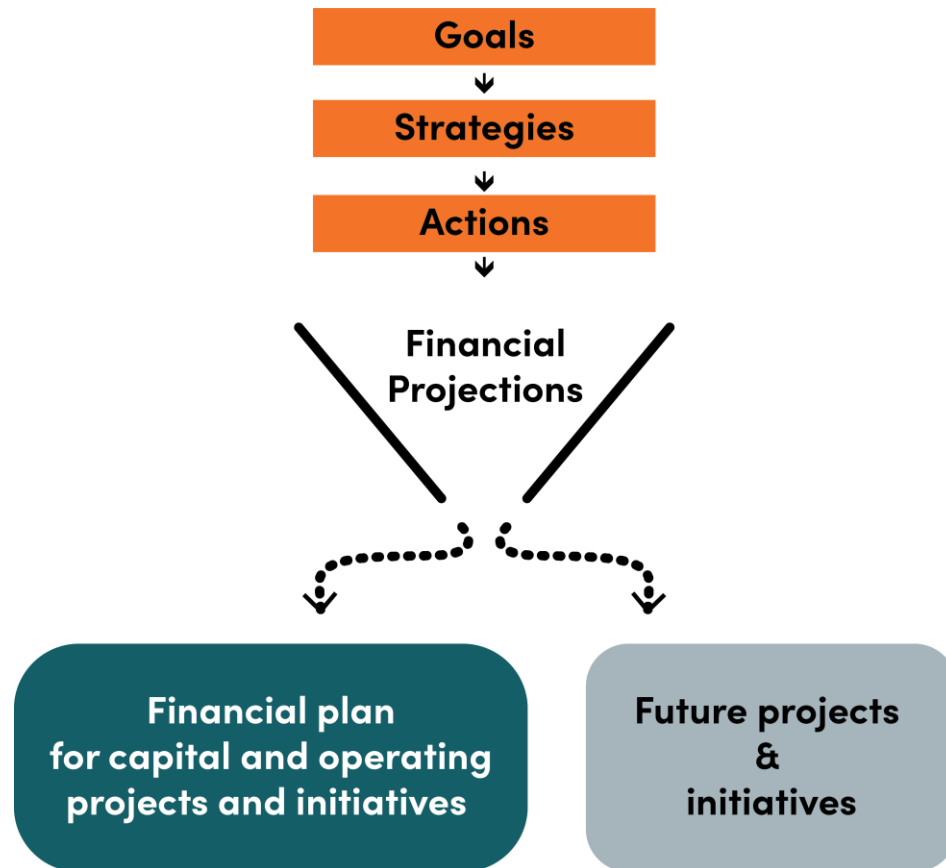


**Work with partners to improve transit
connections & transfer times**



**Complete planned Pathway
segments**

Strategic Plan Outline



1. Executive Summary
2. Background, History, Context
3. Strategic Plan Framework
4. Outreach Summary (plus appendices)
5. Goals, Strategies, Actions
6. Operating Project Summary
7. Capital Project Summary
8. Financial Projections
9. Financial Plan
10. Future Projects
11. Conclusion

Public Workshop

- SMART Conducted an in-person open house public workshop on Wednesday September 25th at the Petaluma Arts Center, 4pm – 6pm
- SMART presented the strategies and actions from the Draft Strategic Plan for each Goal area (Ridership, Pathways, Extensions, Freight)
- Participants were invited to place dots next to their highest priority strategies and actions and write comments on sticky notes corresponding to each goal area



EXTENSIONS

GOAL: Complete SMART system extensions to Cloverdale & pursue project development of east/west alignment

STRATEGIES

We want your input on these strategies. Place your dots next to strategies that SMART should prioritize. Are we missing anything? Add your comments on sticky notes!

Complete funded extensions

Work with funding agencies to prioritize SMART projects & needs in long range plans

Aggressively pursue grant funding for the construction of extensions & pathway

Complete Healdsburg Extension

Explore addition of Geyserville station to system

Add double track or sidings to decrease travel time

Continue development of east/west passenger rail project

Support local efforts to improve connections to pathway

Increase rail car fleet, yard & facilities as needed to support service

Plan for growth of freight rail services in coordination with passenger rail expansion

Sticky notes: "Double track by 2028", "Sebastopol Sonoma American Cancer Center", "Need the cars on SF", "Link to Capital Corridor", "Connect to Amtrak", "more frequent than current", "Geyserville (what about?)", "Sebastopol"

PATHWAYS

GOAL: Design & construct planned pathway, maintain existing pathway, & enhance user experience

ACTIONS

Place your dots next to the top three actions you would like SMART to prioritize.

- Complete segments of the SMART Pathway/Great Redwood Trail under construction (McInnis Pkwy. to Smith Ranch Rd. in San Rafael, Southpoint Blvd. to Main St. between Petaluma and Penngrove, Golf Course Dr. to Bellevue Ave. between Rohnert Park and Santa Rosa, and Airport Blvd. to Windsor Rd. between Unincorporated Sonoma County and Windsor)
- Construct funded segments of the SMART Pathway/Great Redwood Trail (Guerneville Rd. to Airport Blvd. and Joe Rodota Trail to 3rd St. in Santa Rosa)
- Continue to design and permit pathways, making them shovel-ready
- Seek funding in partnership with local jurisdictions and countywide transportation agencies to construct planned Pathway segments
- Continue to enhance and support the online interactive SMART Pathway map
- Continue to perform scheduled weekly cleanup, maintenance, and repairs of the Pathway
- Continue daily monitoring of appropriate pathway usage by our Code Compliance team
- Implement Pathway Wayfinding Program on the pathway and in surrounding communities
- Improve bike parking, including larger bike lockers for cargo bikes
- Support bicycle support services around stations
- Work with local jurisdictions to add enhancements for bicyclists and pedestrians
- Evaluate the feasibility and conduct initial planning for future segments of the Pathway

Sticky notes: "Yes! Yes! Yes! Yes! Yes!", "Need multi-time lighting", "Back door needs - make it easy to find path online", "Adapt to Pathway - a lot of work is behind", "More frequent than current", "Geyserville (what about?)", "Few like RIDE 1 from Bikes on PATH", "The Bikes need a home!", "Local needs - meals + shut out other path (set up table)", "Sebastopol"

Public Workshop

- The drop-in workshop format, held at our busiest station during commute hour proved an effective way to engage the public
- Community members placed over 700 dots on the various posters and left over 60 comments on sticky notes
- Ridership and Extensions had the highest amount of community interaction
- Ridership and Pathway had the most comments





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 and Public Open House
- Draft Strategic Plan

November - December

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

Questions and Feedback?



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