

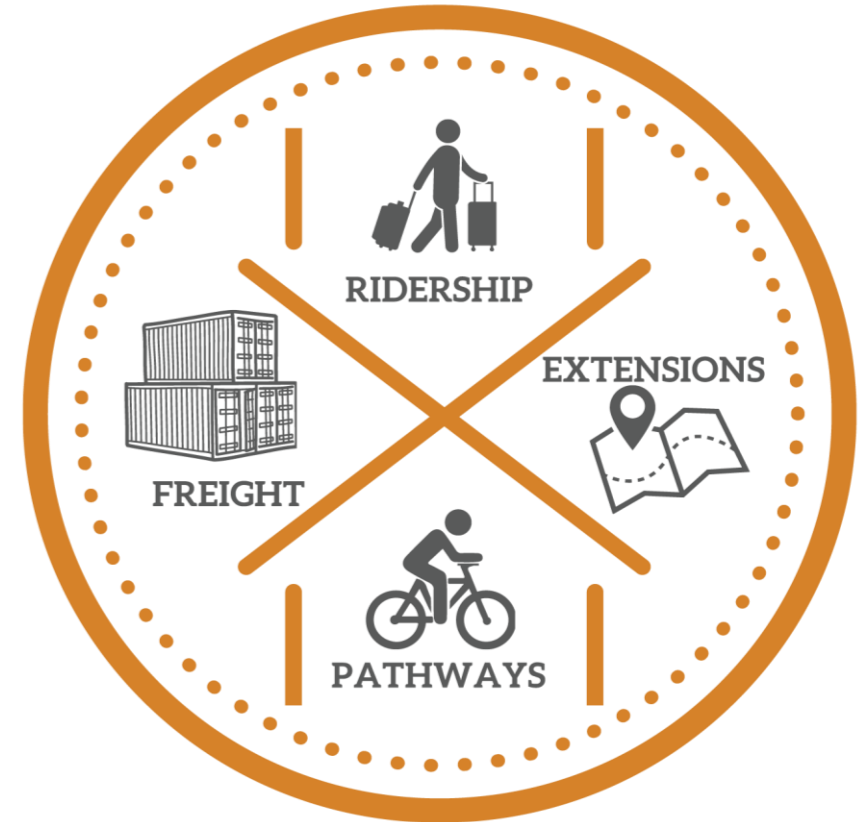
SMART Board of Directors

Agenda Item 10: Draft FY25 – FY30 Strategic Plan



SMART Strategic Plan

- Defines 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
- New Strategic Plan: FY2025 – FY2030



2024 Strategic Planning Process



Vision, Mission, and Values

VISION

**Smarter transportation
for a smarter future**

MISSION

We connect communities

VALUES



SAFETY of our patrons, communities & employees



INTEGRITY by acting with honesty, transparency, fairness & consistency



STEWARDSHIP by maintaining our system, supporting sustainability & fiscal responsibility



CONTINUOUS IMPROVEMENT by evaluating performance, adjusting & refining processes

Focus Areas & 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 & Actions

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

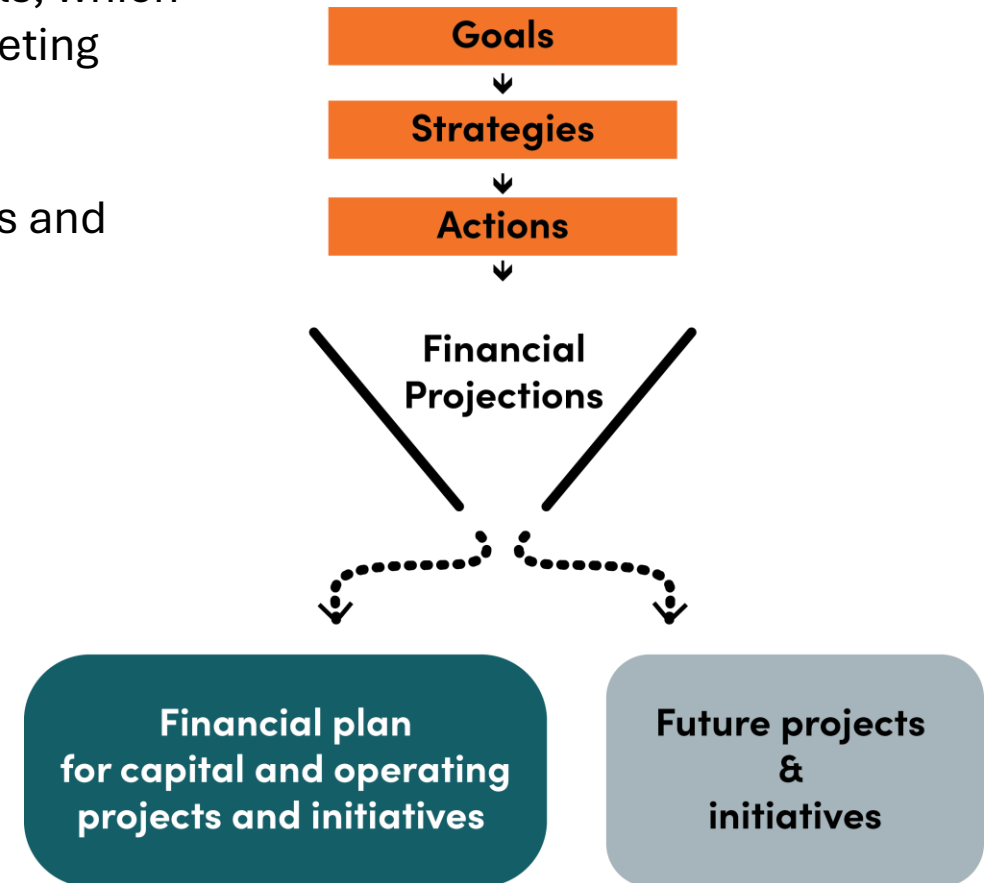
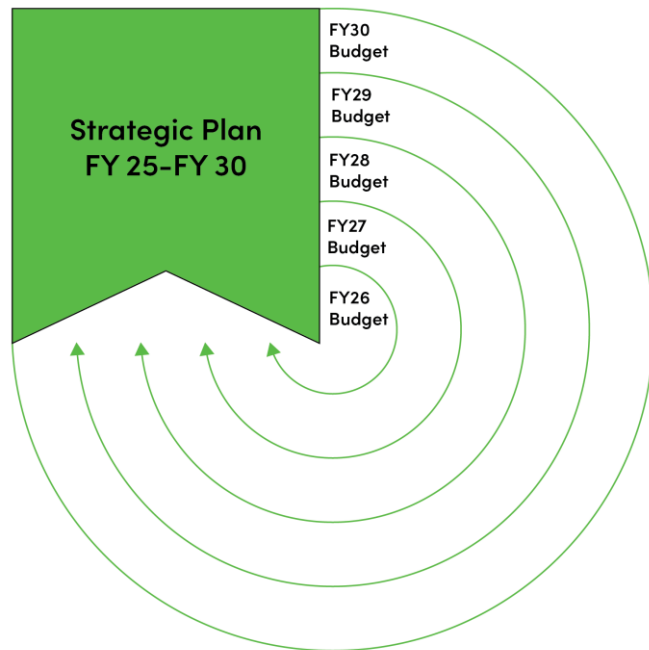
Strategies will be implemented through **specific actions** that are rooted in our **values** and designed to achieve our **goals**.



Funding Implementation

The **Strategic Plan** provides the roadmap for achieving SMART's goals, which informs the allocation of resources, investment decisions, and budgeting strategies needed to execute those goals.

The **Financial Plan** guides the **Annual Budget** by identifying priorities and challenges that need to be addressed in the budgeting process.



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 – posted Nov 8

→ November - December

- COC review Draft 2024 Strategic Plan – Nov 13
- Board Approval 2024 Strategic Plan – Nov 20 & Dec 18

Draft Documents

1. Draft SMART Strategic Plan 2025-2030
2. Appendix A - Outreach Summary
3. Appendix B - Revenues and Expenditures by Fiscal Year

Posted online for public comment until
November 30th at:

sonomamarintrain.org/strategic-plan



Questions and Feedback?





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