



AGENDA ITEM 08

Sonoma-Marin Area Rail Transit
5401 Old Redwood Hwy, Suite 200
Petaluma, CA 94954

P: 707-794-3330
F: 707-794-3037
W: www.SonomaMarinTrain.org

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GENERAL MANAGER
Eddy Cumins

October 21, 2026

Sonoma- Marin Area Rail Transit Board of Directors
5401 Old Redwood Highway, Suite 200
Petaluma, CA 94954

SUBJECT: Receive and discuss the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Dear Board Members:

RECOMMENDATIONS:

For Discussion/Informational Purposes Only

SUMMARY:

In early 2022, the SMART Board of Directors and Staff went through an exercise that included a SWOT Analysis and identified the District's strategic objectives (ridership, pathways, extensions, and freight). Since 2022, SMART has taken advantage of the majority of opportunities and made tremendous progress. This progress includes the construction of two new stations and 10 miles of pathways, as well as multiple operational improvements resulting in record ridership. These achievements ultimately resulted in Measure B passing with 74.58% support, extending SMART's ¼ cent sales tax for an additional 30 years.

In August 2026, the SMART Management Team met to review the previous work, discuss changes, and conduct a new SWOT Analysis. This presentation will provide the staff developed strengths, weaknesses, opportunities, and threats for the Board's review, feedback, and direction.

FISCAL IMPACT:

N/A

Sincerely,

/s/
Eddy Cumins
General Manager

Attachment(s): None