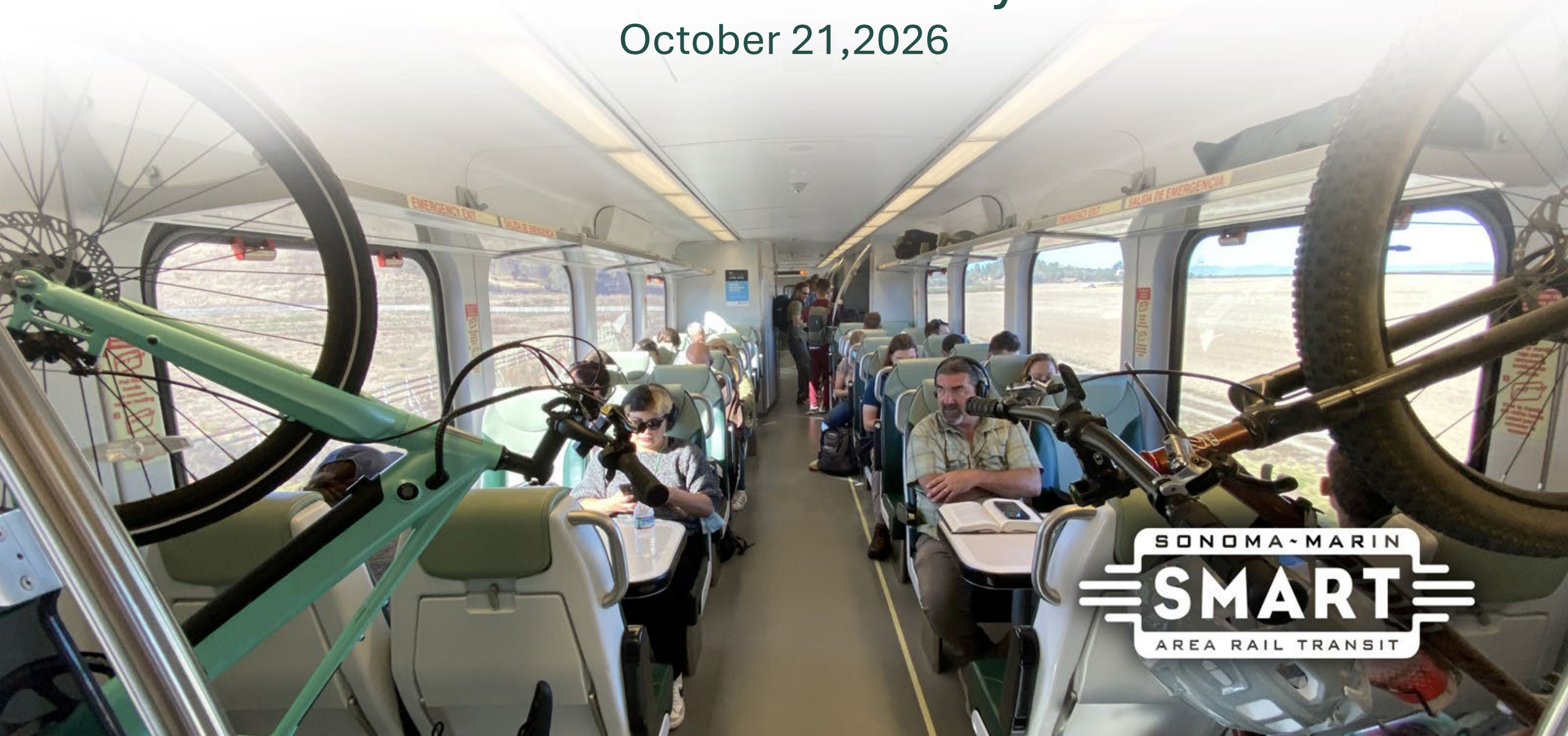


Sonoma-Marin Area Rail Transit District

SMART SWOT Analysis

October 21, 2026



2022 SWOT Analysis

S	<u>Strengths</u> • 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	W	<u>Weaknesses</u> • First and last mile connections • Single track system • Early/late service • Limited number of destination stations • Public perception/local support • Minimal staffing levels/long hiring timeline • Parking capacity/paid parking • Everything is a priority
O	<u>Opportunities</u> • Improve strategic direction/alignment • Untapped markets (tourism, students, late night, recreation, events) • Improve wayfinding, real-time info, apps, on-line presence • Improve first/last mile solutions • Increase interaction with public and community leaders • Enhance marketing efforts to target key markets • Reactivate on-board amenities	T	<u>Threats</u> • 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

SMART House

VISION

Smarter transportation for a smarter future.

MISSION

We connect communities.

RIDERSHIP



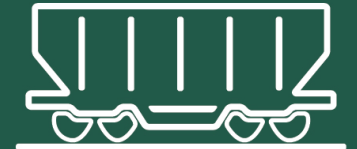
PATHWAYS



EXTENSIONS



FREIGHT



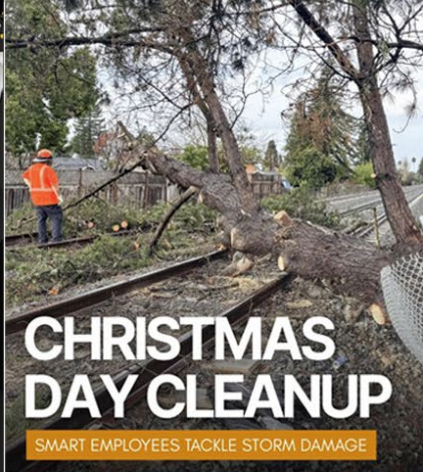
VALUES

Safety • Integrity • Stewardship • Continuous Improvement



**RECORD
BREAKING
133,860
TRIPS IN APRIL 2026**

SONOMA-MARIN
SMART
AREA RAIL TRANSIT



**CHRISTMAS
DAY CLEANUP**

SMART EMPLOYEES TACKLE STORM DAMAGE



All aboard!

SONOMA-MARIN
SMART
AREA RAIL TRANSIT



SMART
AREA RAIL TRANSIT

FULL SYSTEM CLOSURE
DECEMBER 14 - 15, 2024

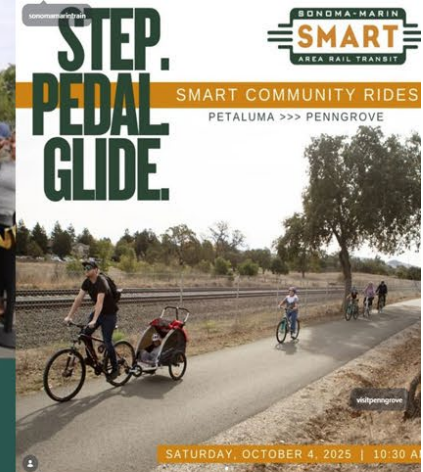
PARDON OUR
PROGRESS

SMART stations will be closed to allow for
essential Systems Testing in preparation for the
opening of the new SMART Petaluma North station.



**SONOMA-MARIN
SMART
AREA RAIL TRANSIT**

Pathway Grand Opening
October 22, 2022



**STEP.
PEDAL.
GLIDE.**

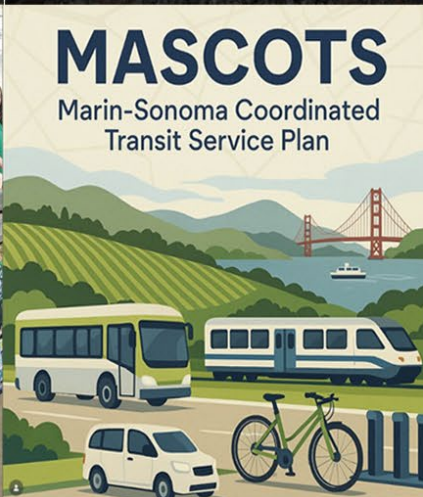
SMART COMMUNITY RIDES
PETALUMA >>> PENNGROVE

SATURDAY, OCTOBER 4, 2025 | 10:30 AM



AA 30 2
Conectando
comunidades.

¡Vivamos un tren
al pueblo!



MASCOTS
Marin-Sonoma Coordinated
Transit Service Plan



PETALUMA NORTH



The SMART way to fly from ST



**ONE
SONOMA-MARIN
SMART
AREA RAIL TRANSIT
CELEBRATES
ONE MILLION RIDERS**

SONOMA-MARIN AREA RAIL TRANSIT
1 MILLION RIDERS - and counting!
See more



VOTE Yes on B

SMART for the Future



**MORE ROOM
TO ROLL**

We're piloting a new
onboard bike storage configuration
to fit **MORE BICYCLES** and make
TRAVELING WITH YOUR BIKE EASIER

SONOMA-MARIN
SMART
AREA RAIL TRANSIT



Connect to the ferry and shops

RT CONNECT



WEIGHT
LIMIT
10
TON



*The timetables
they are a
changin'*

SONOMA-MARIN
SMART
AREA RAIL TRANSIT



**Roam
FREELY**

SONOMA-MARIN
SMART
AREA RAIL TRANSIT

YOUTH & SENIORS RIDE FREE

SWOT Analysis Workshop



2026 SMART SWOT ANALYSIS

STRENGTHS

What SMART does well

- Strong fiscal stewardship & governance
- Strong community relationships and rider trust
- Experienced, engaged workforce
- Safe, reliable, high-quality service
- Rail and pathway network
- Flexible & responsive organization
- Broad market potential
- Community visibility & industry recognition

WEAKNESSES

- Capacity & infrastructure constraints
- First- and last-mile bus connections
- Growing system demands
- Organizational capacity, institutional knowledge & succession planning
- Technology & systems modernization
- Communication & marketing reach
- Administration and Operations facilities
- Supply chain challenges

OPPORTUNITIES

Where SMART can grow and innovate

- Complete & expand the transportation network
- Increase capacity & system resiliency
- Improve first- and last-mile bus connections
- Transit-oriented development
- Maximize existing infrastructure
- Expand customer information & technology
- Grow ridership & market reach
- Pursue new funding & partnerships
- Strengthen workforce development
- Transition to zero-emission technology
- Strengthen freight operations
- Optimize office locations and facilities

THREATS

External factors that could affect SMART

- Wildfires, flooding & climate change
- Infrastructure & equipment failures
- Cybersecurity & technology risks
- Funding uncertainty & rising costs
- Regulatory & bureaucratic complexity
- Labor & workforce risks
- Political & community dynamics
- Public expectations & perception
- Community mental health crisis impacts
- Distracted driving/pedestrian risk

STRENGTHS

What SMART does well

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WEAKNESSES

Areas where SMART can improve

- Capacity & infrastructure constraints
- First- and last-mile bus connections
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- Organizational capacity, institutional knowledge & succession planning
- Technology & systems modernization
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OPPORTUNITIES

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OPPORTUNITIES

Where SMART can grow and innovate

- Complete & expand the transportation network
- **Increase capacity & system resiliency**
- Improve first- and last-mile bus connections
- **Transit-oriented development**
- Maximize existing infrastructure
- Expand customer information & technology
- Grow ridership & market reach
- Pursue new funding & partnerships
- Strengthen workforce development
- **Transition to zero-emission technology**
- Strengthen Freight operations
- **Optimize office locations and facilities**

OPPORTUNITIES

Where SMART can grow and innovate

- **Increase Capacity & System Resiliency**
 - Procure expansion revenue vehicles to increase current/future capacity
 - Evaluate market and determine options and appropriate timing
 - Secure funding (local, state, and federal)
 - Increase bicycle capacity
 - Modify current rail cars and explore bike storage options in future procurements
 - Strategic double tracking and infrastructure upgrades
 - Continue studying and modeling double track needs and determining infrastructure upgrades required to meet current and future demand
 - Goals: Consistent 30-minute headways, improved reliability, quicker system recovery, and operational efficiency
- **Transition to zero-emission technology**
 - Plan for transition to zero-emission trains
 - Evaluate market and propulsion systems
 - Determine infrastructure requirements
 - Financial Planning

OPPORTUNITIES

Where SMART can grow and innovate

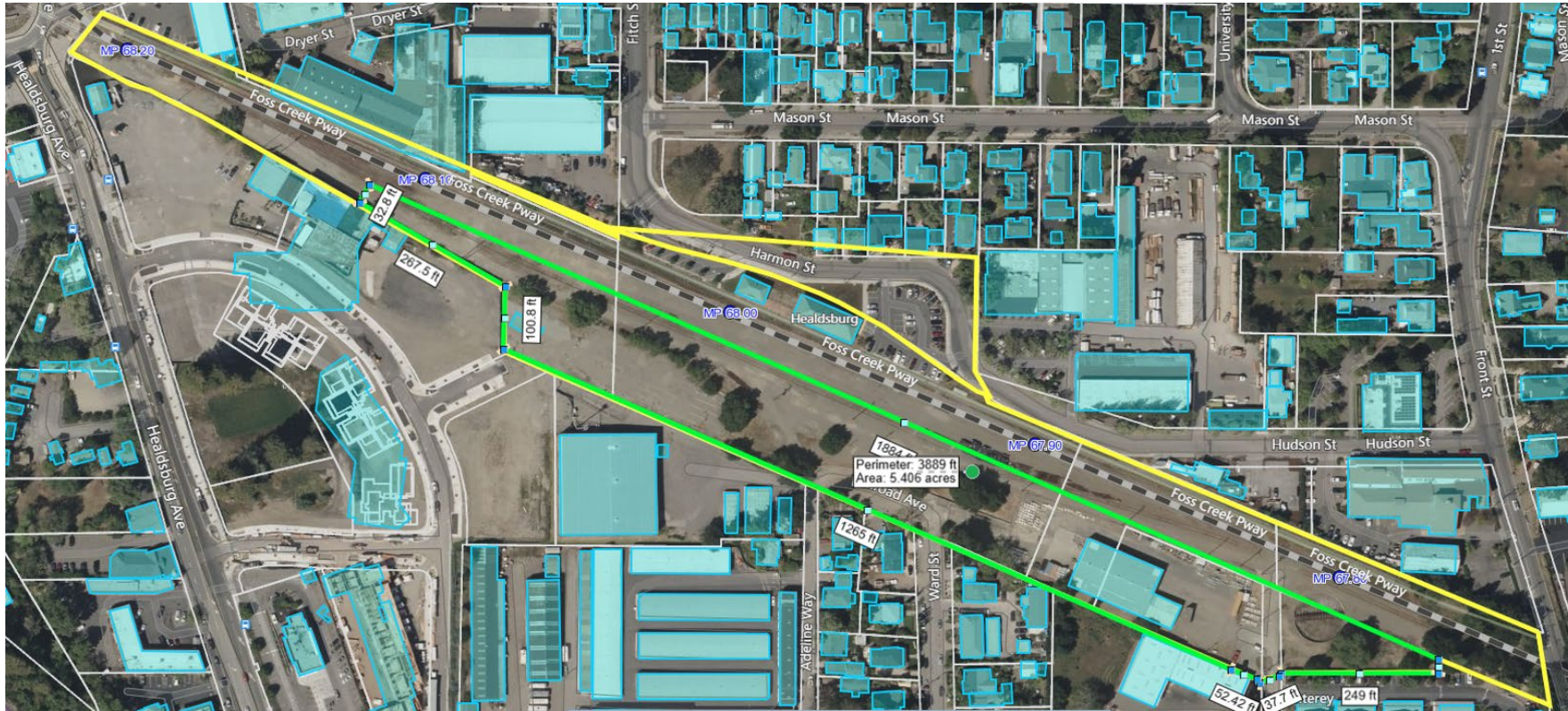
- **Optimize office Locations and Facilities**
 - Consider purchasing new SMART Headquarters building near a station
 - Evaluate construction of permanent structures at ROC vs. purchasing nearby office space
 - Determine feasibility of consolidating Admin/Ops in same facility
- **Transit-Oriented Development**
 - Establish a Board-adopted TOD Policy
 - Determine Goals
 - Increasing transit ridership, improving station access, generating long-term revenue, supporting housing production, etc.
 - Determine preferred approaches
 - Lease or sale, market-rate vs. affordable vs. workforce housing, parking requirements, developer selection process, community engagement process, etc.
 - Ensure policy meets all required laws, regulations, and guidelines

Petaluma Downtown (5.51 Acres)



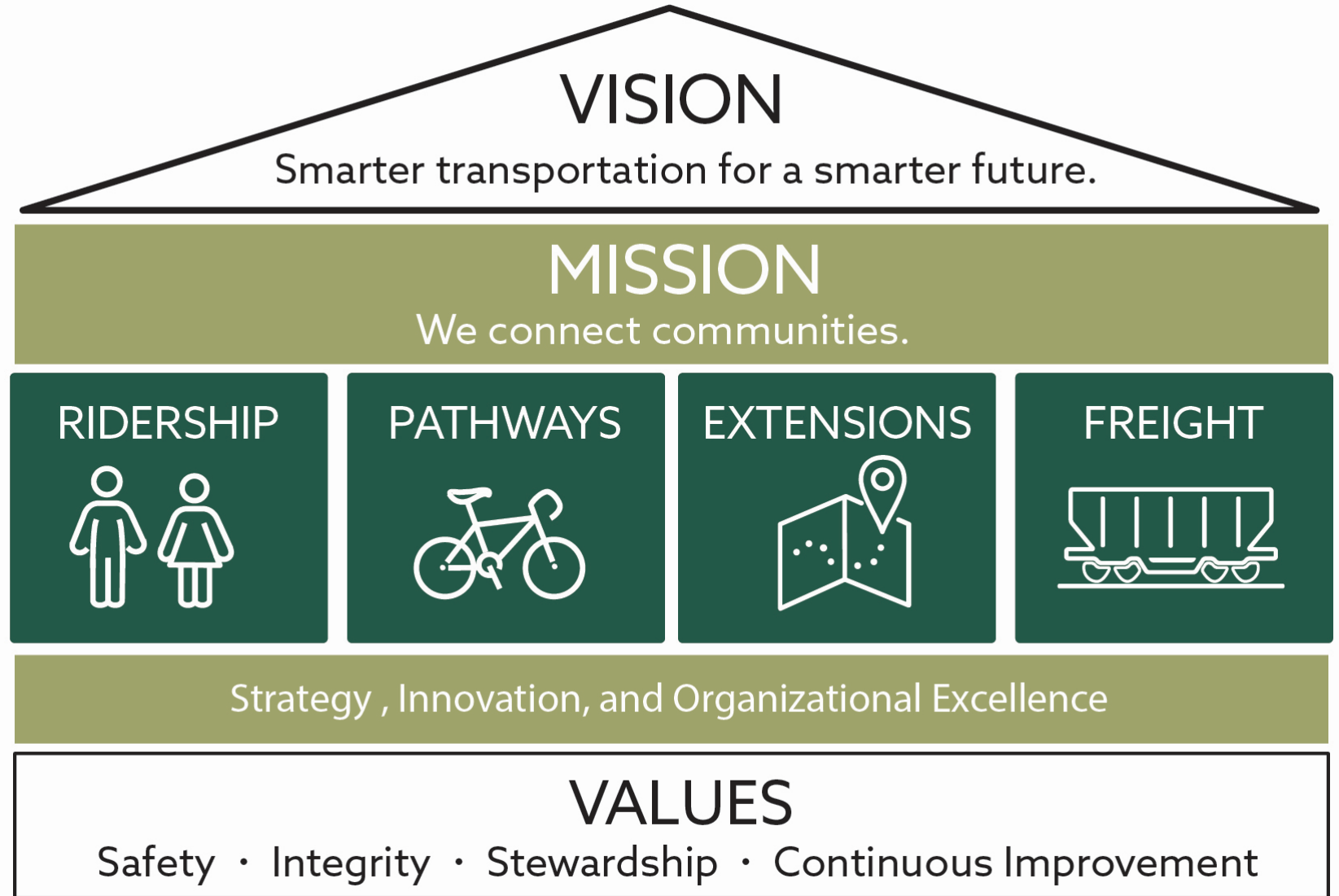
- **Yellow** – SMART Downtown Petaluma Station Property
- **Green** – Total Undeveloped SMART ROW Area
 - 5.51 Acres

Healdsburg (5.4 acres)



- Yellow – SMART ROW
- Green – Total undeveloped SMART ROW Area
 - 5.405 acres

Proposed SMART House



SWOT Discussion

- Are there any Strengths, Weaknesses, Opportunities, or Threats that should be added to the SWOT Analysis?
- In addition to the current workload and new opportunities to improve, should SMART pursue the additional highlighted opportunities?
 - Increase Capacity & System Resiliency
 - Advance Zero-Emission Technology
 - Transit-Oriented Development
 - Optimize office locations and facilities
- Considerations
 - Highlighted opportunities will significantly increase overall workload
 - SMART staff currently maxed out with operations and current/future capital projects
 - Achieving new opportunities will require additional resources
 - Initial staffing Request: One Chief-level position
 - Focused on leading efforts to turn strategic opportunities into action
 - Consultant services as required

Discussion/Questions