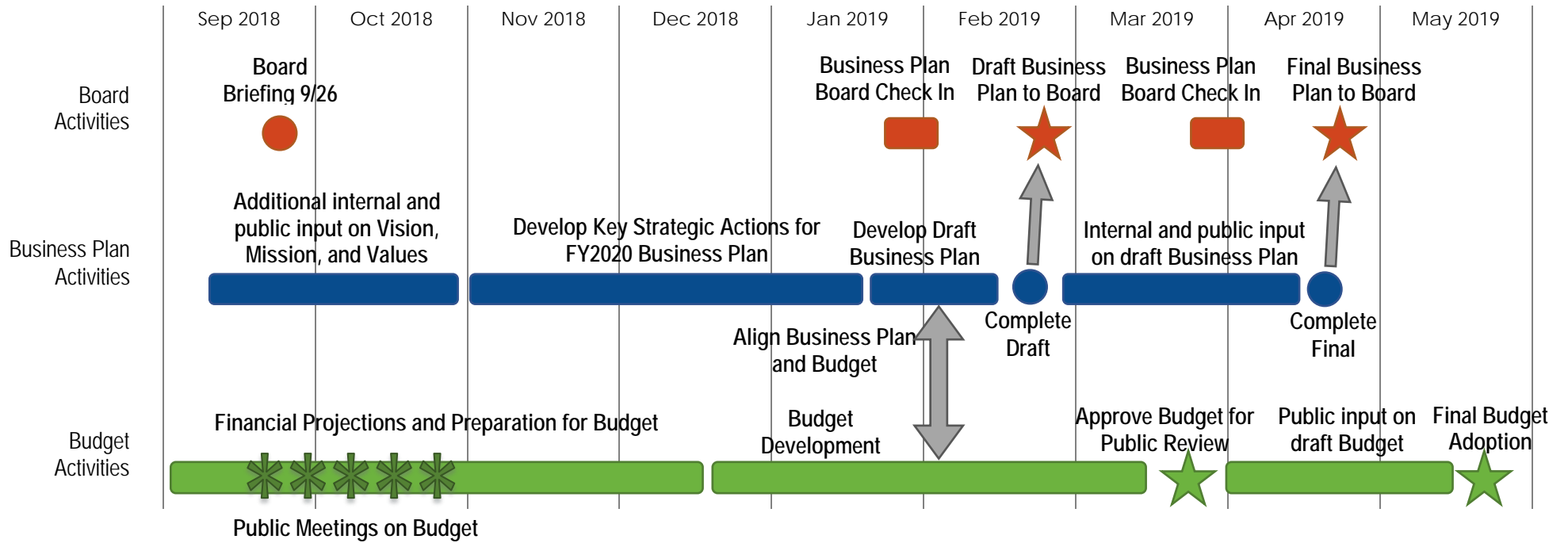




Conceptual Development Schedule for Business Plan FY2020 – FY2024 & Budget FY2020



Strengths, Weaknesses, Opportunities, and Challenges

Each year, we will refresh our understanding of our internal strengths and weaknesses, as well as the external forces and current circumstances that present both opportunities and challenges for us in achieving our vision, mission, and goals. This is a district-wide effort.

Internal	<p>Strengths</p> <ul style="list-style-type: none"> ▪ Safety is a core value at TriMet ▪ Mission-driven work ▪ HB2017 new funding from state ▪ Strong revenue base for the Plan period ▪ Overall positive public support of TriMet ▪ Proven ability to expand ▪ Regional thought leader and influencer ▪ Accessible, open data with good supporting information technology infrastructure ▪ New union contract ▪ Demonstrated effective capital planning process ▪ New ridership pattern information from Hop Fastpass™ ▪ Support from Congressional delegation and state leadership ▪ First Special Tax Revenue Bond to receive highest ratings from both Moody's (Aaa) and S&P (AAA) ▪ Demonstrated desire to work across departments and divisions ▪ Significantly improved average age of bus fleet ▪ Good Hop Fastpass™ adoption rate and introduction of virtual pay 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Many competing needs for capital and operating resources ▪ Retirements leading to loss of institutional knowledge ▪ Aging infrastructure ▪ Workload, expectations, and staff capacity not consistently well matched ▪ Have not yet achieved a culture of safety ▪ Administration, maintenance and parking space is near capacity ▪ Physical separation of administration employees and operations employees hinders communication and teamwork ▪ Incomplete and inconsistent internal understanding of what it means to provide excellent customer service ▪ Dispersed and not fully coordinated data collection, management, and document sharing ▪ Insufficient systems for prioritizing and delivering high volume of timely small capital projects ▪ Training needs at all levels ▪ Unsettled relationship with union leadership ▪ Incomplete employee understanding of leadership decisions ▪ Incomplete internal resources for communicating with our riders and communities with limited English proficiency ▪ Lack of communication about career advancement opportunities within TriMet ▪ Capital asset conditions not fully assessed ▪ Incomplete succession planning/technical capacity
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Opportunities

- Strong public and jurisdictional support for existing and expanded public transit
- Increased payroll tax funding
- New data analysis, information, and communication technologies
- External partnerships, including transit agency peers
- Pursue and leverage new technologies available for productivity and new services
- Open source and open data community connections
- Increased security on the system
- Growth of Transportation Network Companies (TNC) and other mobility options may help solve “last mile” challenges
- Autonomous vehicle (AV) technology and potential for safety benefits
- Support at federal level (FTA and Congress)
- Further Transit Oriented Development leveraging
- Reputation based on proven project delivery history
- Ability to leverage strong brand
- Potential for 3rd party commercial revenue generating opportunity
- Regional and local growth policies
- Bus-only lanes and other transit prioritization
- High percentage of choice riders
- Further expand diversity of TriMet and contractors
- Light rail fleet replacement and remanufacturing
- Advances in clean fuel technology

Challenges

- Competing regional demands and priorities
- Declines in ridership and shifts in location of demand
- Security of employees who provide direct service to customers
- Congestion and increasing bus travel times
- Reliability and crowding challenges
- Operating complexity and/or cost of some services
- Competitive local labor market (especially information technology and other technical positions)
- Perception of level of security for riders
- Limitations on resources to meet customer demand for latest technology products and services
- High customer expectations of service levels and service capacity
- Impact of some riders on comfort of others
- Changing political and regulatory environment
- Portions of service area lacking sidewalks or have inaccessible crossings and sidewalks
- Significant but rare event resiliency (e.g., earthquakes)
- Cybersecurity
- Maintaining consistent coordination with local partners to help transit operate more efficiently with less delay
- Concerns about facilities and projects from nearby residents
- High project-related real estate costs
- Growth of TNCs and other mobility options could be destabilizing
- Waning public trust in government and large institutions
- Expedited delivery of service and facilities
- Providing high-quality, cost-effective accessible service for those with limited mobility
- Potential risk of major safety incident (e.g., train derailment)
- Robust local and transit industry construction demand creates price and delivery risk for TriMet capital projects
- Asset maintenance and replacement impacts available budget
- Potential significant economic downturn
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making
- Uncertainty in clean fuel technology

TRI  **MET**
Business Plan
Potential Points of Emphasis
9/21/2018

Perspective: Customers

- Ways to positively impact mobility beyond direct provision of bus and rail service (e.g., providing multi-modal information, partnerships, and new mobility tools)
- Customer-facing technology implementation (e.g., Hop Fastpass™, etc.)
- Inclusiveness in decision-making and communication
- Need for more customer information and marketing services to current and potential riders
- Overall ridership decline
- Traffic congestion and the need to speed up service
- Competing and supplemental transportation options
- Impact of negative behavior by a small number of riders on the comfort of other riders
- Risk in implementing growth in service
- Capital project implementation and customer inconvenience
- Southwest Corridor Project funding and delivery
- Division Transit Project delivery
- Red Line Extension Project development

Perspective: Internal Business Practices

- New data analysis, communication, and information technologies
- Information technology modernization and adoption
- On-Time Performance (also related to Customers)
- Safety and security presence (also related to Customers)
- Rail midlife rebuilds

Perspective: People & Innovation

- Implementation of Hop Fastpass™/smart card technologies
- Autonomous vehicle technologies (also related to Internal Business Practices)
- Safety culture improvement (including Safety Management System)
- Investing in people with an enhanced focus on equity and inclusivity
- Labor capacity to deliver and execute
- Employee engagement – recruitment, retention, and succession
- Implementation of clean fuel technologies and strategies

Perspective: Financial

- Maintain financial strength
- Timing and implementation of HB 2017
- Competing demands for financial resources
- FTA changing environment
- Fare revenues
- State of Good Repair focus
- Timing of economic recession
- Clean fuel strategy impacts

TriMet Budget Themes for FY2019

As the Portland region continues to grow, and congestion is expected to triple by 2040, the region needs TriMet to grow and improve transit more than ever as well as look for every opportunity to improve the customer experience. TriMet's mission to "provide valued transit service that is safe, dependable and easy to use" remains the underlying focus of our work. In line with these goals, TriMet's FY 2019 Budget will focus on six themes. We will advance these areas with skilled and well-trained people, well supported with training and development that ensures our success in advancing our mission.

- 1. Safety.** Safety is an overriding value for TriMet, affecting everything we do. The Safety & Security Division is responsible for leading the entire TriMet organization in creating and maintaining a culture of safety and service excellence, in which safety is the fundamental value that guides all agency decisions. Priorities in the next year will be to focus on assuring and improving TriMet's safety performance for personal safety for passengers, employees and the public.
- 2. Implementing Service Enhancement Plans.** The increase in the payroll tax increment approved by the Board in September, 2015, and funding expected from the State's new transportation package (HB2017) is dedicated to supporting new programs and service. The recently completed Service Enhancement Plans will act as the roadmap for these new investments in service, with phased investment decisions based on demand, need and equity. The plans will be reviewed with our riders and stakeholders during the budget process.
- 3. Maintaining & Preserving the System.** To maintain and preserve the system the agency not only needs to be focused on continued investments in our aging infrastructure and facilities, including the replacement of vehicles, it also needs to focus on the need for additional operational staff to support the administrative and service areas of the agency. Limited resources require us to find the right balance between staffing, service and capital investments.
- 4. Improving System Reliability.** To make certain we are delivering a high quality product for TriMet riders, our service must be dependable. Factors that contribute to ensuring reliable service and improving the customer experience include infrastructure upgrades, operator training, and excellent communication internally and with our customers, and enhanced transit traffic management. New technology will play a big role in our future success.
- 5. Building Ridership through Quality Service and Innovation.** Ridership is one key indicator of success. Peak and off-peak bus ridership has shown some decline while light rail has shown a slight improvement. Improving ridership perception of safety along with on-time performance and the full implementation of the HOP Fastpass system are examples of investments that can build ridership.
- 6. Advance Regional Corridor Projects.** Continue to partner with cities, counties, Metro, ODOT, neighborhoods, businesses and other stakeholders to advance solutions for meeting the needs for mobility, access and development in key corridors identified by the region. Advance design and funding work for the Division bus corridor in accord with the locally preferred alternative, with a hoped for implementation date of 2021. TriMet will also support the work of Metro and partner jurisdictions in advancing the draft environmental impact statement, and associated funding plan for the Southwest Corridor light rail project. We will also support Metro's work in advancing the transit element of the RTP, including review of future enhanced transit corridors throughout the region.

By continuing our focus on safety; implementing local service enhancement plans; maintaining and preserving the system; improving system reliability; growing ridership and advancing corridor development, TriMet advances the region's vision that transit is a critical element in reducing congestion and creating a healthy environment.