

Strengths, Weaknesses, Opportunities, and Challenges

Each year, we will refresh our understanding of our current circumstances. These are included in our thinking when developing Key Strategic Actions and expectations for our Targets.

Strengths

- System safety is a value at TriMet
- Mission-driven work
- Employees who are the face of TriMet and provide customer service every single day
- HB2017 funding from state
- Overall positive public support of TriMet
- Taking clear steps to reduce greenhouse gas and other emissions
- Progress on providing more comprehensive information to customers about options for traveling within the region
- Accessible, open data with good supporting information technology infrastructure
- Support from Congressional delegation and State leadership
- Ability to maintain highest ratings from Moody's (Aaa), S&P (AAA) and Kroll (AAA)
- Demonstrated desire to work across departments and divisions
- High Hop Fastpass® use
- Fare capping and greatly reduced fare (unlimited rides for \$28/month) based on income qualification, age, and/or disability
- Fares provided to nonprofits and community based organizations at low or no cost to provide to those who are financially disadvantaged
- High level of pension funding

Weaknesses

- Have not yet fully achieved a consistent culture of safety
- Shortage of operators and other employees throughout the agency as retirements and other attrition outpaces hiring
- Human resources challenges in competitive hiring environment
- Many competing needs for capital and operating resources
- Reduced financial resources due to COVID-19 impacts and requirements
- Workload, expectations, and staff capacity not consistently well-matched
- Physical separation of administration employees and operations employees hinders communication and teamwork
- Employee recruitment, engagement, and retention risks
- Inconsistent internal understanding of what it means to provide excellent customer service
- Dispersed and not fully coordinated data collection, management, and document sharing
- Training needs still being addressed at all levels
- Incomplete internal resources for communicating with our riders and communities with limited English proficiency
- Historic focus on system expansion and innovation without matching resources for ongoing support, maintenance and replacement
- Capital asset maintenance and replacement needs
- Still developing succession planning and technical capacity

Opportunities

- Public and jurisdictional support for existing and expanded public transit services
- Enhanced public input with new tools and approaches for better understanding of customer needs
- New technologies available for data analysis, information, and communication
- External partnerships, including transit agency peers and jurisdictions with transportation regulatory authority
- Ability to build on improved relations between management and union leadership
- Expansion of bus-only lanes and other transit prioritization
- Open source and open data community connections
- Increase safety and security community partnerships and strategies on the system
- Other integrated mobility options may help address “first- and last-mile” challenges
- Autonomous vehicle technology and potential for safety and efficiency benefits
- Support at federal level (Federal Transit Administration and Congress)
- Further transit-oriented development leveraging
- Reputation for project delivery success
- Regional and local growth policies that support transit
- Further expand diversity of TriMet staff and contractors
- Light rail fleet replacement and remanufacturing
- Advances in battery and hydrogen technology

Challenges

- Need to increase ridership
 - Changes in commuting behavior
 - Perceptions of safety and security onboard and at stops and stations
 - Disruptive behavior by some on board and at stops and stations
- Community economic issues negatively impacting urban and transit experience
- Camping near or in TriMet rights-of-way and service corridors
- Enhancing safety of employees who provide direct service to customers
- Increased vandalism to passenger facilities and vehicles
- Ongoing needs for asset maintenance and replacement
- Further reducing carbon footprint
- Uncertainty in hydrogen timing and reliability
- Portions of service area lacking sidewalks or with inaccessible crossings and sidewalks
- Competing regional demands and priorities
- Congestion impact on bus travel times
- High customer expectations for service levels, capacity, and customer information technology
- Changing political and regulatory environment
- Cybersecurity threats
- Maintaining consistent coordination with local partners to help transit operate more efficiently with less delay
- Waning public trust in government and large institutions
- Potential risk of major safety incident (e.g., train derailment)
- Worldwide supply chain and human resources challenges
- Resiliency to significant but rare events such as earthquakes, infectious diseases, and increasing climate-related events
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making

Strategic Priorities

Rebuild and earn new **Ridership**

Enhance our focus on **Safety** for riders and employees

Emphasize **Inclusion, Diversity, Equity, and Access** for riders, employees, and community members

Maintain and improve services through a focus on **Employees and Employee Experience**

Seek more opportunities by earning trust with **Community and Partnerships**

Support ability to deliver on priorities through **Financial Stewardship and Capacity**

DRAFT