

# Strengths, Weaknesses, Opportunities, and Challenges

Each year, we will refresh our understanding of our 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.

## Strengths

- System safety is a value at TriMet
- Mission-driven work
- Talented employees who provide great customer service every single day
- 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
- Progress on providing more comprehensive information to customers about options for traveling within the region
- Support from Congressional delegation and state leadership
- First Special Tax Revenue Bond to receive and maintain highest ratings from Moody's (Aaa), S&P (AAA) and Kroll (AAA)
- Demonstrated desire to work across departments and divisions
- Improved average age of bus fleet
- Good Hop Fastpass® adoption rate and introduction of virtual pay
- Low-Income Fare rapidly gaining customers
- High level of pension funding

## Weaknesses

- Culture of safety takes time to reinforce and ensure agency-wide adoption
- Many competing needs for capital and operating resources
- Workload, expectations, and staff capacity not consistently well matched
- Inconsistent internal understanding of what it means to provide excellent customer service
- Dispersed and not fully coordinated data collection, management, and document sharing
- TriMet is in the early stages of refining systems to better deliver large numbers of small capital projects
- Training needs at all levels
- Still working toward greater employee understanding of leadership decisions
- Incomplete internal resources for communicating with our riders and communities with limited English proficiency
- Still developing succession planning and technical capacity

## Opportunities

- Strong public and jurisdictional support for existing and expanded public transit
- Enhanced public input with new tools and approaches for better understanding of needs
- Increased payroll tax funding
- New technologies available for data analysis, information, and communication
- External partnerships, including transit agency peers and jurisdictions with transportation regulatory authority that can help transit move more efficiently and improve mobility integration
- Advance opportunities to collaborate with Union leadership
- 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 travel options may help solve “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 based on proven project delivery history
- Ability to leverage strong brand
- Potential for 3<sup>rd</sup> party commercial revenue generating opportunity
- Regional and local growth policies
- Bus-only lanes and other transit prioritization
- High percentage of choice riders
- Diversity of TriMet staff and contractors
- Light rail fleet replacement and remanufacturing
- Advances in clean fuel technology

## Challenges

- Competing regional demands and priorities
- Flat or slow growth in ridership and shifts in location of demand
- Enhanced safety of employees who provide direct service to customers
- Congestion and increasing bus travel times
- Maintaining reliability and addressing crowding challenges
- Operating complexity and/or cost of some services
- Competitive local labor market (especially information technology and other technical positions)
- Limitations on resources to meet customer demand for latest technology products and services
- High customer expectations of service levels and service capacity
- Disruption to riders due to behavior of others
- Changing political and regulatory environment
- Need to accelerate reduction of carbon emissions
- Complexity and funding gap for transition away from diesel
- Portions of service area lacking sidewalks or with 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
- Quick and timely delivery of service and facilities
- 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
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making