



# ***Building A TriMet Business Plan***

***Our Vision: To do our part in making our community the best place to live in the country.***

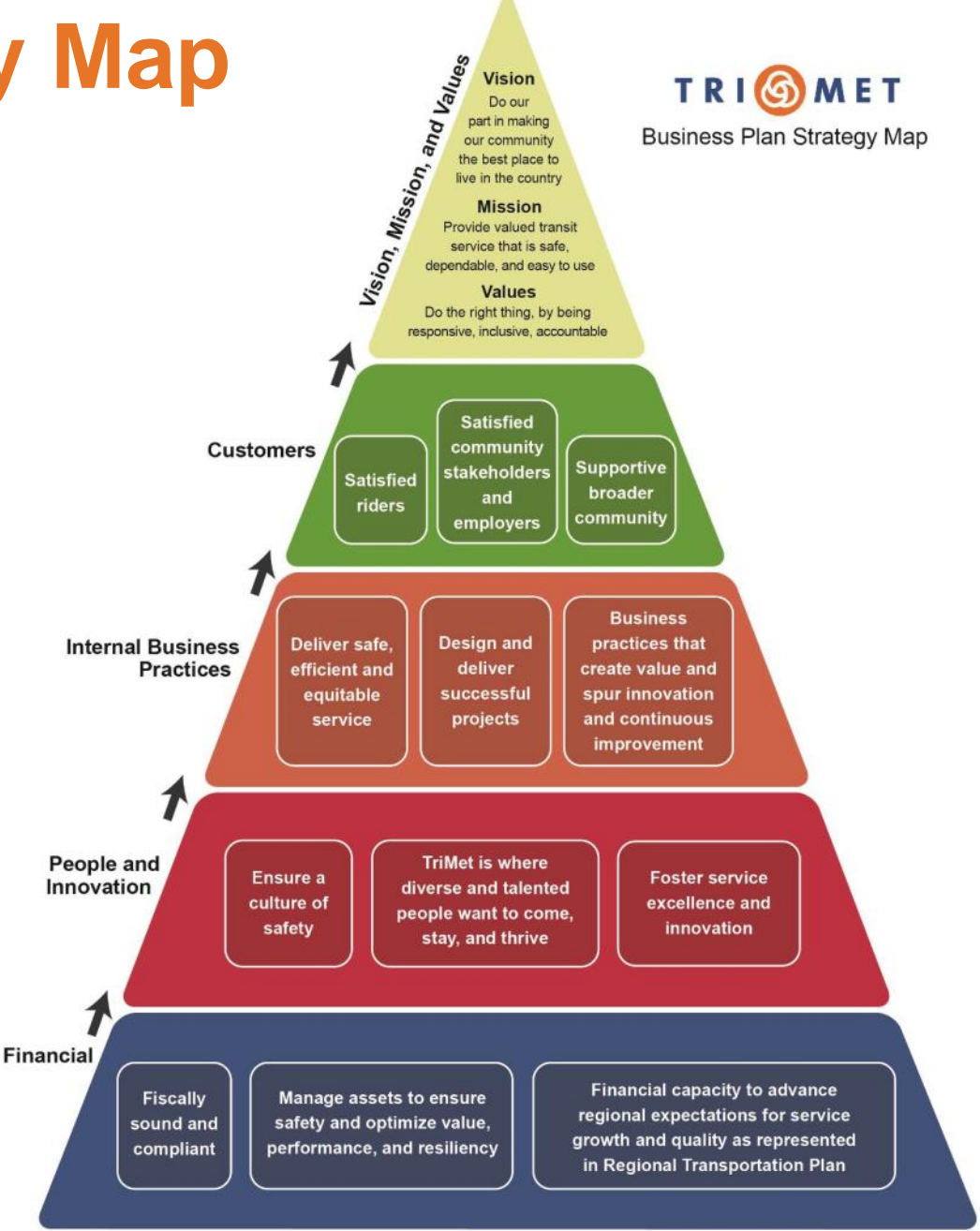
***Progress Update  
TriMet Board, 4/26/2017***



# Developing the Business Plan



# Strategy Map



# Financial



OBJECTIVE	MEASURE	TARGET	KEY STRATEGIC ACTIONS
<b>3. Manage financial capacity to deliver regional expectations for service growth</b>	Annual percentage of new service enhancement	2.1% average growth for first five years	Prioritize sufficient operating funds to meet the priorities identified for service improvements in each Annual Service Plan

# Financial



## OBJECTIVES:

1. Manage financial performance within Strategic Financial Plan guidelines
2. Meet or exceed state of good repair targets for all identified asset classes
3. Manage financial capacity to deliver regional expectations for service growth
4. Maintain acceptable farebox recovery to optimize the balance of service demands, revenue and cost

# People and Innovation



OBJECTIVE	MEASURE	TARGET	KEY STRATEGIC ACTIONS
<b>7. A sense of open and honest communication between management and front-line employees</b>	Quantum employee survey results on Communication (every 2 years) and quarterly employee pulse result from communication question (“There is open and honest communication between employees and manager”)	Meet or exceed benchmark average of 4.1 (out of 5)	Develop strategy to strengthen internal communication channels, especially with front-line employees, including more face-to-face communication

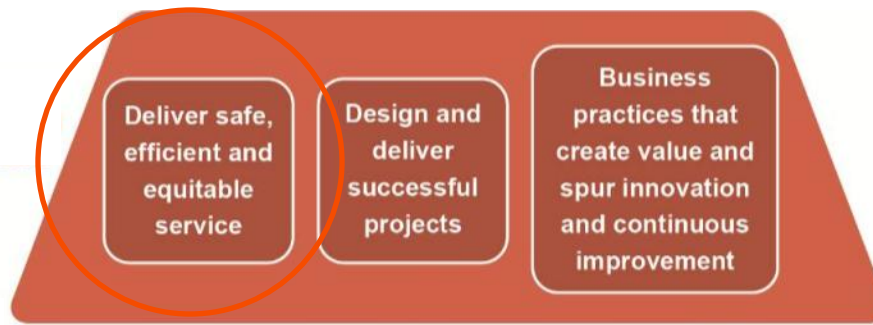
# People and Innovation



## OBJECTIVES:

5. Successfully implement and achieve strong acceptance of Safety Management System (SMS)
6. Invest wisely in people
7. A sense of open and honest communication between management and front-line employees
8. Foster sense of community and cross-functional camaraderie
9. Achieve agency Affirmative Action goals
10. Recruit a talented workforce
11. Plan for Succession for Key Positions
12. Foster employee innovation

# Internal Business Practices



OBJECTIVE	MEASURE	TARGET		KEY STRATEGIC ACTIONS
<b>14. Provide reliable performance</b>	On-Time Performance (Bus, MAX, WES, LIFT)	By end of FY2022		<ul style="list-style-type: none"> <li>▪ Further implement agency-wide, multi-faceted dashboard for capturing agency performance</li> <li>▪ Deliver agency-wide, multi-faceted strategy for improving the service and maintenance components that contribute to On Time Performance (especially vehicle reliability and switch reliability)</li> <li>▪ Improve operator support and oversight</li> <li>▪ Benchmark efforts across multiple agencies to provide enhanced feedback on performance</li> </ul>
		Bus	85%	
		MAX	90%	
		WES	>=95%	
		LIFT	>=93.50%	



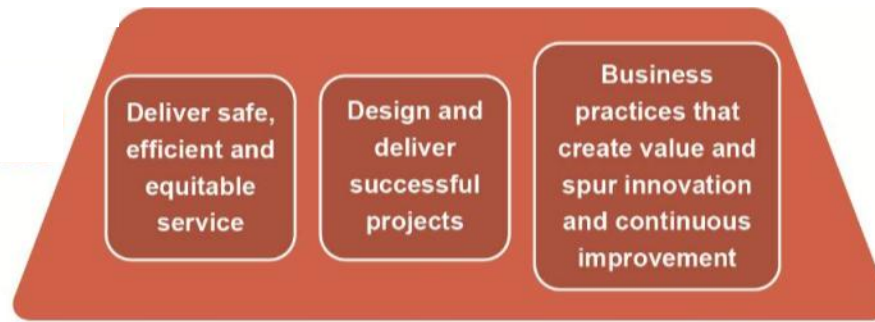
# Internal Business Practices



## OBJECTIVES:

13. Increase personal safety
14. Provide reliable performance
15. Improve service delivery
16. Ensure equitable distribution of services and resources across the TriMet system
17. Ensure cost-effective service
18. Increase resiliency
19. Develop higher capacity bus services
20. Develop partnerships to support faster and more reliable bus service
21. Meet milestones for successful development of SW Corridor

# Internal Business Practices



## OBJECTIVES CONTINUED...

- 22. Improve existing MAX infrastructure for reliability and capacity
- 23. Maximize benefits and potential of Hop Fastpass™
- 24. Test electric buses in service for performance and cost-effectiveness
- 25. Develop and pursue strategic partnerships to optimize and innovate practices and processes
- 26. Grow business Inclusion and Diversity Efforts
- 27. Innovatively increase financial resources

# Customers



OBJECTIVE	MEASURE	TARGET	KEY STRATEGIC ACTIONS
<b>29. Increase ridership</b>	Percentage increase in annual boardings for Bus and MAX	<ul style="list-style-type: none"> <li>▪ FY2018 and FY2019: Stabilize then increase boardings</li> <li>▪ 2% annual increase by FY2022</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop strategies to increase ridership compared to regional growth, including:                             <ul style="list-style-type: none"> <li>▪ Market segmentation for service and customer information/marketing</li> <li>▪ Personalized marketing programs (e.g., new resident information or tourist-focused automated tours)</li> <li>▪ Increase employer fare program participation</li> <li>▪ Broaden multicultural marketing strategies</li> <li>▪ Strengthen promotion of off-peak ridership</li> </ul> </li> <li>▪ Develop enhanced first- and last-mile strategies for coordination with other transportation options</li> </ul>

# Customers



## OBJECTIVES:

- 28. Provide safe service
- 29. Increase ridership
- 30. Improve overall customer experience
- 31. Improve customer information and services
- 32. Achieve market acceptance of Hop Fastpass™ as a fare instrument
- 33. Help shape the future of cities and our region in line with Metro 2040 Growth Concept
- 34. Ease congestion by providing attractive travel options during peak periods

# Customers



## OBJECTIVES CONTINUED...

- 35. Support the region's economy by expanding employee access to jobs and customer access to businesses
- 36. Provide mobility for those with limited options
- 37. Improve environmental performance and stewardship
- 38. Ensure a strong TriMet brand and champion regional livability
- 39. Increase funding for regional mobility expansion



# Business Plan Timeline

- **Draft – April 2017**
- **Integrate comments and feedback**
- **Board final report – May 2017**
- **During FY2018 – first year implementation**
  - **Internal communications plan underway**
- **Quarterly updates on measures and Key Strategic Actions**
- **Fall 2017 – begin update for FY2019**
- **Provide progress on plan and update every year**