Board of Directors Retreat

Fort Worth Chamber of Commerce
May 3, 2024
Introductions, Objectives for the Day

Rich Andreski
# Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Lead</th>
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</thead>
<tbody>
<tr>
<td>8:30 am</td>
<td>Light Breakfast</td>
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<tr>
<td>9:00 am</td>
<td>Introductions, Objectives for the Day</td>
<td>Rich Andreski</td>
</tr>
<tr>
<td>9:10 am</td>
<td>Vision, Mission, and Values</td>
<td>Executive Leadership Team</td>
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<tr>
<td>10:00 am</td>
<td>BREAK</td>
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<tr>
<td>10:15 am</td>
<td>Strategic Market Research</td>
<td>Chris Gavras</td>
</tr>
<tr>
<td>11:30 am</td>
<td>BREAK/WORKING LUNCH</td>
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<tr>
<td>12:15 pm</td>
<td>Value Proposition Study</td>
<td>Chad Edwards</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Trinity Metro Brand Simplification</td>
<td>Nate Newby</td>
</tr>
<tr>
<td>1:45 pm</td>
<td>Wrap-up, Next Step</td>
<td>Rich Andreski</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>Adjourn</td>
<td></td>
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</table>
Vision, Mission, and Values

Executive Leadership Team
Values: (select 3-7)
- Accountability
- Respect
- Community
- Inclusion
- Reliability
- Innovation
- Customers
- Environment
- People/Staff
- Opportunity
- Service
- Excellence
- Integrity
- Safety
- Efficiency
- Sustainability
- Transparency
- Integrity
- Responsibility
- Quality
- Collaboration
- Solutions/Action
- Strategic
- Oriented
- Proactive

Teamwork
- Partnerships
- Planning/Future-looking
- Frequent
- Contious/friendly
- Diversity
- Passionate
- Informative
- Accessible

Economic Development
- Equality
- Equity
- Philanthropic
- Sympathetic
- Humility
- Fun
- Interactive
- Ethical
- Deliberate
- Curious
- Relationships
- Decency

Persistent
- Perceptive
- Responsive
- Empathetic
- Resourceful
- Intentional
- Competitive
- Caring
- Trustworthy
- Accurate
- Impactful
- Leadership
- Adaptability
Questions

- What do we stand for?
- What behaviors do we value over all else?
- How will we conduct our activities to achieve our mission and vision?
- How do we treat members of our own organization and community?
What do we stand for?

- Excellence
- Innovation
- Safety
- Service
- Sustainability
- Equity
- Ethical
- Reliability

What behaviors do we value over all else?

- Integrity
- Intentional Leadership
- Caring
- Trustworthy
- Honesty
- Transparency

How will we conduct our activities to achieve our mission and vision?

- Strategic
- Partnerships
- Passionate
- Empathetic
- Impactful
- Adaptable
- Curious

How do we treat members of our organization and community?

- Respect
- Courteous/Friendly
- Accessible
- Decency
- Humility
--- What behaviors do we value overall else?

- Integrity
- Intentional Leadership
- Caring
- Trustworthy
- Honesty
- Transparency
- How will we conduct our activities to achieve our mission and vision?

- Strategic
- Partnerships
- Passionate
- Empathetic
- Impactful
- Adaptability
- Curious
How do we treat members of our own organization and community?

- Respect
- Courteous/friendly
- Accessible
- Decency
- Humility
What do we stand for:

- Excellance
- Innovation
- Safety
- Service
- Sustainability
- Equity
- Ethical
- Reliability
To be the first choice in mobility

Vision Statement

Your first thought in
First Choice in Mobility

Simplify life
The preferred choice for simple, safe, and innovative transportation services

Your first choice in transportation decisions

Helping everyone succeed by offering premier services to connect to life

Helping people and business succeed

The preferred choice for simple, safe, and innovative mobility services.

Helping everyone succeed

To provide a positive transit experience that is simple and safe

To help communities thrive by providing safe, simple transit services

To provide an excellent experience that is simple and safe
Vision  The preferred choice for simple, safe, and innovative mobility services.

Mission  Connecting people to life

Values  We are:
• Innovative
• Safe
• Sustainable
• Fair
• Ethical
Strategic Market Research

Chris Gavras
TRINITY METRO
CUSTOMER & CITIZEN OPINION RESEARCH
ON PUBLIC TRANSPORTATION & TRINITY METRO
How Research Was Conducted

1. PUBLIC OPINION POLLING
   - Poll #1: Fort Worth
   - Poll #2: Non-Fort Worth Tarrant County

2. FOCUS GROUPS
   - (2) Fort Worth
   - (2) Greater Arlington
   - (1) Northeast Tarrant County

3. TRINITY METRO “SECRET SHOPPER”
   - (20) young generation participants
   - (21-35 yrs)

4. DRIVER & CONDUCTOR OBSERVATIONS
   - Bus
   - TEXRail
   - TRE

5. CG GROUP TRINITY METRO DAY
   - TEXRail
   - Bus
   - Molly the Trolley DASH
When Research Was Conducted:

SEPTEMBER 2023 - APRIL 2024

Information Produced:

OVER 500 PAGES OF DATA & VERBATIM OPINIONS
FIVE KEY FINDINGS & A FEW REMINDERS
Finding #1

Almost no negative impression of Trinity Metro ... and a lot of citizens with no impression of Trinity Metro

<table>
<thead>
<tr>
<th></th>
<th>Positive</th>
<th>Negative</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Worth</td>
<td>45%</td>
<td>8%</td>
<td>47%</td>
</tr>
<tr>
<td>Non-Fort Worth</td>
<td>41%</td>
<td>4%</td>
<td>54%</td>
</tr>
<tr>
<td>Tarrant County</td>
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<td></td>
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</table>

Compare to a national telecommunications company

<table>
<thead>
<tr>
<th></th>
<th>Positive</th>
<th>Negative</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Worth</td>
<td>46%</td>
<td>37%</td>
<td>16%</td>
</tr>
<tr>
<td>Non-Fort Worth</td>
<td>49%</td>
<td>39%</td>
<td>12%</td>
</tr>
<tr>
<td>Tarrant County</td>
<td></td>
<td></td>
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</tbody>
</table>
Verbatim Quotes About Trinity Metro

“I THINK IT IS A GOOD WAY TO GET AROUND IF YOU’RE GOING TO AN EVENT OR DALLAS.”

“I DON’T KNOW ABOUT IT.”

“COST EFFECTIVE, RELIABLE, ALTERNATIVE TO DRIVING. GOOD SCHEDULING AND ON TIME RECORD.”
Finding #2

TRINITY METRO IS OPERATING IN A COMMUNITY WITH A “DRIVE MYSELF” CULTURE

“Which of the following would be the main reason you have not used Trinity Metro’s TRE, TEXRail, Shuttles, Buses, or ZIPZONE?”

42% – 48% of all respondents say they “Prefer driving myself”.

“IT’S THE TEXAS MENTALITY – EVERYONE LIKES TO HAVE THEIR TRUCKS AND FREEDOM.”
Finding #3

WHEN CITIZENS THINK ABOUT TRINITY METRO, THEY THINK TRAINS ... THEN BUSES

<table>
<thead>
<tr>
<th></th>
<th>TRAINS</th>
<th>BUSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Worth</td>
<td>51%</td>
<td>31%</td>
</tr>
<tr>
<td>Non-Fort Worth</td>
<td>56%</td>
<td>22%</td>
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</table>

Tarrant County

<table>
<thead>
<tr>
<th></th>
<th>TRAINS</th>
<th>BUSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Worth</td>
<td>32%</td>
<td>11%</td>
</tr>
<tr>
<td>Non-Fort Worth</td>
<td>31%</td>
<td>7%</td>
</tr>
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</table>

Tarrant County

USAGE IN THE PAST 12 MONTHS
I JUST HAD TO GET ON THE TRAIN TO FAMILIARIZE MYSELF AND LEARN IT AND THEN I LOVED IT.

I LOVE THAT TRAIN.

TRE WORKS WONDERFULLY TO COMMUTE TO DALLAS & TEXRAIL IS VERY CONVENIENT TO THE AIRPORT. THE TRAINS ARE USUALLY CLEAN AND COMFORTABLE.

[TEXRAIL] SMELLS SO NICE!

I HAVE NOTHING BUT GOOD EXPERIENCES THE TIMES I HAVE TAKEN THE TRAIN.

A TRAIN LINE WOULD BE THE ONLY FORM OF PUBLIC TRANSPORTATION THAT I WOULD HAVE ANYTHING GOOD TO SAY ABOUT.
Finding #4

WHEN FORT WORTH CITIZENS THINK ABOUT RAIL (TEXRAIL & TRE) THEY THINK ABOUT EVENTS AND DFW INTERNATIONAL AIRPORT

DFW Airport 38%
Sporting Events 35%
Concerts 29%
Work 17%
Other 23%
THAT’S WHY I ONLY USE [TRE] TO GO TO AAC BECAUSE IT GETS OFF RIGHT THERE AT THE FRONT DOOR.

“I USE [THE TRAIN] MOSTLY FOR SPECIAL EVENTS, SPORTING EVENTS ... THE STATE FAIR IS A NO BRAINER.”

“MY SON GOT MARRIED SO WE PUT THE ENTIRE WEDDING PARTY ON THE TRAIN IN GRAPEVINE DOWN TO SUNDANCE SQUARE, THE STOCKYARDS. I’VE ALSO USED IT TO GO TO THE HOCKEY GAMES IN DALLAS. I LOVE THE TRAIN, DON’T HAVE TO WORRY ABOUT PARKING AT THE EVENTS.”

“[THE TRE] IS USUALLY PACKED WHEN YOU GO TO SPORTING EVENTS.

GOING TO THE AIRPORT [ON A TRAIN] IS REALLY GREAT. YOU DON’T HAVE TO RELY ON UBER OR YOUR CAR BEING AT THE AIRPORT WHICH WAS REALLY CONVENIENT.”
### Finding #5

75% FAVOR “PUBLIC INVESTMENT IN PUBLIC TRAINS, BUSES, RIDE SHARING AND BIKE SHARING”

**BUT ...**

<table>
<thead>
<tr>
<th>Oppose using</th>
<th>Fort Worth</th>
<th>Non-FW Tarrant County</th>
</tr>
</thead>
<tbody>
<tr>
<td>sales tax</td>
<td>45%</td>
<td>52%</td>
</tr>
<tr>
<td>property tax</td>
<td>74%</td>
<td>77%</td>
</tr>
<tr>
<td>car reg. fees</td>
<td>61%</td>
<td>57%</td>
</tr>
<tr>
<td>car rental tax</td>
<td>36%</td>
<td>35%</td>
</tr>
<tr>
<td>gas tax</td>
<td>70%</td>
<td>72%</td>
</tr>
<tr>
<td>ride sharing tax</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>debt financing</td>
<td>37%</td>
<td>41%</td>
</tr>
</tbody>
</table>
A FEW REMINDERS:

• FREE WI-FI VERY IMPORTANT

• CITIZENS WANT CONNECTION TO ADJACENT COMMUNITIES VIA RAIL

• CITIZENS WANT ROUTES (BUS, RAIL) THAT “BETTER CONNECT TO ENTERTAINMENT DISTRICTS AND LIVE EVENTS”

• THE SIMPLER THE ROUTE NAMES (COLORS, NUMBERS) THE BETTER

• A MAJORITY DO NOT ASSOCIATE TEXRAIL AND TRE WITH TRINITY METRO

• IN FORT WORTH, 81% OF USERS FIND THE GOPASS APP USEFUL, BUT 82% OF ALL RESPONDENTS AREN’T FAMILIAR WITH GOPASS
THANK YOU
Transit Value Proposition

Chad Edwards
Transit Value Proposition Purpose

- Assess benefits associated with Trinity Metro Services
- Develop & document benefits
- Develop materials & communication strategy to inform and educate constituents the value Trinity Metro provides to the community

Trinity Metro Goals

- Increase Support for Transit
- Educate the Community about the Benefits of Trinity Metro’s Services
- Provide an Outstanding Customer Experience
- Maintain Positive Organizational Culture
How will the Transit Value Proposition be used?

- Inform/guide future Communication with community and funding partners
- Enhance marketing campaigns to build community awareness and grow ridership
- Inform the design and application of future services to enhance value
- Advise future investment in capital and operating initiatives
- Build consensus to support future transit initiatives and community partnerships
Defining Metrics & Value

Ways to measure transit benefits

- **Quantitative** – measures traced back to data that result in numbers and comparisons
- **Qualitative** – not specifically based on data sources, but measured in traits and characteristics
- **Direct** – benefits directly measured as a result of transit service provision
- **Indirect** – benefits derived by other individuals, groups, and institutions

Categories of Transit Value/Benefit

- Economic
- Accessibility & Mobility
- Environmental & Safety
Defining Metrics & Value

- **Direct** – benefits directly measured as a result of transit service provision
- **Indirect** – benefits derived by other individuals, groups, and institutions
Economic Benefits

Every $1 invested in Trinity Metro generates $3.05 in economic returns in Tarrant County.
## Economic Benefits

<table>
<thead>
<tr>
<th><strong>$3.05</strong></th>
<th><strong>8K jobs</strong></th>
<th><strong>5.17 jobs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Every $1 invested in Trinity Metro generates <strong>$3.05 in economic returns</strong> in Tarrant County.</td>
<td>Every $500 million invested in Trinity Metro supports and creates approximately <strong>8,000 jobs</strong>.</td>
<td>Every job at Trinity Metro supports and creates approximately <strong>5.17 jobs</strong> in Tarrant County.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>$300K</strong></th>
<th><strong>$950K</strong></th>
<th><strong>$155M</strong></th>
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</thead>
<tbody>
<tr>
<td>Every $1 million in capital investment in Trinity Metro yields an additional <strong>$300,000 in increased business sales</strong>.</td>
<td>Every $1 million in operating investment in Trinity Metro yields an additional <strong>$950,000 in increased business sales</strong>.</td>
<td>An estimated <strong>$155 million</strong> of average annual public transit expenditures flow into Tarrant County, resulting in primary and secondary economic benefits, including jobs and GDP growth.</td>
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### Business Productivity Benefits

- Trinity Metro services increase business productivity by **$85 million annually**.
- Trinity Metro reduces service area congestion costs by over **$67 million annually**.

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35
Accessibility & Mobility Benefits

TRINITY METRO SERVES

Accessibility & Mobility benefits accrued by:

- Tarrant Co. Residents
- Other Regional Residents
- Visitors
- Riders/Non-riders

Accessibility & Mobility benefits extended to:

- Healthcare
- Social Services
- Education
- Other Employers
- Regional Destinations

- 100% of Major Hospitals & Health Centers
- 100% of Colleges & Universities
- 97% of Zero-car Households
- 89% of Residents
- 87% of Residents Living in Poverty
- 74% of Labor Force

Residents
89% of Labor Force

Healthcare
100% of Major Hospitals & Health Centers

Social Services
100% of Colleges & Universities

Education
97% of Zero-car Households

Other Employers
89% of Residents

Regional Destinations
87% of Residents Living in Poverty

Zero-car Households
97% of

Residents Living in Poverty
87% of

Residents
89% of

Labor Force
74% of

Major Hospitals & Health Centers
100% of

Colleges & Universities
100% of
Environmental & Safety Benefits

Environmental and safety benefits are driven by reduction in vehicle miles traveled (VMT) and conversion of these trip level VMT to transit service options.

Trinity Metro reduces service area VMT by over 16 million annually resulting in a reduction of vehicle emissions.

- CO$_2$ Carbon Dioxide
- NO$_x$ Nitrogen Oxides
- VOC Volatile Organic Compounds

Trinity Metro reduces annual household travel costs by $10.9M

Trinity Metro services result in annual crash savings of over $4.5M
Brand Simplification

Nate Newby
BRAND SIMPLIFICATION

TRINITY METRO ZIPZONE
TRINITY METRO ACCESS
TRINITY METRO MINIMOVER
TRINITY METRO EASYRIDE
TRINITY METRO ADOPT-A-STOP
TRINITY METRO ENVOY
TRINITY METRO TRANSIT 101
TRINITY METRO VANPOOL
TRINITY METRO DIVERSITY EQUITY & INCLUSION
TRINITY METRO TOTAL WELLNESS
TRINITY METRO TEXRail
TRINITY METRO molly
TRINITY METRO THE DASH
BRAND SIMPLIFICATION

TRINITY METRO
EASY RIDE

TRINITY METRO
AVENUE

TRINITY METRO
VANPOOL

TRINITY METRO
TOTAL WELLNESS

TRINITY METRO
ACCESS

TRINITY METRO
ADOPT-A-STOP

TRINITY METRO
TRANSIT 101

TRINITY METRO
DIVERSITY
EQUITY & INCLUSION

TRINITY METRO
TRIXAIL
BRAND SIMPLIFICATION

Objectives

• Increase Trinity Metro brand awareness
• Eliminate sub-branding
• Improve brand visibility
• Fully implement Trinity Metro brand
• Simplify brand standards
BRAND SIMPLIFICATION
Foundations

- Trinity Metro logo
- Text lockups for services
- Trinity emblem
- Color palette
BRAND SIMPLIFICATION
Services

TRINITY METRO
ON-DEMAND
BRAND SIMPLIFICATION

Services

TRINITY METRO ON-DEMAND

TRINITY METRO ON-DEMAND
BRAND SIMPLIFICATION
Services

TRINITY METRO BUS
TRINITY METRO ON-DEMAND
TRINITY METRO TEXRAIL
TRINITY METRO BIKES
BRAND SIMPLIFICATION

Services

TRINITY METRO
ON-DEMAND

TRINITY METRO
BIKES

TRINITY METRO
TEXRAIL

TRINITY METRO
BUS
BRAND SIMPLIFICATION

TRINITY METRO

ON-DEMAND
BRAND SIMPLIFICATION

TRINITY METRO
ON-DEMAND
BRAND SIMPLIFICATION

Emblem
BRAND SIMPLIFICATION
BRAND SIMPLIFICATION
BRAND SIMPLIFICATION

Questions?
Wrap-up and Next Steps

Rich Andreski
Takeaways

• Vision, Mission, and Values
  • “Connecting people to life”
• Strategic Market Research
  • Broad and deep support for transit
• Value Proposition Study
  • $1 = $3 return
• Trinity Metro Brand Simplification
  • Make it easy for customers
Next Steps

• Public Engagement Campaign
• Mayor’s Urban Rail Committee Supporting Economic Development & Tourism
• Strategic Plan Development