



## VISION

TriMet will be an innovative leader in delivering safe, convenient and sustainable mobility options for our region to be recognized as one of the world's most livable places.



## MISSION

Connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all.



## VALUES

- Safety
- Inclusivity
- Equity
- Community
- Teamwork



## GOALS

The agency's broad areas of focus which define what must be accomplished over the next five (5) years.

**Elevate the Customer Experience**

**Deliver clean, safe, accessible and reliable service that attracts ridership.**

**Ensure Financial Stability and Stewardship**

**Drive organizational efficiencies, optimize decision-making processes and safeguard our assets to ensure the long-term financial health of the agency.**

**Increase Investment in Safe and Reliable Infrastructure**

**Strengthen and fund maintenance of our transit assets.**

**Advance TriMet's Value to the Region**

**Leverage our role as a trusted regional leader and effectively tell our story about the benefits of public transit and the promise of our regional future.**

**Continue to Build an Adaptable, Safe and Thriving Workplace**

**Emphasize collaboration, communication, streamlined processes and timely decision-making to foster a high-performing environment where employees feel motivated and valued.**



## TARGETS

The measures of success for each Goal.

- Achieve ridership at 80 million boardings.
- Improve customer satisfaction to 90% bus.
- Improve customer satisfaction to 85% rail.

- Annual budget where revenues are equal to or greater than expenditures by 7/1/28.

- Sustainably funded State of Good Repair (SGR) plan.
- Reduce the number of software applications that are essential to business function but are not fit for purpose.

- Increase overall job approval of riders to 80%.
- Achieve the average number of jobs accessible within 45 min. to X\*.
- Increase TriMet's value to the region rating by X\*.
- Reduce Operational Greenhouse Gas emissions to 70% below 2019 baseline.

- Increase engagement rate in Your Voice survey to 60% union, 80% non-union.
- Increase participation rate in Your Voice survey to 20% union, 74% non-union.
- Reduce employee injury rate by X\*.
- Increase operational efficiencies through hours and dollars saved.



## STRATEGIES

The specific programs or projects that need to be implemented to achieve each Goal.

- ▶ **Attract and retain customers by defining and enhancing the customer experience** through mapping the customer journey, addressing public safety and perception and implementing customer experience improvement initiatives.
- **Identify and reduce key barriers to ridership** through direct engagement, targeted data collection and responsive service rooted in community input.
- **Safety is our core value.** Continue to optimize a robust, balanced and proactive safety culture.
- ▶ **Increase safety and ridership** by delivering on our commitment, alongside regional partners, to launch FX service on 82nd Avenue and TV Highway.

- ▶ **Strengthen fiscal efficiency and transparency** by integrating a continuous decision-making approach that drives down costs and aligns funding with agency strategic priorities.
- **Create a culture of fiscal responsibility** by fostering financial literacy and creating a cost-conscious mindset.
- ▶ **Explore and pursue potential new revenue streams.**

- **Stabilize investment in state of good repair** through forecasting and budgeting to meet SGR needs.
- ▶ **Implement and maintain an asset management and governance system** that ensures all assets are maintained in a state of good repair.
- ▶ **Modernize technology and streamline processes** to create lasting efficiencies and provide better information for planning and decision support.

- **Proactively engage and collaborate with regional partners and stakeholders** to align on shared goals, strategies and priorities to drive the region's revitalization. This includes public safety perception and experience on our system and throughout the region.
- **Share our story on our positive contributions** for our riders and the region and equip and enlist partners to do the same.
- **Embed environmental sustainability practices** through developing and implementing a comprehensive sustainability program.

- **Support a safer work environment for transit employees** - particularly operators, maintenance staff and frontline personnel - through policy reform, training, technology and rapid incident response.
- **Evaluate and optimize programs to leverage opportunities** for all employees to grow, develop and succeed in accomplishing the strategic goals of the agency.
- **Enhance and maintain meaningful employee engagement and communication** to ensure all TriMet employees know they are valued and integral to the agency's success.
- **Develop and implement clear, cross-functional decision-making structures** so that decisions are informed, documented and made at the right level.
- ▶ **Establish a culture of continuous improvement** that drives innovation, identifies inefficiencies and creates opportunities to improve by empowering employees and fostering them with a sense of ownership.

\* Number to be developed and refined during first year of implementation ▶ Prioritized Phase 1 Strategy