General Manager Deliverables for FY 2027 (July 1, 2026 – June 30, 2027)

#	TriMet 2030 Strategy	TriMet 2030 Goal	Deliverable	Target for FY2027 (7/1/26 to 6/30/27)
1	Strengthen fiscal efficiency and transparency	Ensure Financial Stability and Stewardship	• Lead a thoughtful update of TriMet's strategic direction to develop a sustainable path toward dependable service and long-term fiscal health • Define pathways to closing TriMet's projected structural budget gap through a combination of new revenues and cost efficiencies for long-term sustainability	• In partnership with the Board, update the long-range financial plan before the end of FY2027 • Prepare and submit to the Board for adoption of the FY2028 budget that is balanced and complies with Oregon Budget Law
2	Explore and pursue potential new revenue streams	Ensure Financial Stability and Stewardship	• Pursue increases in revenue through legislative and state-governed sources, including but not limited to payroll tax funding, in the upcoming 2027 Oregon Legislature • Evaluate and pursue revenue streams within TriMet's direct control (not dependent on legislative action or required to go through a legislative process)	• Engage in Governor's Transportation Workgroup and present data and rider/community testimonials to lawmakers to build the case for state funding; hold at least 15 legislative briefings before and during the 2027 state legislative session • Identify and bring to the Board for consideration at least 3 non-legislative revenue options by the end of FY2027

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3	Proactively engage and collaborate with regional partners Share our story on our positive contributions	Advance TriMet's Value to the Region	• Build and sustain one disciplined core narrative grounded in data *and* rider/community stories on TriMet's impact value to the region, the funding stakes, and the case for action; keep it consistent across every audience and channel • Deploy that narrative through audience-specific engagement: Oregon Legislature and state partners, regional and local governments, business community, and riders/community • Build a coalition of trusted third-party messengers to carry and reinforce messages	• *Legislature/State:* present data and rider/community testimonials to lawmakers; hold at least 15 legislative briefings before/during the 2027 session {See Goal 2} • *Community/Riders/Business:* stage at least 1 public engagement/listening event per district; strategically engage 6+ community/educational partners and 6+ business organizations • *Media/Public:* issue at least 4 news releases on budget and financial progress • Across all channels: clearly communicate efficiencies (agency resizing, reduced redundant service) and the funding needs/consequences if unmet and large cuts are necessary
4	Proactively engage and collaborate with regional partners and stakeholders	Advance TriMet's Value to the Region	• Proactively build relationships with regional cities and counties and jointly identify future service needs, identify opportunities to increase ridership, and build political and financial support for transit	• Appropriate staff to meet quarterly with 10 strategic cities and 3 counties (cities selected based on growth and requests for additional service)

5	Proactively engage and collaborate with regional partners and stakeholders
	
	Strengthen fiscal efficiency and transparency
		Advance TriMet's Value to the Region	• Engage riders, stakeholders, and community in service changes
			
			• Clearly communicate impacts of any changes through audience-specific engagement and consistent messaging before, during and after any changes
				• Seek broad public input to plan service decisions, including changes pertaining to WES, in response to constrained budget by:
				  ○ Staffing at least one public engagement event in each district
				  ○ Engaging with six or more community partners / organizations/ educational institutions
				  ○ Engaging with six or more business organizations within the TriMet district
				  ○ Clearly communicate the funding needs/consequences if unmet and large cuts are necessary {See Goal 3}

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6	Establish a culture of continuous improvement	Continue to Build an Adaptable, Safe and Thriving Workplace	• Establish a culture of continuous improvement across the agency to drive innovation, identify efficiencies and create opportunities to improve by empowering employees and fostering them with a sense of ownership	• Kick off and begin implementation of at least three of four EPIC (Empowering People, Impacting Change) pilot projects
7	Attract and retain customers by defining and enhancing the customer experience	Elevate the Customer Experience	• Address public safety concerns and perception to increase public trust	• Increase the visible presence of safety, security, and law enforcement personnel throughout the TriMet system through a comprehensive, multilayered approach that includes transit police, security officers, safety personnel, and other appropriate resources, to enhance public safety, strengthen rider confidence, and ensure the effective use of resources. • Improve the number of times fares are checked on the system • Clearly communicate agency actions (e.g. fare enforcement, safety investments) across multiple channels to riders, communities, and businesses to address negative perceptions

8	Attract and retain customers by defining and enhancing the customer experience	Elevate the Customer Experience	• Provide safe and reliable service	• Meet established on-time performance standards for Bus, MAX, ATP, and WES
				• Safety:
				  ○ Less than 10 MAX safety critical rule violations per million miles
				  ○ Less than or equal to 1.75 bus major collisions per 100,000 miles

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9	Increase safety and ridership by delivering on our commitment, alongside regional partners, to launch FX service	Elevate the Customer Experience	• Advance 82nd Ave FX project
			• TV Hwy FX project
				• 82nd Ave FX project:
				  ○ Provide deliverables for FTA to complete FTA Review and Readiness Report
				  ○ Incorporate hydrogen bus fueling (previously in Columbia project, now in Powell project)
				  ○ Complete 90% design
				• TV Hwy FX project:
				  ○ Collaborate with Washington County, ODOT and project cities to identify sources to close $50M funding gap
				• Maintain positive relationship with all stakeholders throughout the capital projects

10	Maintain Positive Board Relations	Multiple	• Maintain Positive Board Relations	• Schedule regular meetings with Board President between Board meetings and quarterly meetings with rest of board members • Provide regular written updates to the Board on current Agency issues • Conduct a **minimum of two** Board–Agency strategic planning sessions annually until TriMet achieves a structurally balanced and financially sustainable budget. • Regularly inform Board members of events in the region for potential participation