



TriMet Board of Directors Strategy Session

October 4, 2023

Ahead Today

- Review Visioning Exercise, our “Why” and our Rallying Cry
- Goals of Vision 2030
- Review our Guiding Framework
- Board Discussion
- Next Steps & Timeline

Vision 2030

- Provides direction and focus
- Motivates and inspires
- Encourages innovation and creativity
- Provides measurable success
- Prioritizes resource allocation
- Provides organizational alignment
- Creates a community legacy and impact

Reviewing Our Visioning Exercise & Our "Why"

Rallying Cry



Rallying Cry Draft

To connect people to their world so our world is a better place

To connect people to their world for a better life

To create a better everyday life

To connect people to opportunities so they have a better life

We connect people to their world so that life is better!

Connecting our community for a better life.

Rallying Cry Draft

To connect people to their world so our world is a better place

We move people so they have access to opportunity

Use innovation to make safe, reliable transit system

Connecting individuals to create thriving communities.

We make lives better for everyone, transit rider or not

Relentlessly innovate equitable service to community

TriMet is a thread throughout our community. Caring, moving, doing, making a difference as we provide access, connectivity, opportunity. We drive toward thrive

We connect people to opportunities so that we have thriving, healthy communities.

Support, move people so they can live their best life

Keep innovating bravely deliver on promises, rebuild ridership/Saving the City!

Rallying Cry Draft

To create better communities by improving your world

To rebuild our community so that we all thrive

To convert that mad love for TriMet into meaningful partnerships

To be a service and efficient to communities so that we improve the quality of life of our riders and community at large.

To move, connect, and serve our communities so that we can create opportunities together.

To move people so that they can get to that next opportunity that changes their destiny.

Rallying Cry: Finalists

1. Connecting people to a better life!
2. Connecting communities for a better life!
3. Connecting individuals to create thriving communities!
4. Connecting People to Create a Better Community!
5. Connecting People to Opportunities for a Better Life!
6. Connecting Lives!

Rallying Cry Final

Thoughts?

Vision 2030:

Deliver 120M annual rides by 2030

- Mitigates climate impacts
- Lessens congestion
- Improves freight movement
- Enhances mobility
- Increases opportunity

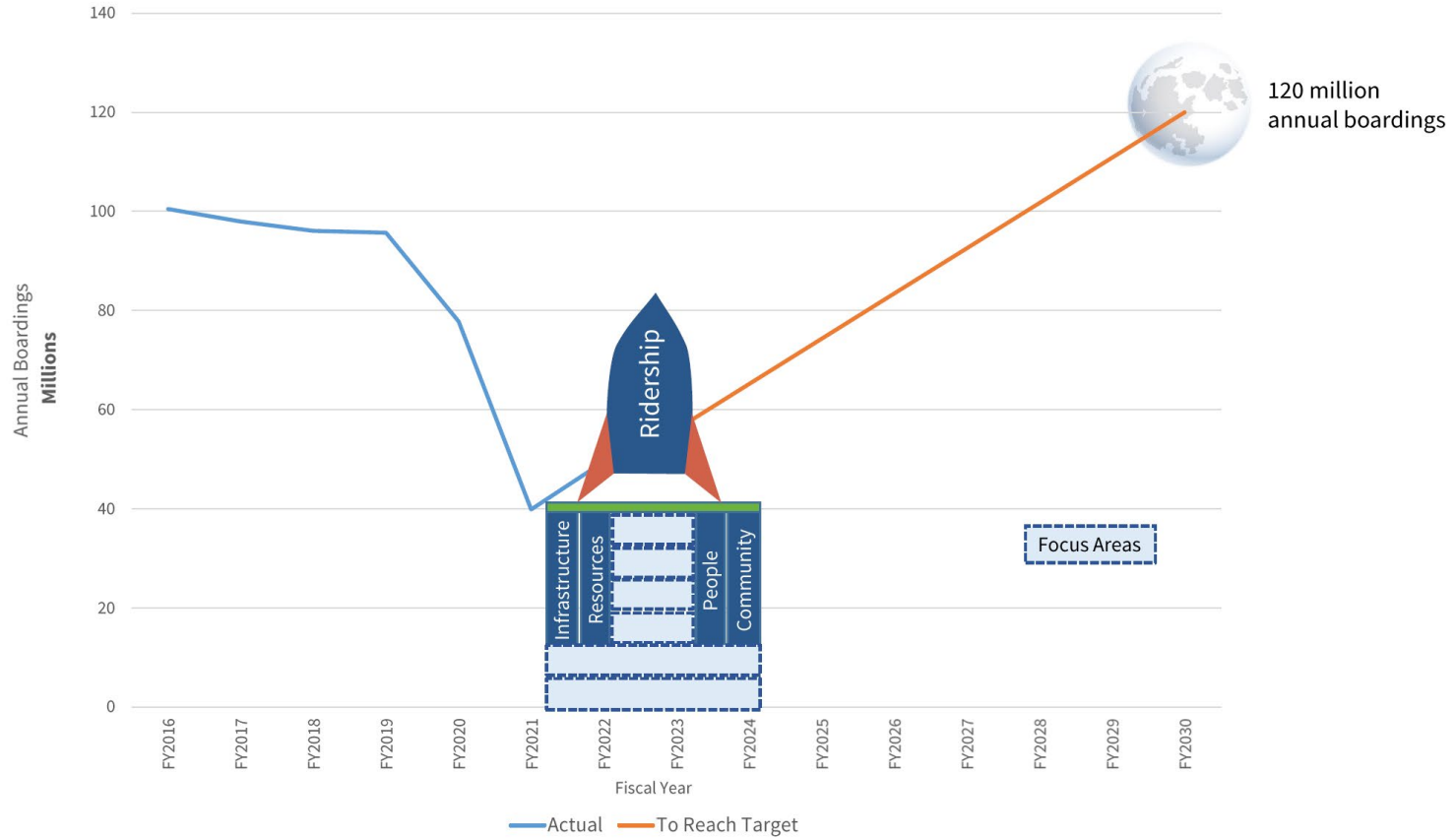
Reviewing Our Guiding Framework

The image shows the interior of a bus from a passenger's perspective. Yellow handrails are prominent in the foreground. Passengers are seated, and a driver is visible at the front. A sign on the wall reads "Your next ride." and another says "Stand behind yellow line." The text "Moonshot: 120 Million Rides" is overlaid in white on a dark blue background.

Moonshot: 120 Million Rides

VISION
2030

TO THE MOON!



Opportunity Statement

TriMet has the ability be an industry leader by providing a greater level of positive impact on our community and region's future with higher ridership than we are currently experiencing.



Possible Focus Areas:

Service

Metrics?

- Reliability
- OTP
- Access
- Forward Together

- % of on-time trips
- # of new riders
- # new modes, routes, stops
- # of Hop users/taps



Possible Focus Areas:

Experience

Metrics?

- Safety & security
 - Cleanliness
 - Rider amenities
 - Welcoming brand
-
- # of safety & security events
 - # of comments re: cleanliness
 - # shelters, benches, lights, customer information
 - Positive public sentiment



Possible Focus Areas:

Equity

Metrics?

- Service analysis & implementation
- Equity lens for capital development
- LEP & community in-reach/outreach

- Annual equity analysis of service & amenities
- New services (82nd BRT) and facilities (TODs) in strategic areas
- # community events and partners



We Will Succeed!

We have the people, the desire, the mission, and the public support to help our region be a national leader and make this an even greater place to live. The region expects this and our communities need us to deliver. We are how life moves!

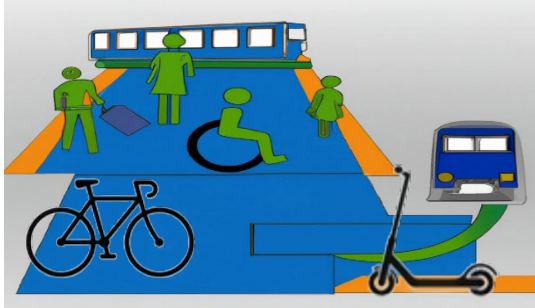
Problem: TriMet's current infrastructure will not support a doubling of ridership by 2030

Goal: TriMet's infrastructure will support public transit in a way that increases capacity, broadens access, and improves system reliability and safety. TriMet will deliver an exceptional service to our region as part of Vision 2030.

Objective: Provide an improved state-of-good-repair, deliver capital projects that increase Bus and Rail system performance, and streamline processes and information flows that support TriMet Operations.

Infrastructure areas of focus:

Access & Capacity



State of Good Repair



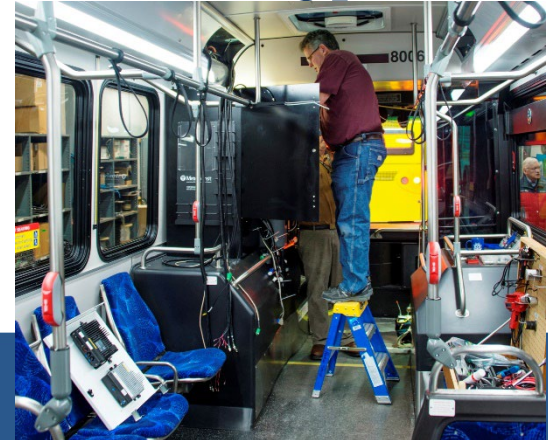
Service Improvements



Zero Emissions



Technology



State of Good Repair



System condition impacts service reliability, On-time performance and customer experience (service delays negatively impact customer's lives)

- **Metrics: Continuity of operations (resiliency); OTP; Customer feedback**

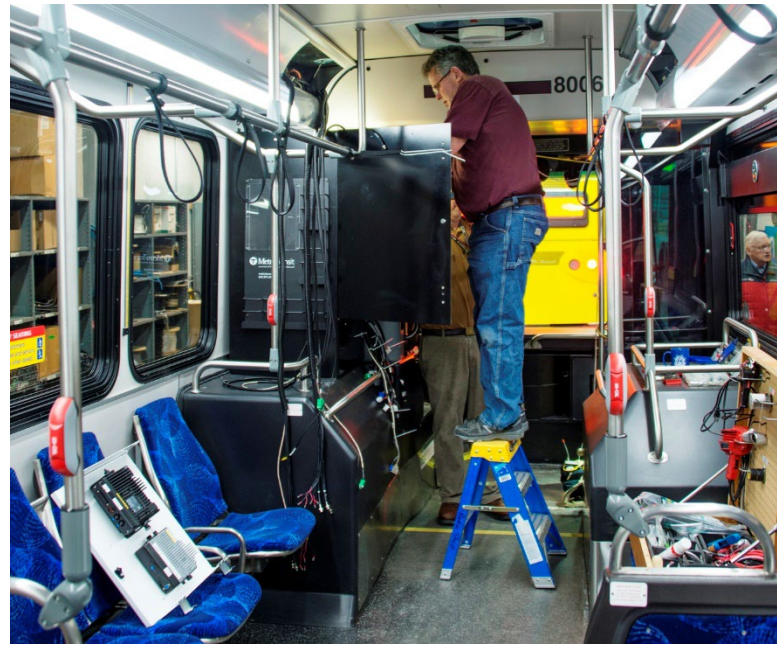
Information Technology

A critical and pervasive part
of infrastructure!
-but largely **invisible**

Must address technical debt (= SOGR for IT)

Must innovate to support Vision 2030

Metrics: Availability; Project Success; Tech Debt



Service Improvements

Deliver projects to improve system performance

Examples:

Better Red Project

Better Bus

82nd Ave BRT

BRT Master Plan

- Metrics: Travel time; Ridership; Customer satisfaction; Project delivery



Access & Capacity

Expansion of Lift service

Forward Together

Interstate Bridge Replacement

Other LRT/BRT extensions

- Metrics: Expanded service/coverage; ridership



Zero Emissions Bus

Fleet Management Plan

Update of Facilities Master Plan

Columbia Bus Base

Retrofit of existing bus base

- Metrics: Progress towards Climate Goals;
Decision on Hydrogen (FCEB)



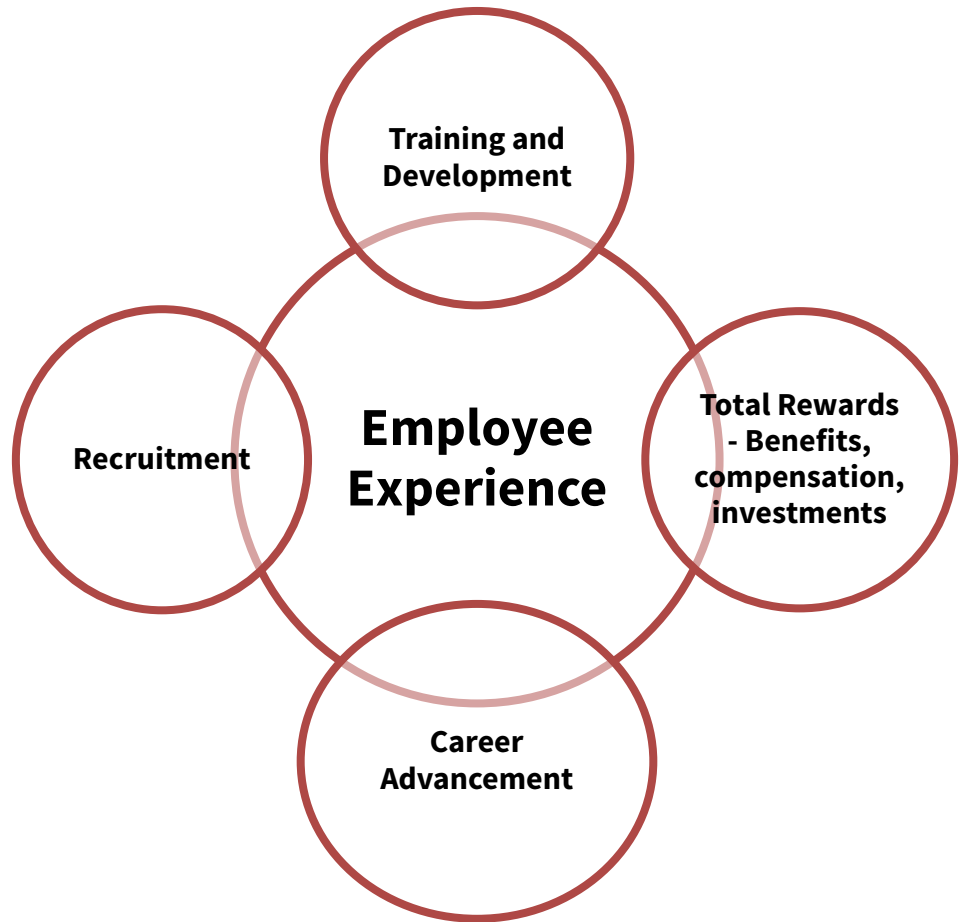


People

Workforce, Workplace, and Culture

- Improve and strengthen recruitment, on-boarding, sustaining, developing, retaining and celebrating employees.
- Balance and strengthen staffing to meet trajectory for 2030 vision to increase ridership to 120MM.
- Improve relationship between management and represented employees.

Goal: Make TriMet the employer of choice for the Pacific Northwest Region



Recruitment

Attract skilled employees who want to grow, stay, and thrive.

Strategy: Map hiring needs, develop pipeline, leverage emerging technology.



Onboarding, Training, and Development

Goal: Make employees feel welcome across all levels of the agency.

Strategy: Understand training needs and pathways across agency and improve them. Build connections through mentorship and staff development programming.



Career Advancement

Goal: Develop and communicate career ladders/lattices within TriMet

Strategy: Develop and strengthen formal pathways for talent development.



Total Rewards

Goal: Employees feel valued

Strategy: Pay equity, employee recognition, competitive benefits, and enhance performance management tools and supports



Employee Experience



Goal: Employees feel connected and knowledgeable about agency offerings and resources.

Strategy: Understand what a diverse, equitable, inclusionary, and accessible TriMet means and looks like to its employees and implement strategy and programs to meet the vision.

People Pillar: Next Steps

- Engage Directors & Managers
- Revisit and analyze existing strategies
- Identify gaps or emerging needs
- Update approaches and metrics

Questions?



VISION

2030



Problem Statement: Resources

TriMet's financial resources are not yet fully focused on achieving Vision 2030.

TriMet has not yet identified exactly what financial resources will be required to achieve the Vision, existing resources that could be dedicated to the Vision, and what new resources will be needed.



Goal:

Grow our resources. Identify and make available the financial resources needed to fulfill Vision 2030

Stewardship

How do we realize more from our existing resources?

New Resources

What new resources could
be available to TriMet

**Do the right
thing now**

Are we doing the right
things now?

What opportunities exist to
bring efficiencies?

Metrics

How do we show success?

Resources: Next Steps

- Engage Directors & Managers
- Identify & evaluate opportunities
- Bring back an action plan



Guiding Framework Pillar: Community



Community

Statement: TriMet is the fabric that connects our community. We rely on, and need, strong relationships, presence, and reputation to accomplish Vision 2030.

Proposed Focus Areas

1. Relationships
2. Presence
3. Reputation/Branding

Community: Relationships

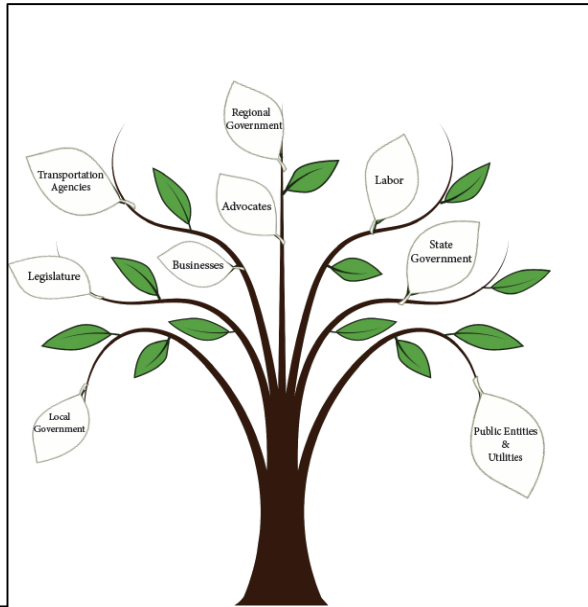
Idea: Develop a Relationship Mapper to understand what relationships we have in the region and which ones need further development.

Metric: How will we know if we are successful?

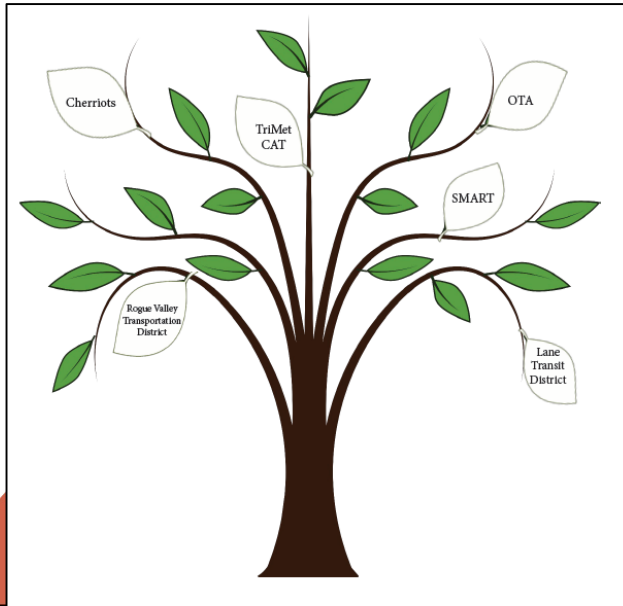
Community: Relationships

Idea: Relationship Mapper

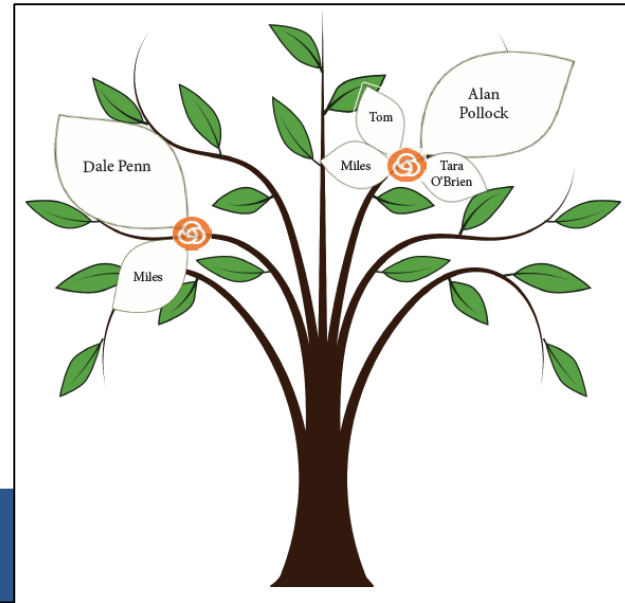
First: Click on a category



Next: Click on an organization



Then: Click on the organization's contact to see who at TriMet has that connection



Community: Presence

Idea: TriMet is everywhere throughout our region, helps shape it, and provides many benefits to the entire community whether or not you use our services.

Metric: How will we know if we're successful?

Community: Reputation

Idea: Tell our story, educate, and promote so that riding TriMet becomes doing your part as a good community member.

Metric: How will we know if we are successful?

Questions?



Break

Board Discussion

Board Discussion

- **Brainstorm**
 - Are the focus areas we have developed the correct ones? What others should be used?
- **Prioritize**
 - Which ones would have the greatest impact?
- **Begin laying out potential metrics**
 - How will we know we are successful?

Timeline

October 18

Expanded Directors' Exchange

December 14

Expanded Directors' Exchange

Date TBD

Report back to the board

Final Thoughts



We are TriMet!

