



# BUSINESS PLAN

FY2021 – FY2025

## COVID-19 ADDENDUM

May 2020

**Let's** move. Let's progress. And let's connect—people, places and opportunity. Let's lift each other up and help each other out. Let's navigate the here and now as we all **move** toward then and there. Because where we're going isn't just found on a map. It's found in a common vision. One driven by an uncommon passion for helping our community and each other. So let's go all in. For our team. For our riders. For this incredible place we call home. For a future that's brighter, cleaner, and better for everyone. Let's remember that life is a road we travel **together**. And that it's a road to great things.

**TRI MET**  
How life moves



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# Letter from the General Manager



The World has changed. This gets said too often; but in this case it really is true in a deep and fundamental way. Our mobility, economy, and everyday lives have been fundamentally shifted by the SARS-CoV-2 virus which causes COVID-19. Its effects were starting to be felt in our region as we finalized TriMet's Business Plan in March 2020, and COVID-19 is mentioned in several places in that document. But the extent and depth of the impacts have become clearer as the effects have become more widespread. There are still plenty of questions that only time will truly demonstrate, but we know the economic effects will be felt for a while. Therefore, TriMet is updating the Business Plan and the annual Budget to better account for these new challenges.

This Business Plan Addendum contains a comprehensive update of our level of effort and timing for all of our Key Strategic Actions. Unsurprisingly, you will see "subject to financial and resource capabilities" noted often in this document. TriMet will continue to prioritize vital service to our riders and we are working hard to contain costs and reduce efforts on non-critical activities to preserve the available funding and, based on our financial capacities, continue service that our customers need, including the essential workers that keep basic services running during the most restrictive efforts to Stay Home, Save Lives.

A handwritten signature in blue ink, appearing to read "Doug Kelsey".

Doug Kelsey  
General Manager

Even as we confront new challenges, we continue to be guided by our strategic vision, mission, values, and goals.

# Strategic Business Plan Goals

## Vision

TriMet will be the leader in delivering safe, convenient, sustainable, and integrated mobility options necessary 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 and Teamwork

## Customers

Satisfied riders

Satisfied community stakeholders and employers

Supportive broader community

## Internal Business Practices

Deliver safe, efficient and equitable service

Design and deliver successful projects

Business practices that create value and spur innovation and continuous improvement

## People and Innovation

Ensure a culture of safety

TriMet is where diverse and talented people want to come, stay and thrive

Foster service excellence and innovation

## Financial

Fiscally sound and compliant

Manage assets to ensure safety and optimize value, performance and resiliency

Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan

# Goals and Objectives Overview

## Customers

Satisfied riders		Satisfied community stakeholders and employers		Supportive broader community
1. Provide safe service	2. Increase ridership	6. Help shape the future of cities and our region in line with Metro 2040 Growth Concept	7. Ease congestion by providing attractive travel options during peak periods	11. Ensure strong support for transit and TriMet
3. Improve overall customer experience	4. Ensure equitable distribution of services and resources across the TriMet system		9. Advance mobility for those with limited options	
5. Improve customer information and services		8. Support the region's economy by expanding employee access to jobs and customer access to businesses and services	10. Improve environmental sustainability and stewardship	12. Increase funding for regional mobility expansion

## Internal Business Practices

Deliver safe, efficient and equitable service		Design and deliver successful projects		Business practices that create value and spur innovation and continuous improvement	
13. Increase personal safety	14. Provide reliable performance	17. Develop higher capacity bus services	18. Develop partnerships to support faster and more reliable bus service	21. Maximize benefits and potential of Hop Fastpass®	22. Reduce TriMet's carbon footprint
15. Improve service delivery	16. Increase resiliency	19. Meet milestones for successful development of Southwest Corridor	20. Improve existing MAX infrastructure for reliability and capacity	23. Grow business inclusion and diversity efforts	24. Innovatively increase financial resources

## People and Innovation

Ensure a culture of safety

25. Successfully implement the Safety Management System (SMS) across the organization

TriMet is where diverse and talented people want to come, stay, and thrive

26. Invest wisely in people  
28. Foster sense of community and cross-functional camaraderie  
30. Recruit a talented workforce

27. Ensure open and honest communication between management and direct-customer-serving employees  
29. Achieve agency Affirmative Action goals  
31. Pursue Professional Growth for Employees

Foster service excellence and innovation

32. Foster employee innovation, including process improvements and partnerships

## Financial

Fiscally sound and compliant

33. Manage financial performance within Strategic Financial Plan guidelines

Manage assets to ensure safety and optimize value, performance, and resiliency

34. Meet or exceed state of good repair targets for all identified asset classes

Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan

35. Manage financial capacity to deliver regional expectations for service growth  
36. Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost

# Key Strategic Actions – Updated for COVID-19

## Satisfied Riders [Customers Goal 1]

### Objective 1: Provide safe service

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Continuously engage with community groups and riders to meet safety needs on board and at TriMet facilities	●	●	●	●	●	Use more virtual and distance methods during COVID-19 restrictions
Implement updated security deployment strategies	●	●				Deployment in FY2021 and FY2022
Develop quarterly reporting for safety and security advisory committee on fare compliance program	●	●				Extended into FY2022
In collaboration with state, regional and local governments, develop policy framework and take initial steps for testing of non-revenue vehicles(s) with autonomous vehicle technology		●	●	●		Extended into FY2024, subject to financial and resource capabilities

### Objective 2: Increase ridership

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Develop strategies to stabilize and restore ridership and respond to regional demand:	●	●	●	●	●	Adjust specific Actions as described below
○ Target service enhancements in locations that will address changing demands	●	●	●	●	●	Adjusted description of Action. Focus is on efforts to restore ridership in FY2021. First priority will be to restore service impacted by COVID-19 and budget impacts, with adjustments to respond to emerging demand patterns

**Objective 2: Increase ridership** *(continued)*

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
○ Focus marketing on restoring ridership, potentially including personalized marketing programs (e.g., new resident information or piloting tourist-focused automated tours)		●				Moved to FY2022 and focus marketing on restoring ridership
○ Increase employer fare program participation	●	●				Focus on ridership recovery in last half of year for FY2021 and extended through FY2022
Enhance high-demand service with HB2017 funding that will result in significant ridership increases	●	●	●	●	●	First priority will be to restore service impacted by COVID-19 and budget impacts, with adjustments to respond to emerging demand patterns

**Objective 3. Improve overall customer experience**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Improve cleanliness of vehicles	●					Especially needed during COVID-19 impacts. Adjust details of cleaning as needed to match current conditions
Expand customer information through technologies that support chat function	●					Will be mostly complete by end of FY2020, but may be finalized in early FY2021
Complete agency-wide customer experience training	●	●				Delayed until second half of FY2021 and extend implementation through FY2022, with scope and scale reevaluated based on financial and resource capabilities

### Objective 4. Ensure equitable distribution of services and resources across the TriMet system

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Conduct annual review of service performance, vehicle assignments, and amenity distribution and implement needed service or amenity adjustments to reach equity targets	●	●	●	●	●	No change
Enhance outreach and engagement activities with communities of concern to ensure equity is a part of every significant decision for TriMet service and budget priorities	●	●	●	●	●	Adjusted techniques to address outreach challenges during COVID-19 restrictions
Implement updated TriMet Language Access Plan	●	●	●	●		Adjusted techniques to address outreach challenges during COVID-19 restrictions. Extend efforts into FY2024 as well, with pace of implementation based on financial and resource capabilities
Externally validate equity lens, working with community partners, Transit Equity Advisory Committee, the Coalition of Communities of Color, and the Center for Equity and Inclusion	●	●				Extended into FY2022 to recognize outreach challenges during COVID-19 restrictions and during recovery
Implement and assess equity lens			●	●	●	Changed timeline to correspond with equity lens external validation adjustment

## Objective 5. Improve customer information and services

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement enhanced information to customers through technology advances and communications strategies:	●	●	●	●	●	Generally hold on efforts until second half of FY20 21, then reassess based on financial and resource capabilities
○ Minimize imprecise, global service messages			●	●		Moved to FY2023 and FY2024. Reassess based on financial and resource capabilities
○ Deliver multi-year project to overhaul our existing digital information displays and introduce new and expanded digital components	●	●	●			Reassess based on financial and resource capabilities
○ Develop strategy for on-board digital information displays				●		Moved to FY2024
Enhance technology and partnership protocols in support of mobility management and mobility as a service to provide frictionless information and travel for customers	●	●				Reassess timing in Fall 2020 subject to financial and resource capabilities
Encourage cities, counties, and state to implement policies and procedures that support comprehensive and frictionless information on mobility options:	●	●	●	●	●	Detailed adjustments as described below
○ Research opportunities and needs		●	●			Moved to FY2022 and extended into FY2023
○ Develop and pilot approaches			●	●		Moved to FY2023 and extended into FY2024 to allow time for opportunities and needs assessment
○ Implement identified approaches that result in policies and procedures that support mobility options					●	Moved to FY2025

**Satisfied Community Stakeholders and Employers [Customers Goal 2]**

**Objective 6. Help shape the future of cities and our region in line with Metro 2040 Growth Concept**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement framework and approach for TriMet’s support of transit-oriented development equitable housing and for value capture that supports transit demand around MAX, Division Transit Project, and Frequent Service bus, including management of real property and underutilized Park & Ride lots	●	●	●	●	●	No significant changes
Complete station-area development strategy under grant from Oregon Department of Transportation	●	●				On schedule with completion in FY2022

**Objective 7. Ease congestion by providing attractive travel options during peak periods**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Finalize design and implement Better Red Project extension to Fairplex and MAX system improvements to Gateway and Airport tracks using funding from Federal Transit Administration Small Starts Program	●	●	●	●		On schedule, subject to financial and resource capabilities

**Objective 8. Support the region’s economy by expanding employee access to jobs and customer access to businesses and services**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Pursue and implement partnerships to provide mobility in low-productivity, lower-demand areas and times of day when demand is not high enough to provide cost-effective fixed-route service. Assess feasibility and, if promising, develop and implement pilot partnership for non-TriMet program			●	●	●	Moved to start FY2023
Develop steps with partners to implement future pilot connecting service(s) using autonomous vehicle technology				●	●	Moved start to FY2024. Reassess in future based on financial and resource capabilities
Continue outreach to expand use of Low-Income Fare program	●	●				On schedule

### Objective 9. Advance mobility for those with limited options

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement pilot project for demand responsive service for seniors and persons with disabilities			●	●		Moved to FY2023 and FY2024
Complete updated and fully-compliant Coordinated Transportation Plan for Seniors and Persons with Disabilities				●		On schedule

### Objective 10. Improve environmental sustainability and stewardship

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Develop a “carbon lens” to apply to planning, procurement and other decisions to ensure that carbon emissions are considered in all of the agency’s major decisions	●	●				Extended into FY2022 and subject to TriMet financial and resource capabilities
Purchase only electric (or other zero-emission) light-duty non-revenue vehicles and plan for transition of heavy-duty fleet to zero-emission or renewable diesel		●	●	●	●	No light-duty vehicles to be purchased for FY2021. Implement when vehicle procurement resumes based on financial and resource capabilities

## Satisfied Broader Community [Customers Goal 3]

### Objective 11. Ensure strong support for transit and TriMet

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Enhance opportunities for public engagement and incorporate stakeholder and community needs in planning and decision-making with emphasis on engaging our low-income and minority riders	●	●				Extended into FY2022 based on financial and resource capabilities

**Objective 11. Ensure strong support for transit and TriMet (continued)**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Amend Public Transit Improvement Plan to conform with FY2022 - FY2023 State Transit Improvement Fund application requirements, with substantial public engagement and full compliance with state requirements	●		●	●		On schedule
Provide to voters facts, data, and information that demonstrate the clear need for additional public transportation investment	●					Guided by whether and when regional package goes to vote.
Engage community for the Line 2-Division service reallocation when Division Transit Project begins service, including culturally specific outreach	●	●				Additional emphasis on how to engage during any COVID-19 restrictions. Timing to be reevaluated in FY2021

**Objective 12. Increase funding for regional mobility expansion**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Ensure public has full access to information, data, and facts demonstrating need for additional light rail, transit, and transportation investment, especially in the Southwest Corridor	●					Guided by whether and when regional package goes to vote.
Secure funding commitments and Memoranda of Understanding or Intergovernmental Agreements regarding funding for Southwest Corridor Light Rail Project	●	●				Guided by whether and when regional package goes to vote.

## Deliver Safe, Efficient, and Equitable Service [Internal Business Practices Goal 1]

### Objective 13. Increase personal safety

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Submit fully FTA-compliant Public Transportation Agency Safety Plan to Oregon Department of Transportation before July 20, 2020	●					On schedule
Procure Safety Management System tracking software	●	●	●			Extended effort into FY2023, subject to financial and resource capabilities
Develop and implement configuration management and/or process change management system to track changes and implementations across divisions to ensure safety and security, and also cultivate broader operational and functional benefits	●	●	●			Extended effort into FY2023
Increase high-visibility presence on system	●	●				Use appropriate safeguards for employees for operation during COVID-19 pandemic
Continue analysis and implementation of treatments at locations for rail crossing safety enhancements	●	●	●	●	●	Reassess timeline based on immediate, critical COVID-19 needs
Complete and implement operations training strategy	●	●	●	●		Extended into FY2024 and subject to financial and resource capabilities

### Objective 14. Provide reliable performance

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement internal information technology strategic plan	●	●	●	●	●	Likely extended based on financial and resource capabilities
Implement agency-wide, multi-faceted projects and operations enhancements for improving the service and maintenance components that contribute to on-time performance (especially vehicle reliability and switch reliability): Bus, MAX, Maintenance of Way, and Facilities Management Preventive Maintenance procedures, and analysis and operations actions	●	●	●	●	●	Subject to financial and resource capabilities

### Objective 15. Improve service delivery

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Begin implementation of Rail Operations Optimization Technology, providing more data about MAX vehicles to support reliability and new technologies			●	●	●	Moved to FY2023 through FY2025. Reassess in FY2022
Complete scope and design for Columbia bus garage	●	●				Extended into FY2022 with review of demand projections in FY2021. Subject to updated bus capacity and demand requirements and speed of expansion plans as well as financial and resource capabilities
Expand service with HB2017 funding, with enhanced service to low-income communities, including service to East Portland and East Multnomah County		●	●	●		Focus is on efforts to restore ridership in FY2021. First priority will be to restore service impacted by COVID-19 and budget impacts, with adjustments to respond to emerging demand patterns.
Complete Service Planning formal review and implement recommended actions	●	●				Focus is on efforts to restore ridership in FY2021. First priority will be to restore service impacted by COVID-19 and budget impacts, with adjustments to respond to emerging demand patterns.

**Objective 15. Improve service delivery (continued)**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement Scheduling assessment recommendations	●					Implement first phase. Reassess other phases based on financial and resource capabilities
Implement Enterprise Content Management System	●	●	●	●	●	Reassess timing and tasks during FY2021
Complete overall agency-wide facilities master plan to enable efficient future growth		●	●			Moved to FY2022 and FY2023, with scope and scale reevaluated based on financial and resource capabilities
Conduct systemic external and internal review of racial equity in service, enforcement, and accountability, and implement identified improvements	●					New Key Strategic Action

**Objective 16. Increase resiliency**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement broad-based All-Hazards Emergency Management Plan including Earthquake, extreme weather, and climate change and review of standards, design criteria, procurements, redundancy, and projects for long-term resilience; update annually	●	●	●			All Hazards Plan already included pandemic disease plans. Main efforts in FY2021 through FY2023.
Provide annual training to Emergency Operations Center staff on emergency management roles and activities	●	●	●	●	●	Focus on COVID-19 for FY2021

**Design and Deliver Successful Projects [Internal Business Practices Goal 2]**

**Objective 17. Develop higher-capacity bus services**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
For Division Transit Project:	●	●	●			On schedule
○ Construct Project	●	●	●			On schedule
○ Deliver next generation transit signal priority on Division	●	●	●			On schedule
○ Take delivery of Division Transit Project higher-capacity buses and then place into revenue service		●	●			On schedule

**Objective 17. Develop higher-capacity bus services (continued)**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Introduce higher-capacity buses on other bus lines:	●	●	●	●	●	Subject to review of demand and financial and resource capabilities
○ Test on other bus lines	●	●	●			Pending vehicle availability, subject to review of demand and financial and resource capabilities
○ Implement on other bus lines				●	●	Reassess timing during FY2021, subject to review of demand and financial and resource capabilities

**Objective 18. Develop partnerships to support faster and more reliable bus service**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement pilot Enhanced Transit bus priority improvements		●	●			Moved to FY2022 and FY2023, subject to review of demand and financial and resource capabilities
Ensure Enhanced Transit Concept bus priority projects are referred to the voters by Summer 2020 and included in the regional transportation funding measure in November 2020	●					Guided by whether and when regional package goes to vote.
If funding measure is successful, implement bus priority projects across the region		●	●	●	●	Guided by whether and when regional package goes to vote.
Increase supportive policies for improving transit travel time and performance with cities, counties, METRO, and Oregon Department of Transportation	●	●	●	●	●	Part of regional coordination in FY2021 then reassess effort levels and timing for FY2022 and beyond subject to financial and resource capabilities
Complete market study of freeway express and limited-stop bus services	●					Already-received grant funding
Pilot feasibility of faster limited-stop bus service, including potential use of freeway shoulders			●			Moved to FY2023

### Objective 19. Meet milestones for successful development of Southwest Corridor

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
For Southwest Corridor:	●	●	●	●	●	On schedule
○ Complete Southwest Corridor Federal Transit Administration Project Development	●					On schedule
○ Complete Conceptual Design Report	●					On schedule
○ Continue public engagement on project	●	●	●	●	●	On schedule. Guided by whether and when regional package goes to vote
○ Deliver full information to the public and stakeholders and focus on regional funding measure for November 2020	●					On schedule. Guided by whether and when regional package goes to vote

### Objective 20. Improve existing MAX infrastructure for reliability and capacity

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
<i>Implement systems reliability improvement projects in Capital Improvement Plan (signal, overhead catenary system, light rail vehicle improvements) including:</i>	●	●	●	●	●	Subject to financial and resource capabilities. Reassess for FY2022 and beyond
○ Develop and implement a complex Steel Bridge Rehabilitation Project while minimizing disruptions to customers	●					With modifications as needed for COVID-19
○ Complete switch, track, control and systems improvements at Cleveland	●					On schedule

## Business Practices that Create Value and Spur Innovation and Continuous Improvement [Internal Business Practices Goal 3]

### Objective 21. Maximize benefits and potential of Hop Fastpass®

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Conduct strategic review of additional benefits possible with Hop Fastpass® including marketing and service planning		●	●			Moved to FY2022 through FY2023
Assess and develop business case for integrated payment of mobility services	●	●				Extended into FY2022, subject to financial and resource capabilities
Integrate use of Hop Fastpass® for all LIFT customers	●	●				Subject to financial and resource capabilities
Integrate Hop Fastpass® for accessible transportation program contracted transportation provider services	●	●				Subject to financial and resource capabilities

### Objective 22. Reduce TriMet's Carbon Footprint

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement TriMet's Non-Diesel Bus Plan: Purchase additional non-diesel buses during five year period while continuing to evaluate cost and service reliability	●	●	●	●	●	On schedule
Complete installation of first 24 bus electric charging stations at Powell garage; install six more charging stations at Merlo garage.	●	●				On schedule
Finalize scope and designs at future Columbia Garage to ensure it will be compatible with electric charging infrastructure needs	●					On schedule
Test retrofitted battery electric buses	●	●	●			Extended into FY2023
Ensure all bus purchases after FY2024 are non-diesel					●	No change
Develop long-term carbon reduction strategy	●	●	●			Extended into FY2023, subject to financial and resource capabilities

**Objective 23. Grow business inclusion and diversity efforts**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement contracting participation strategy to enhance contracting opportunities and participation by certified firms	●	●	●			Extended into FY2023
Map small business locations by TriMet districts and develop strategic outreach aligned with TriMet's contracting needs.		●	●			Moved to FY2022, subject to financial and resource capabilities
Provide small business technical assistance and workforce development on TriMet capital projects; as well as development and implementation of a program to train for culturally competent management on TriMet construction sites, beginning with Division Transit Project as a pilot project	●	●	●			Extended into FY2023

**Objective 24. Innovatively increase financial resources**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Review leases for revenue and cost-saving opportunities	●	●				On schedule
Encourage transit-oriented development that increases off-peak and weekend transit ridership to take advantage of available capacity of existing services and pursue value capture	●	●	●	●	●	Hold any new initiatives until at least January 2021 based on financial and resource capabilities
Review Capital Improvement Plan and current plans and map to prospective grant or other funding sources; apply to viable opportunities	●	●	●	●	●	Special emphasis on any opportunities that support recovery

## Ensure a Culture of Safety [People & Innovation Goal 1]

### Objective 25. Successfully implement the Safety Management System (SMS) across the organization

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Complete Public Transportation Agency Safety Plan, compliant with Federal Transit Administration requirements, and start implementation	●					On schedule
Engage all departments to increase departmental assumption of responsibility for safety and expansion of culture of safety (steps include incorporating safety into personnel objectives; review of departmental incident and injury data; departments taking appropriate action; proactive identification of risks and hazard mitigation)	●	●	●	●	●	On schedule

## TriMet is Where Diverse and Talented People Want to Come, Stay, and Thrive [People & Innovation Goal 2]

### Objective 26. Invest wisely in people

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Implement revised PCM to strengthen performance factor	●	●				Extended into FY2022
Develop Professional and Leadership Development Strategy	●	●	●			Extended into FY2023, subject to financial and resource capabilities
Implement Learning Management System, including eLearning	●	●	●			Extended into FY2023, subject to financial and resource capabilities
Conduct needs assessment and gap analysis for professional and leadership skills and competencies	●	●	●			Extended into FY2023, subject to financial and resource capabilities
Identify and secure additional work space as needed to accommodate TriMet's growing workforce	●	●	●	●		Consider COVID-19 impacts on the amount of additional work space needed; subject to financial and resource capabilities

**Objective 26. Invest wisely in people** *(continued)*

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Conduct agency-wide market analysis of competitive pay rates	●	●				No change
Create and implement tool for scheduled agency-wide analysis to ensure legal compliance and increase flexibility of pay practices	●	●				No change
Redesign Performance Development Program to support PCM pay practices and strengthen Career Development		●				No change

**Objective 27. Ensure open and honest communication between management and direct-customer-serving employees**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Provide additional scoreboards and data reports to facilitate honest and fair performance discussions between supervisors and operators	●	●	●			Extended into FY2023
Develop and communicate better-defined expectations and priorities for operations departments' performance review meetings as well as specific actions to improve performance	●	●				Extended into FY2022
Conduct regular employee engagement pulse survey and focus group, representing all divisions, a variety of roles and grade levels, and both union and non-union employees	●	●				Extended into FY2022 and frequency is subject to financial and resource capabilities
Implement actions in response to needs identified from engagement survey	●	●	●			Extended through FY2023

**Objective 28. Foster sense of community and cross-functional camaraderie**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Offer multiple Team TriMet volunteer events each year and emphasize recruitment across all divisions	●	●	●	●	●	Only activities appropriate for physical distancing and safety regarding COVID-19; revisit level of effort when restrictions are lifted
Executive management participate in at least two events highly visible to TriMet employees each year such as Holiday Dinner, Pride Parade, Heart Walk, Roadeo, Ride Guide, Culture Day, etc.	●	●	●	●	●	Only activities appropriate for physical distancing and safety regarding COVID-19; revisit level of effort when restrictions are lifted

**Objective 29. Achieve agency Affirmative Action goals**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Use additional methods to recruit diverse candidates, including using search firms that are skilled in recruitment of diverse candidates	●	●	●	●	●	No change
Implement research- and outreach-based search techniques to identify candidates	●	●	●	●	●	No change
Continue to implement recommendations from employment diversity report	●	●	●	●		Extended into FY2024

**Objective 30. Recruit a talented workforce**

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Improve time to fill through collaboration between hiring managers and human resources staff	●	●	●	●	●	No change

### Objective 31. Pursue Professional Growth for Employees

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Improve ability for qualified internal candidates to move into management positions	●	●	●	●	●	Slower implementation in FY2021 based on financial and resource capabilities
Deliver training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet; engage employees directly in planning and implementing their own professional development	●	●	●	●	●	Effort concentrated in second half of FY2021 and beyond; frequency is subject to financial and resource capabilities
Develop, pilot, and implement a Certificate in Supervisory Skills program for supervisors	●	●	●			Extended through FY2023, subject to financial and resource capabilities

### Foster Service Excellence and Innovation [People & Innovation Goal 3]

#### Objective 32. Foster employee innovation, including process improvements and partnerships

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Advance efforts by internal group to encourage innovation and develop checklist of practices for each division to implement	●	●	●	●		Extended into FY2024
Develop long-term strategic approach for New Mobility opportunities	●	●	●			Extended into FY2023
Develop technology and partnership protocols to provide frictionless information, trip-planning, and access to mobility options	●	●	●			Extended into FY2023, subject to financial and resource capabilities
Develop autonomous vehicle technology strategy, approaches, and partnership opportunities			●	●	●	Moved to FY2023 through FY2025, subject to financial and resource capabilities
Continue strategic review of internal business processes and then launch change management and implementation strategy	●	●	●			Extended into FY2023

## Fiscally Sound and Compliant [Financial Goal 1]

### Objective 33. Manage financial performance within Strategic Financial Plan guidelines

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Actively manage and enhance financial performance and decision-making by aligning performance with the Strategic Financial Plan	●	●	●	●	●	No change
Achieve employee premium share percentages consistent with comparable jurisdictions through plan design changes for all employees, working collaboratively with the Union for plan design and other cost saving measures	●	●	●	●	●	No change

## Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency [Financial Goal 2]

### Objective 34. Meet or exceed state of good repair targets for all identified asset classes

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Replace Type 1 light rail vehicles	●	●	●	●		No change
Procure and implement Enterprise Asset Management System – process and technology improvements for asset inventory, condition assessment, maintenance, planning for replacement and management of TriMet assets	●	●	●			No change, subject to financial and resource capabilities
Develop and implement plans to repair, replace or otherwise remedy any asset classes not fully at target	●	●	●	●	●	No change, subject to financial and resource capabilities

## Financial Capacity to Advance Regional Expectation for Service Growth and Quality as Represented in the Regional Transportation Plan [Financial Goal 3]

### Objective 35. Manage financial capacity to deliver regional expectations for service growth

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Every year, prioritize sufficient operating funds, and additional HB2017 funds to meet the priorities identified for service improvements in each Annual Service Plan	●	●	●	●	●	On schedule

### Objective 36. Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost

KEY STRATEGIC ACTIONS	FY21	FY22	FY23	FY24	FY25	NOTES
Complete outreach regarding increases in fares for potential adoption for FY2022 Budget		●				Reassess for FY2022
Develop and implement strategies to increase fare compliance	●	●	●	●	●	Efforts focused on the second half of FY2021 and later
Improve inventory accuracy and completeness and develop well-documented preventive maintenance procedures for facilities	●	●	●			Extended into FY2023, subject to financial and resource capabilities
Ensure market-competitive labor costs	●	●	●	●	●	No change
Review structural long-term state of good repair requirements and impact on cost per hour		●	●	●	●	Moved to begin FY2022



Wash your hands often for at least 20 seconds.



Stay 6 feet away from others while in public.



Avoid touching your eyes, nose and mouth.



**Safe Social Distancing on TriMet**

**6 feet**  
Stay at least 6 feet from the operator and other riders.  
Manténgase al menos a 6 pies de distancia del operador y otros pasajeros.

**Yield**  
Avoid using the priority seating area unless you need it.  
Evite usar el área de asiento prioritario a menos que lo necesite.

**EXIT**  
Exit through the back door.  
Salga por la puerta de atrás.

Thank you for helping us all stay healthy!  
TRI MET

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