



TRIMET

# BUSINESS PLAN

FY2023 – FY2027

FINAL

April 2022

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## TriMet: A History of Mobility Leadership, Innovation, and Service

From our beginning, TriMet has delivered many “firsts” in our drive to strengthen the communities and the metropolitan region we serve:

- 1969** Private transit service in the Portland area faced flagging ridership and losses—threatening cuts in service. Civic and business leaders came together to find a solution and **TriMet was born**. The first TriMet buses began service on December 1.
- 1973** TriMet identifies strategies to increase bus ridership by simplifying and concentrating downtown service on the **5th and 6th Avenue Transit Mall** and expanding its bus fleet.
- 1975** TriMet begins service that later becomes **TriMet LIFT** to provide mobility for those who cannot use fixed-route service, well in advance of the Americans with Disabilities Act of 1990.
- 1977** TriMet began bus service on the **5th and 6th Avenue Transit Mall**.
- 1982** **A grid of bus lines** with some running every 15-minutes or less all day is introduced to Portland’s eastside. This provided for better cross-town direct trips without downtown transfers. It set the stage for future Frequent Service and transit network improvements.
- 1986** The eastside **Banfield Light Rail Project** begins service as **MAX**.
- 1998** **Westside MAX Blue Line** introduces **low-floor, easy-entry light rail vehicles** to North America.
- 2001** **Airport MAX Red Line** (the West Coast’s first train to plane) and the modern **Portland Streetcar** opens.
- 2004** **Interstate MAX Yellow Line** opens ahead of schedule with improvements to connecting bus service. **TransitTracker™**, one of the first real-time arrival information systems in the nation, starts and is available via any phone.
- 2005** Google and TriMet develop the **GTFS (General Transit Feed Specification)**, now a worldwide standard for transit apps. TriMet is the first transit system on Google Transit.
- 2006** TriMet becomes the first transit agency in the US to use **B5 biodiesel** in all our buses.
- 2009** **I-205/Portland Mall MAX Green Line** to Clackamas Town Center and PSU opens on time, upgrading the Portland Mall and adding light rail service north-south in downtown Portland.  
  
TriMet opens **WES Commuter Rail**, a 14.7 mile, suburb-to-suburb commuter rail line with service between Beaverton and Wilsonville.  
  
TriMet introduces **Open Trip Planner**, an online trip planner that includes transit, biking, and walking options. This open-source trip planner is now used at many systems around the world.

- 2013** TriMet introduces its **Mobile Ticketing App**. Use of this app overtakes cash payments on buses by 2017.
- 2015** TriMet opens the **Portland-Milwaukie MAX Orange Line**, which includes **Tilikum Crossing, Bridge of the People**, the first multimodal bridge of its kind in the U.S. It carries MAX, streetcar trains, buses, bicyclists, pedestrians, and persons using mobility devices, but not cars or trucks.
- 2017** TriMet introduces **Hop Fastpass®**, the next generation of electronic fare systems.
- 2018** TriMet pioneers virtual card on mobile devices for **Hop Fastpass®**. The system includes **fare capping** allowing customers to pay as they go but still enjoy the reduced costs that were previously only available to those who paid up front for monthly passes  
TriMet **introduces low-income fare**.
- 2019** In what is believed to be a United States transit industry first, all-electric buses introduced on Line 62 are **powered by 100 percent wind energy**.  
TriMet releases the **next generation multimodal trip planner** integrating bikesharing, ridesharing and e-scooters with transit, biking and walking delivering a complete open trip planning platform.
- 2020** **Positive train control** safety improvements on WES complete and certified.  
TriMet becomes first transit agency in the North America to use **virtual reality for light rail operations training**.
- 2021** TriMet purchases **renewable electricity** for all MAX light rail and TriMet-owned and-operated facilities, **cutting direct greenhouse gas emissions by about 25 percent**.  
TriMet begins operating all fixed-route buses on **renewable diesel**, reducing local particulate emissions and greenhouse gas emissions. Together with renewable electricity, this change **cut operating greenhouse gas emissions by about 63 percent!**  
TriMet begins testing service on ‘Desert Rose’, what we believe is the **world’s first 60-foot, articulated bus to be converted to a 100 percent zero-emission battery-electric bus** from a diesel engine.
- 2022** **Hop Fastpass® taps exceed 86 percent of all fare payments** on TriMet fixed-route bus and rail.  
TriMet goes live with **new trimet.org** including instant arrival times, real-time vehicle locations, multi-modal trip planner, and enhanced search.

# Introduction



*Sam Desue, Jr.,  
General Manager*

TriMet provides essential transit services and connections with other mobility choices to help people move around our growing region. This Business Plan presents how we serve our customers – our riders, our stakeholders and taxpayers, and our broader community.

We update the strategic Business Plan annually. This Business Plan is for FY2023 through FY2027. As always, we track specific Measures and Targets, report our performance, and learn how to improve using Key Strategic Actions.

This year’s update to the Business Plan includes a change in format. Now organized centrally around goals and with a more focused list of Strategic Priorities, the Business Plan provides greater focus and direction for our actions over the following five years. The global pandemic has been difficult for all, including here at TriMet. By enhancing our focus, we also recognize it takes time and effort to stabilize and recover.

The biggest challenge facing TriMet is reduced ridership due to COVID-19 and changing patterns in commuting. You will see this reflected in our priorities and actions throughout the Business Plan.

Regardless of any future challenges, we will continue to provide transit and connections to mobility options to do what we can to help keep people safe and keep our community moving.

We led community engagement to define a reimagining of public safety for TriMet, and we continue to take actions in this Business Plan to help bring that new vision to a reality, where riders and employees feel safe and included.

We must continue to use this Business Plan to focus our efforts on what is most effective and efficient to provide mobility and opportunity for all and to fulfill our mission to connect people with valued mobility options that are safe, convenient, reliable, accessible, and welcoming.

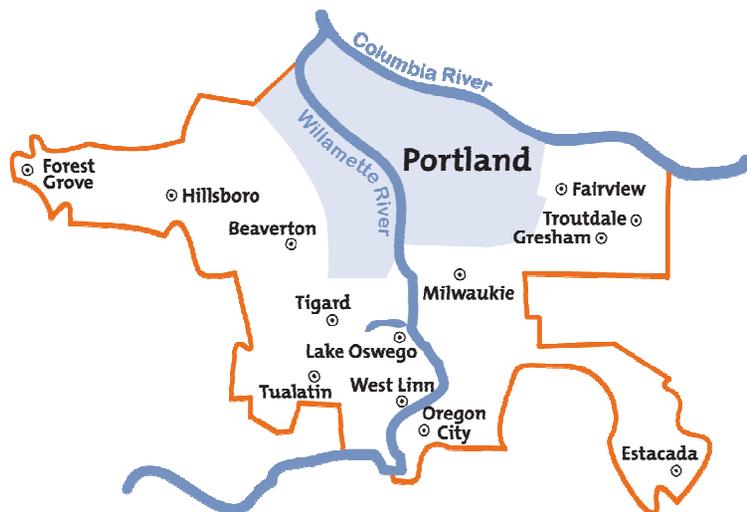
**Let's** move. Let's progress. And let's connect—people, places and opportunity. Let's lift each other up and help each other out. Let's navigate the here and now as we all **move** toward then and there. Because where we're going isn't just found on a map. It's found in a common vision. One driven 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.



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# About TriMet



## About Us

- Transit district created by State of Oregon serving over 1.6 million people in a 533-square-mile area
- Funded by an employer payroll tax, self-employment tax, employee payroll tax, fare revenues, and some federal, state, and local grants
- Governed by a seven-member board of directors, who each represent a geographical district where they must reside

## Mobility Information for Travelers

- TriMet.org includes **next generation multimodal trip planner** integrating rail, bus, bike, walking, bike sharing, scooter sharing, ridesharing, and combined options
- **Rider Support:** 503-238-RIDE(7433) call or text; 1-844-MyHopCard(694-6722); hello@trimet.org; twitter.com/trimethelp (@trimethelp); twitter.com/myhopcard (@myhopcard)

- **When the next train or bus will arrive at any stop:** trimet.org or by text: send stop ID # (posted at stop or available at trimet.org on a smart device) to 27299
- **Service alerts:** trimet.org/alerts and twitter.com/trimetalerts (@trimetalerts)
- **Social media accounts:** Facebook.com/trimet; twitter.com/trimet (@trimet); Instagram.com/ridetrimet (@ridetrimet); YouTube.com/trimet; LinkedIn.com/company/trimet/

## About this Business Plan

- Anyone can review the Business Plan at any time at [trimet.org/businessplan](https://trimet.org/businessplan)
- This is a Five-Year Strategic Plan, spelling out Goals, Objectives, and Key Strategic Actions for the five fiscal years starting July 1, 2022
- The Business Plan is updated every year in advance of TriMet's consideration of the annual Budget in order to prepare for the start of the new fiscal year on July 1

# TriMet's Purpose in the Region

This Business Plan is intended to guide our focus and efforts to benefit current and future residents, businesses, and public services in our growing region. The big picture of what we are driving toward is described by our Purpose (this page) and by our Strategy Map (next page).

- **Who** we want to be is in our **Vision**
- **What** we intend to do is described in our **Mission**
- **How** we conduct ourselves and work together to do great work is in our **Values**

We believe these are compelling statements and they drive us toward both alignment and continuous improvement of our efforts. The best motivation, though, is to remind ourselves of the underlying reasons *why* we do what we do.

- **Why** we strive to fulfill our Vision, Mission, Values, Goals, and Objectives is summarized in our Purpose in the Region as follows:

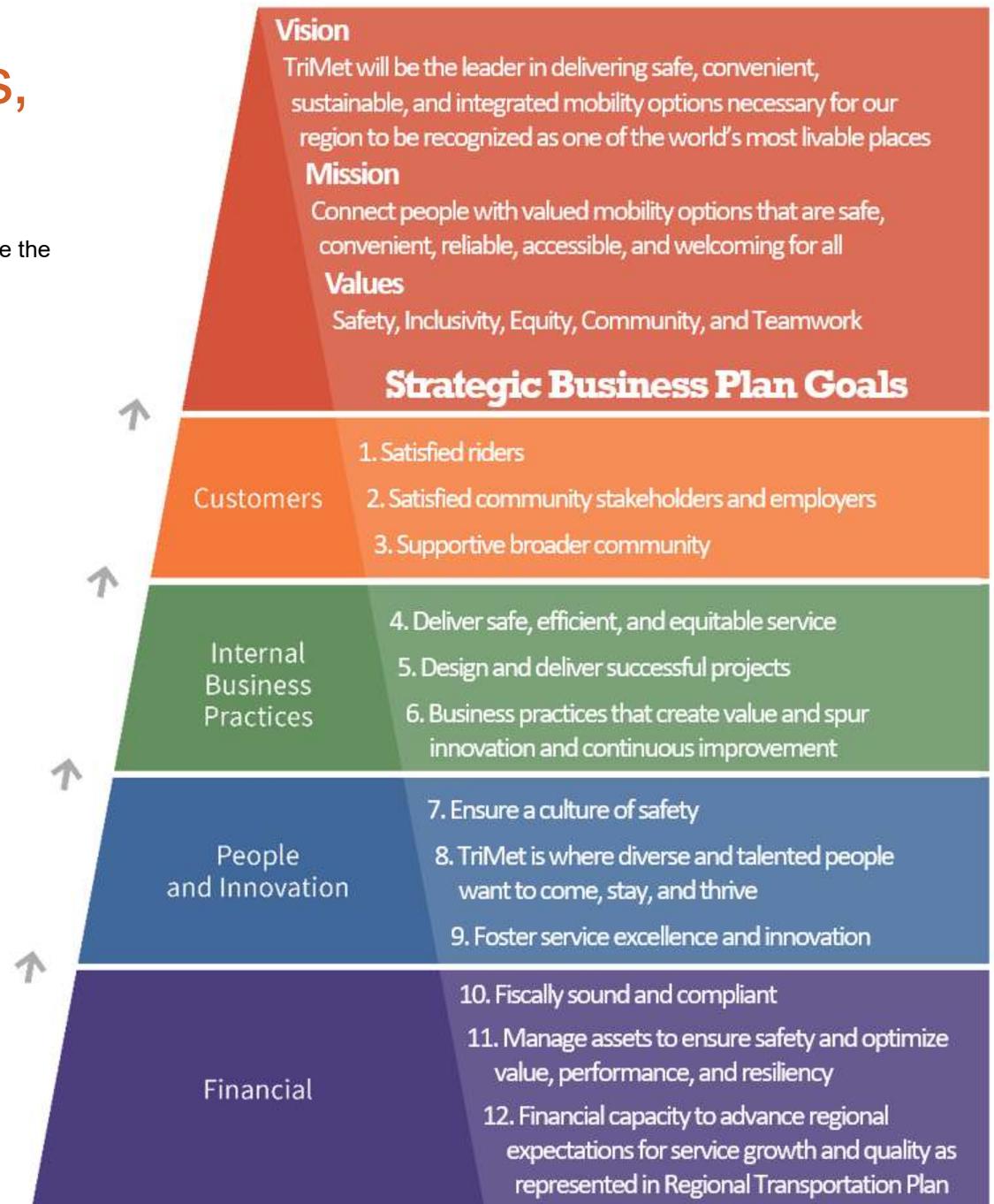
**TriMet's Purpose** in the region is providing access to mobility, services and projects that:

- **Support our economy and provide equitable opportunity:** Get employees to work, students to school, customers to businesses, and everyone to services with integrated mobility options
- **Ease congestion:** Attract many riders to transit and encourage travel modes other than driving by providing integrated mobility, coordinated information, and the kinds of service and capital projects that lead to development and lifestyles that rely less on driving, especially during rush hours
- **Provide mobility for those with few options:** Provide a critical service for people experiencing disability, older adults, kids in school, low-income households, essential workers, households without cars, and others who have limited mobility options, therefore supporting individual and regional resiliency; we do this by getting people to work, school, and other destinations on transit and/or by connecting them with other accessible mobility options
- **Help shape the future of our region:** Deliver service, mobility options, transit-oriented development, and capital projects that attract residents, businesses, and development to centers, main streets, and corridors which communities have identified as vibrant activity center and future growth areas
- **Reduce emissions and support environmental sustainability:** Deliver mobility options and support development that encourage mobility other than driving; traveling by transit, walking, and bicycling especially promote personal and community health, and reduce resource use, greenhouse gases, and local emissions in neighborhoods

# Vision, Mission, Values, and Goals

Four Strategic Success Categories frame the Goals that are the focus of this Business Plan:

- Customers
- Internal Business Practices
- People and Innovation
- Financial



# Strengths, Weaknesses, Opportunities, and Challenges

Each year, we will refresh our understanding of our current circumstances. The rest of the contents of the Business Plan are informed by our understanding of our strengths, weaknesses, opportunities, and challenges. These are included in our thinking when developing Key Strategic Actions and expectations for our Targets.

## Strengths

- System safety is a value at TriMet
- Mission-driven work
- Employees who are the face of TriMet and provide customer service every single day
- HB2017 funding from state
- Overall positive public support of TriMet
- Taking clear steps to reduce greenhouse gas and other emissions
- Progress on providing more comprehensive information to customers about options for traveling within the region
- Accessible, open data with good supporting information technology infrastructure
- Support from Congressional delegation and State leadership
- Ability to maintain highest ratings from Moody's (Aaa), S&P (AAA) and Kroll (AAA)
- Demonstrated desire to work across departments and divisions
- Improved average age of fixed-route bus fleet
- High Hop Fastpass® use
- Fare capping and greatly reduced fare (unlimited rides for \$28/month) based on income qualification, age, and/or disability
- Fares provided to nonprofits and community based organizations at low or no cost to provide to those who are financially disadvantaged
- High level of pension funding
- Telecommute technology tools available and deployed

## Weaknesses

- Have not yet fully achieved a consistent culture of safety
- Shortage of operators and other employees throughout the agency as retirements and other attrition outpaces hiring
- Human resources challenges in competitive hiring environment
- Many competing needs for capital and operating resources
- Reduced financial resources due to COVID-19 impacts and requirements
- Economic impacts resulting from pandemic
- Workload, expectations, and staff capacity not consistently well-matched
- Physical separation of administration employees and operations employees hinders communication and teamwork
- Employee recruitment, engagement, and retention risks
- Working and Wage Agreement limits flexibility
- Not a consistent and shared internal understanding of what it means to provide excellent customer service
- Dispersed and not fully coordinated data collection, management, and document sharing
- TriMet is in the early stages of refining systems to better deliver large numbers of small capital projects
- Training needs at all levels
- Incomplete internal resources for communicating with our riders and communities with limited English proficiency
- Historic focus on system expansion and innovation without matching resources for ongoing support, maintenance and replacement
- Capital asset maintenance and replacement needs
- Still developing succession planning and technical capacity

## Opportunities

- Public and jurisdictional support for existing public transit
- Enhanced public input with new tools and approaches for better understanding of customer needs
- New technologies available for data analysis, information, and communication
- External partnerships, including transit agency peers and jurisdictions with transportation regulatory authority
- Willingness to work toward improved relations between management and union leadership
- Bus-only lanes and other transit prioritization
- Pursue and leverage new technologies available for productivity and new services
- Open source and open data community connections
- Increase safety and security community partnerships and strategies on the system
- Other integrated mobility options may help solve “first- and last-mile” challenges
- Capability of electric bikes to extend range of access (“last miles”) to transit
- Autonomous vehicle technology and potential for safety and efficiency benefits
- Support at federal level (Federal Transit Administration and Congress)
- Further transit-oriented development leveraging
- Reputation for project delivery success
- Ability to leverage strong brand
- Potential for 3<sup>rd</sup> party commercial revenue generating opportunity
- Regional and local growth policies
- Further expand diversity of TriMet staff and contractors
- Light rail fleet replacement and remanufacturing
- Advances in clean fuel technology

## Challenges

- Reduced ridership [*fundamental challenge that impacts everything else*]
  - Changes in commuting behavior
  - Perceptions of safety and security onboard and at stops and stations
  - Disruption to riders and employees by persons with an emotional or mental disability
- Community economic issues negatively impacting urban and transit experience
- Camping near or in TriMet rights-of-way and service corridors
- Enhancing safety of employees who provide direct service to customers
- Perception of level of safety and security for riders
- Increased vandalism to passenger facilities and vehicles
- Needs for asset maintenance and replacement impacts available budget
- Further reducing carbon footprint
- Uncertainty in clean fuel technology timing and reliability
- Portions of service area lacking sidewalks or with inaccessible crossings and sidewalks
- Competing regional demands and priorities
- Congestion impact on bus travel times
- Operating complexity and/or cost of some services
- Limitations on resources to meet customer demand for latest technology products and services
- High customer expectations for service levels and service capacity
- Changing political and regulatory environment
- Cybersecurity threats
- Maintaining consistent coordination with local partners to help transit operate more efficiently with less delay
- Concerns about facilities and projects from nearby residents
- High project-related real estate costs
- Ride hailing companies can be competitive as well as complementary
- Waning public trust in government and large institutions
- Quick and timely delivery of service and facilities
- Potential risk of major safety incident (e.g., train derailment)
- Worldwide supply chain and human resources challenges
- Resiliency to significant but rare events such as earthquakes, infectious diseases, and increasing climate-related events
- Robust local and transit industry construction demand creates price and delivery risk for TriMet capital projects
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making

# Premises

<b>Agency</b>	<ul style="list-style-type: none"> <li>TriMet vision, mission, and values for mobility integration continue to guide TriMet</li> <li>TriMet will strengthen its culture of safety</li> <li>TriMet, along with the community, will continue to work to ensure equity and prevent systemic racism</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>TriMet will meet or exceed all regulatory obligations at federal, state, and local levels</li> </ul>
<b>Cost effectiveness</b>	<ul style="list-style-type: none"> <li>All proposed actions will be informed by the need to ensure cost effectiveness and risk mitigation</li> </ul>
<b>Growth</b>	<ul style="list-style-type: none"> <li>Ridership demand and service needs will be impacted for multiple years by COVID-19, by the rapid expansion of telecommuting opportunities and overall shifting of travel patterns</li> <li>Population growth continues in the same general pattern using Metro's projections</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>Consistent with projections by the State of Oregon, total employment and business activity will be lower than pre-COVID-19 levels for a minimum of two additional years</li> <li>Regional growth will continue in the long run</li> <li>Fuel/energy prices will stay relatively stable over the five-year horizon</li> <li>Renewable energy will continue to become more affordable, driven by advancing technology, a growing market and by regulations</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>TriMet will continue to use state funding provided by HB2017 to provide for the low-income fare program. In the short run, remaining funds will be used to preserve service during the economic downturn. In the long-run, funds will be used to expand service (especially to low-income communities), purchase non-diesel buses, assist in building needed facilities to support growth, and facilitate community/job connectors</li> <li>Emphasis on state of good repair needs to continue</li> <li>TriMet maintains its excellent bond rating</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Increasingly urgent need to reduce carbon emissions</li> </ul>
<b>Service</b>	<ul style="list-style-type: none"> <li>Service will respond to changing demographics in various communities in the region</li> <li>TriMet continues to focus on its vital culture of safety as well as on-time performance for rail and bus</li> </ul>
<b>Vehicle technology</b>	<ul style="list-style-type: none"> <li>Fleet mix – TriMet continues to operate mostly 40-foot buses; TriMet will add articulated buses for the Division Transit Project and will be testing articulated buses for other service</li> <li>TriMet continues to pursue the Non-Diesel Bus Plan<sup>1</sup> with adjustments as necessary due to financial capabilities and technological developments and performance</li> <li>Autonomous vehicle technology offers some opportunities and potential challenges which require more exploration</li> </ul>

<sup>1</sup> [trimet.org/electricbuses/pdf/TriMet-Non-Diesel-Bus-Plan-September-2018.pdf](https://trimet.org/electricbuses/pdf/TriMet-Non-Diesel-Bus-Plan-September-2018.pdf)

# Strategic Priorities

## Strategic Priorities

To further focus our efforts, TriMet identifies Strategic Priorities to guide development and implementation of the Business Plan. Each Key Strategic Action links to at least one Strategic Priority, to make sure we are putting resources, time, and attention where it is most needed. In order to work toward expanding mobility and opportunity for all, these are TriMet's Strategic Priorities. Safety and Equity are shown next to each of the other priorities because they inform our approach to all of the other priorities.

Strategic Priorities		
<p><b>Safety</b></p> <ul style="list-style-type: none"> <li>▪ Building a culture of safety in everything we do</li> <li>▪ Work to ensure a positive experience for both employees and our customers</li> </ul>	<p><b>Ridership</b></p> <ul style="list-style-type: none"> <li>▪ Listening to community</li> <li>▪ Learning new travel patterns</li> <li>▪ Recognizing needs of riders</li> <li>▪ Working on accessibility</li> </ul>	<p><b>Inclusion, Diversity, Equity, and Access</b></p> <ul style="list-style-type: none"> <li>▪ Focusing on these elements in the service we provide, the projects we deliver, our contracting, and with all TriMet staff</li> <li>▪ Fostering an agency that reflects the community we serve, with staff and partners working together to provide transit service that is welcoming to all</li> </ul>
	<p><b>Financial Stewardship and Capacity</b></p> <ul style="list-style-type: none"> <li>▪ Sustainable budget</li> <li>▪ Deliver safe and reliable transit</li> <li>▪ Uninterrupted maintenance</li> <li>▪ Asset management/replacement</li> <li>▪ Expand revenue options</li> </ul>	
	<p><b>Employees and Employee Experience</b></p> <ul style="list-style-type: none"> <li>▪ Improve relationship with ATU</li> <li>▪ Enhance onboarding</li> <li>▪ Focus on recruiting/retention</li> <li>▪ Advance development opportunities</li> <li>▪ Maintain performance measures</li> <li>▪ Uphold accountability</li> <li>▪ Celebrate and recognize employee contributions</li> </ul>	
	<p><b>Community and Partnerships</b></p> <ul style="list-style-type: none"> <li>▪ Build and strengthen relationships</li> <li>▪ Enhance two-way communication</li> <li>▪ Proactively be part of the solution</li> <li>▪ Make connections</li> <li>▪ Reimagining public safety</li> <li>▪ Address climate change</li> </ul>	

# Performance and Update on Progress

## Performance on Priority Measures

The following are key measures that reflect directly on TriMet's strategic priorities. Additional detailed measures are reported in a later section.

<p><b>Ridership and rider experience</b></p> <p> Average weekly fixed-route boardings </p> <p><i>Up 31.8 percent compared to same time previous year<sup>2</sup> (Feb 2022)</i></p>	<p><b>Ridership and rider experience</b></p> <p> On-time performance (Bus) </p> <p><i>90.0 percent, FY2022 to date (Feb 2021)</i></p>	<p><b>Safety</b></p> <p> Collisions per 100,000 miles (Bus) </p> <p><i>2.3 collisions per 100,000 miles, one year average (Dec 2021)</i></p>
<p><b>Safety</b></p> <p> Lost time injuries rate (per 200,000 hours worked)</p> <p><i>7.0 per 200,000 hours worked (calendar year 2021)</i></p>	<p><b>Inclusion, Diversity, Equity, and Access</b></p> <p> On-time performance – Lines serving areas with higher than average populations of persons of color and/or low income, compared to other lines</p> <p><i>Performance within 5 percent, equal or better</i></p>	<p><b>Inclusion, Diversity, Equity, and Access</b></p> <p> Vehicle assignments – Lines serving areas with higher than average populations of persons of color and/or low income, compared to other lines</p> <p><i>Assignments within 5 percent, equal or better</i></p>
<p><b>Employee experience</b></p> <p> Turnover percentage (minus retirements) from agency overall</p> <p><i>7.5 percent average during FY2022 (Dec 2021)</i></p>	<p><b>Financial Stewardship and Capacity</b></p> <p> Annual alignment with Strategic Financial Plan guidelines</p> <p><i>All six met</i></p>	<p><b>Financial Stewardship and Capacity</b></p> <p> Bus operating cost per vehicle hour </p> <p><i>10.7 percent increase, 12-month average compared to previous year (Dec 2021)</i></p>

 = on target  
  = caution  
  = off target  
  = COVID-19 impact

<sup>2</sup> Represents an increase in ridership compared to last year, but still down almost 50 percent compared to pre-COVID-19 ridership

## Update: Progress on Objectives

This year, the consistently largest challenge is the dramatic effect that COVID-19 has had on travel patterns and demand for ridership. At the time this was written total ridership was about half what it was pre-pandemic. However, people throughout the region, whether commuting to essential jobs, going to school, medical appointments, grocery shopping or so many other needs, still need relatively frequent, reliable service. Though there is somewhat less demand concentrated on downtown Portland and other large job sites, there is still demand all over the region. This means that TriMet is unable to correspondingly reduce as much service in response to a reduction in total demand. Thus, costs don't reduce as much as ridership and fare revenue. The need to rebuild and expand ridership and navigate through a challenging financial picture presents two fundamental challenges for this year. Accelerated by COVID-19, travel patterns and commutes have changed, leading to substantial changes in the patterns of demand for transit. Addressing the ridership impacts, understanding changing ridership demand, and adjusting to meet new demands are critical now and in future years.

As noted earlier, the Objectives have been renumbered to provide clearer connection to their related Goals. Along with that organizational change, we also consolidated several objectives (one on customer experience and one on environmental stewardship and climate change) to clarify and simplify our focus.

We also have successfully retired one Objective regarding the Hop Fastpass®. Now an integral part of most customer's ride, the Hop Fastpass® represents over 85 percent of all fixed-route fares collected with over 100,000,000 taps on Hop Fastpass® so far (both as of December 2021). With this great success, we transition to ongoing, regular operations of Hop Fastpass®.

Our focus is to encourage more ridership with safe, clean, reliable service and timely maintenance and replacement of our vehicles and passenger facilities while continuing implementation of the reimagined safety and security, all with equity as a constant Strategic Priority.

## Update: Measures and Targets

This year continued to present challenges to our ability to meet Targets. The COVID-19 pandemic and the related economic impacts continue to impact ridership demand and have had a series of cascading impacts on our performance.

For those Measures that are off Target, we have assessed the current needs and expected outcomes of Key Strategic Actions underway and amended or added Key Strategic Actions where appropriate. For those Measures that are close to Target but in the "caution" category, we have had to adjust Key Strategic Actions where needed.

Measure Status	 = on target	 = caution	 = off target
Number of Measures	49	6	18
Percent of Measures	67 percent	8 percent	25 percent

## Update: Key Strategic Actions

In last year’s Business Plan, there were 136 Key Strategic Actions. We made progress on many and successfully completed or accomplished others and we used the Strategic Priorities to provide more focus. In other cases, efforts have become continual and they have been incorporated into regular business activity, and therefore the Key Strategic Action has been deleted. This Business Plan has 89 Key Strategic Actions, representing greater focus, but still capturing the broad range of challenges we face and the opportunities we are pursuing.

Status	Number	Description
 Accomplished	21	Accomplished or substantially complete. See Key Strategic Actions pages for details (look for green check marks). Not all Key Strategic Actions can necessarily be “accomplished” because they are ongoing, so also note the many statements of progress in those pages.

## COVID-19

Like every organization, TriMet experienced impacts from the global COVID-19 pandemic. In response to the threat caused by the risk of COVID-19, TriMet created an internal task force that gathered information from reliable sources locally, nationally, and globally. We conferred with experts at the Oregon Health Authority (OHA), Transportation Safety Administration (TSA), American Public Transportation Association (APTA), other transit agencies, county health offices, congressional delegates, the Governor’s office and state and local agencies to get the most current direction on combatting viral spread and keeping riders and employees safe. Our policies regarding on-board spacing, loading, face covering and masks, as well as cleaning protocols have been based on that direction and are developed as facts and evidence about the SARS-CoV-2 virus emerge.

Commute patterns and travel demand have shifted due to the COVID-19 pandemic and the changes in work practices that occurred. Because of this, you will see ridership as a Strategic Priority throughout this Business Plan.



## Mobility Management

TriMet’s mission is to connect people with valued mobility options that are safe, convenient, reliable, accessible, and welcoming. The core of that effort is to provide safe, seamless, and attractive bus, rail, and paratransit service. However, the options for mobility have expanded greatly in the past decade. TriMet’s primary roles in the region can be enhanced by making connections between transit and other modes as frictionless as possible. “Mobility management” is about enabling the complete trip to allow people to get around without being forced to use a car.

TriMet now offers dynamic, multi-option trip planning at [trimet.org](http://trimet.org). TriMet will keep working to make our transit services more convenient for current and future customers and more sustainable for the region, as we help people navigate and connect to mobility options to best fit their needs.

# Serving the Community with this Plan

TriMet continues to enhance our ongoing engagement efforts to give voice to more people in our community so we can better understand the needs and desires of our riders and the broader community. That feedback informs our annual service planning, budget, safety efforts, and the Business Plan. As we continue to engage the diverse communities across the tri-county service area we are committed to constantly looking for opportunities to improve our approach, our systems, and our services in response to the information, perspectives, and feedback we gather.

TriMet uses a wide variety of methods to engage with the public, our riders, and especially those in communities that are traditionally under-served and under-represented. The following is a summary of some of the key engagement activities we use.

**Reimagining Public Safety and Security initiatives<sup>3</sup>** – During the past year, TriMet worked with various organizations across the region to further develop and implement new community-informed strategies for safety on our system. Through the Reimagine Public Safety & Security effort, TriMet continues to partner with community-based organizations and service providers as we work to implement new initiatives to increase staff training, improve and increase non-police safety presence on the system, and build out a new crisis response model to support individuals experiencing mental health or substance abuse issues on the system.

**TEAC<sup>4</sup>** – Every month, TriMet’s **Transit Equity Advisory Committee** convenes and provides insight and guidance to TriMet staff and the General Manager on issues of equity, access, and inclusion. Members represent a diverse cross-section of the community and serve to extend the agency’s outreach and community involvement. Current TEAC member agencies include the following nonprofit and community based organizations and programs: Africa House (part of Immigrant and Refugee Community Organization [IRCO]), Asian Family Center (also part of IRCO), OPAL / Bus Riders Unite!, Centro Cultural de Washington County, Clackamas Community College, Immigrant and Refugee Community Organization (IRCO), JOIN, Latino Network, Milwaukie High School, Multnomah County Youth Commission, Oregon Food Bank, Portland Community College, The Street Trust, and a TriMet Board Member.

**Equity on the Move** – In addition to the agency’s monthly TriMet on the Move newsletter that communicates TriMet updates, news, and service changes to the general public and our Rider Insider newsletter that goes out to Riders Club members, TriMet’s Department of Transit Equity, Inclusion, and Community Affairs also creates and shares a monthly Equity on the Move newsletter. The Equity on the Move newsletter is sent to more than 700 people with community-based agencies, government partners, and nonprofits across the tri-county service area to support connectivity and awareness about the region’s public transit system.

**Forward Together** – TriMet is conducting on a comprehensive service assessment called Forward Together. This will involve a community-aided evaluation of our bus network. The last two years have been a time of unexpected changes for TriMet and the communities we serve. During this time, we’ve seen more people working at home and fewer people commuting to “nine-to-five” jobs at rush hour, a greater urgency to ensure essential workers have access to frequent and reliable transit, and people relocating both homes and businesses. This has created new patterns of travel. Also, TriMet is hearing from more people demanding greater priority on racial and social justice in our transit planning. Through the Forward Together project, TriMet will work with the community to help inform what our post-pandemic bus



<sup>3</sup> [trimet.org/publicsafety](https://trimet.org/publicsafety)

<sup>4</sup> [trimet.org/teac](https://trimet.org/teac)

network could and should look like. The community and rider outreach will go beyond just analyzing routes and schedules, but also gain insight on the goals and values they believe should go into service planning. In partnership with TEAC, CAT, and many other community-based organizations across the region, we hope to engage thousands of riders and system stakeholders in the outreach process for this project during the year ahead.

**Community Partnerships, Investments, and Sponsorships** – Over the last year, TriMet has found new and creative ways to partner and support our community across the tri-county service area. Whether it's by making older paratransit vehicles available to community groups like the Urban League of Portland for their senior and youth transportation programs, or making them available for groups like Black Futures Farm and Constructing Hope for their education, training, and community programs. Finding new local opportunities to leverage our resources in support of community needs has been very successful. We are also looking for new ways to reuse some of our Type 1 light rail vehicles after they have reached their useful life through partnerships with groups like AfroVillage that plans to retrofit two of the retiring vehicles as part of their AfroVillage Homebase initiative. The initiative looks to provide support and services for people who are unhoused. These efforts and others like them, including in response to a multitude of partnership requests, have helped TriMet begin to formalize our ongoing efforts to support our community-based organizations and have led to a new community Sponsorship Program. This will ensure even more community groups have the opportunity to work with TriMet in support of their efforts in the years ahead.



**CAT** – The **Committee on Accessible Transportation**<sup>5</sup> advises the TriMet Board of Directors and staff on plans, policies and programs for older adults and those experiencing disability. The General CAT Business meeting occurs every month<sup>6</sup>. Additional field activities, sub-committees, and ad hoc committee meetings are scheduled as needed.

**Language Access Advisory Committee** – As TriMet works to update our Title VI Civil Rights program and our implementation of the updated Language Access Plan, we will be restarting our Language Access Advisory Committee. The goal of the committee is to support and advise the work of TriMet's Transit Equity, Inclusion, and Community Affairs Department and the outreach we do to TriMet riders with Limited English Proficiency. Based on updated census information, we will make sure that the committee consists of bilingual working professionals across our Safe Harbor language communities. Committee members will be recruited from community-based organizations and other government agencies that have a history of, experience in, and/or passion for ensuring access is available across public systems, especially for those with English as a second language, in a thoughtful and consistent manner. In the past, the committee had members who were able to speak and read in Spanish, Vietnamese, Russian, Chinese, Korean, Arabic, and English. In the year ahead, the committee will be instrumental in helping inform TriMet's approach to ensuring limited-English-proficient riders and community members understand how to navigate the region's public transit system, save on their fares, feel welcome on the system and engage with us to ensure their voices are represented in and inform TriMet's efforts.

### **Ongoing TriMet agency and initiative outreach**

Over the course of the year, TriMet staff across a variety of program areas and departments engage in hundreds of community engagement and outreach efforts. From posts on our social channels, to Riders Club outreach that reaches over 60,000 riders, to our on-street Customer Service team,

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<sup>5</sup> [trimet.org/cat](http://trimet.org/cat)

<sup>6</sup> [trimet.org/meetings/cat](http://trimet.org/meetings/cat)

to dedicated outreach and community affairs staff, TriMet uses all avenues available to us, resulting in millions of interactions with our community each year.

**TriMet annual budget and service planning outreach** – TriMet partners with a host of community based organizations and Board members to ensure opportunities for community engagement and feedback within each of TriMet’s seven Board districts. In partnership with community groups, TriMet works to ensure that these opportunities are located in accessible community locations at various times to support maximum community participation.

**Project outreach: Community Affairs** – TriMet’s Community Affairs program creates connections between design teams, construction crews and the communities where new transit infrastructure or improvements to the system are being built. The team is responsible for raising awareness of these projects and gathering input from the communities they will serve.

During the design phase of a project, the Community Affairs team builds personal relationships with people and organizations to help weave community values into the technical fabric of transit projects. They serve as a first point of contact and long-term resource for residents, businesses and property owners within a specific geographic area. Their work includes establishing project advisory committees, engaging with community-based organizations, tabling at community events, and actively gathering feedback about proposed projects, in person and online. With this information, they help project staff integrate community perspectives into designs.

During construction, the Community Affairs team draws on established relationships to help minimize impacts for businesses and residents by advising construction managers about the unique needs at each site. Representatives keep people informed about what to expect during construction, and are available 24 hours a day to resolve any problems that may arise. They support small businesses by providing customized signage and connecting them with resources like free business consulting services. The team also leads safety outreach around the opening of new transit services.

**TriMet’s reduced fare program** – In 2018, TriMet launched a low-income fare program, giving Oregon residents who had an annual income at or below 200 percent of the federal poverty level access to our reduced fare program which provides a 72 percent savings. Now, the program has already enrolled over 40,000 participants. TriMet works with over 50 community-based and government social service providers that make up the backbone of the program by providing registration services to their program participants all across the tri-county region. These partnerships give TriMet the opportunity to receive daily feedback and provide forums for TriMet staff to communicate not only directly to our riders but also to the organizations that provide ongoing wrap-around services to those in need. Current partners include the following agencies: Immigrant and Refugee Community Organization (IRCO), Care Oregon/Health Share (Oregon Health Plan/Medicaid), Oregon Department of Human Services – eight locations, Cascade Aids Project, Washington County Maternal and Reproductive Health, Catholic Charities, Washington County WIC Program, Centro Cultural, Clackamas County Health and Human Services, Outside In, Clackamas County Corrections, Transition Center, Rosewood Initiative, PSU Parking and Transportation, Transition Projects, Portland Community College, Urban League of Portland, Clackamas Community College, Division Midway Alliance, Pacific University, Go Lloyd, Gresham/Barlow School District, Good Neighbor Center, Worksource Portland, JOIN, Oregon Employment Department Clackamas, Community Action Organization, Home Forward, Metropolitan Family Services, and Human Solutions.

**Multicultural outreach and engagement services** – TriMet is deeply committed to serving all people in our community. We realize that we serve a very diverse and complex community and in order to engage our community in the most culturally appropriate manner, staff works with community-based organizations to enhance our engagement efforts with underrepresented communities on a wide-range of projects and initiatives. These services are also intended to strengthen organizational capacity within underrepresented communities and increase opportunities for relationship building with TriMet. Currently, TriMet works with at least two dozen community-based organizations and is looking to add more to ensure our outreach efforts are designed in partnership with community experts and organizations based in the communities we are working with.

**TriMet representatives involved in community meetings and conversations** – TriMet staff are also very active in dozens of community conversations, task forces, and planning efforts to stay connected and informed with the opportunities and challenges faced by our riders and community. Staff participate with groups like Portland United Against Hate, East County Caring Community, Metropolitan Alliance for Workforce Equity, Oregon Association of Minority Entrepreneurs (OAME), Business Development Institute, National Association of Minority Contractors (NAMC) Oregon, Professional Business Development Group, and Reimagine Oregon.

**Community engagement during the COVID-19 pandemic** – Like many organizations TriMet continues to implement new and innovative ways to engage partners, riders, and community in ways that are safe. The COVID-19 pandemic not only made traditional efforts like in-person community



forums and group meetings impossible for TriMet, it also limited the capacity of many of TriMet's community-based partners in gathering feedback and bringing their various rider communities together. TriMet has benefited from the expertise and judgement of many of our community-based providers to understand the best methods for continuing our engagement efforts. Over the last year, through our continuing efforts for Reimagining Public Safety and Security, our Transit Equity Advisory Committee, and the Committee for Accessible Transportation, we continue to get community participation and feedback around agency challenges and opportunities, as well as recommendations on how to make the system more safe, welcoming, and equitable. By working with our community-based partners in the design and delivery of different engagement efforts, TriMet and our partners were able to go beyond the virtual meeting tools of WebEx and Zoom and go low tech using person-to-person contacts, one-on-one meetings, many voice phone calls to minimize technology needs, small physically-distanced conversations, and provider-led engagement with organizations that had both expertise and staff to conduct language-specific engagement in support of gathering feedback across many different communities in a variety of languages. We also continue to increase community responses by investing in non-English social media sites that provided feedback from non-traditional respondents in multiple languages. TriMet plans to grow new partnerships in the year ahead to build on the successful engagement of the last year despite the pandemic. True to our Mission, we continually work to demonstrate that, when it comes to TriMet, all are welcome.

**Riders Club** is TriMet's online engagement program. This 60,000-plus person email list offers a direct, filter-free way to communicate with riders, nurture their interest for transit and reward their passion for our services. Members receive regular emails with agency news, giveaways, discounts, and more. The club also provides a pool of people to survey about agency plans and use as beta testers for new technology. This direct feedback helps ensure we are responsive to the needs of riders. Riders Club is one of the largest and most successful online engagement programs in the transit industry.

Rider and public comments on any topic are recorded and the data are analyzed periodically to identify trends to help TriMet address customer and community needs.

The Business Plan is presented during public Board meetings, with annual results presented near the end of every summer, a strategic update provided at a Board retreat every fall/winter, a draft version available for public comment every winter, and a final version released every spring for the coming fiscal year, which starts July 1 of each year. The Plan is always available at [trimet.org/businessplan](http://trimet.org/businessplan).

All of these relations and the information gathered guide TriMet's decision-making and inform and shape the Objectives, the Targets, and the Key Strategic Actions of the Business Plan each year.

# Goals, Objectives, Measures, Targets, and Key Strategic Actions

Our Strategy Map gives structure to Goals of the Business Plan and Strategic Priorities define our focus. The following pages identify Objectives, Measures, Targets, and Key Strategic Actions designed to make smart, measurable progress on each of the Goals. In the following pages, you will find:

- Goals – Statements of expected or desired achievements or outcomes
- Objectives – More specific statements to elaborate on Goals in a way that is actionable and leads to Measures, Targets, and Key Strategic Actions
- Measures – Quantitative or qualitative methods of identifying the performance or status of progress regarding Goals and Objectives
- Targets – Specific planned-for performance on Measures. Each Measure has an associated Target to ensure that the Business Plan is focused and leads to a clear indication of whether targets are being met (and therefore test whether chosen actions are effective)
- Key Strategic Actions – Specific actions identified to make progress toward Targets that can be clearly assigned and managed

Simple icons next to each Measure show our status and updates and results are described in the Key Strategic Action sections.

A list of acronyms and definitions for terms used is included at the end of this Plan.



## Goals and Objectives Overview

Each of the 12 Goals has one or more Objectives which help define our intentions and lead to Key Strategic Actions. Summarized here, the following pages present more detail, including specific Measures and Targets and Key Strategic Actions for making progress.

Customers						
Goals	1 Satisfied riders	2 Satisfied community stakeholders and employers	3 Supportive broader community			
Objectives	1A	Provide safe service	2A	Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint	3A	Ensure strong support for transit and TriMet
	1B	Increase ridership	2B	Advance mobility for those with limited options	3B	Increase funding for regional mobility expansion
	1C	Improve customer experience, information, and services	2C	Support economic opportunity for all by expanding employee access to jobs and customer access to businesses and services		
	1D	Ensure equitable distribution of services and resources	2D	Help shape the future of cities and our region in line with Metro 2040 Growth Concept		
		2E	Ease congestion by providing attractive travel options during peak periods			

Internal Business Practices						
Goals	4 Deliver safe, efficient, and equitable service	5 Design and deliver successful projects	6 Business practices that create value and spur innovation and continuous improvement			
Objectives	4A	Increase personal safety	5A	Develop higher capacity bus services	6A	Grow business inclusion and diversity efforts
	4B	Provide reliable performance	5B	Develop partnerships to support faster and more reliable bus service	6B	Increase financial resources
	4C	Improve service delivery	5C	Improve existing MAX infrastructure for ongoing reliability and capacity		
	4D	Increase resiliency				

<b>People and Innovation</b>						
<b>Goals</b>	<b>7 Ensure a culture of safety</b>		<b>8 TriMet is where diverse and talented people want to come, stay, and thrive</b>		<b>9 Foster service excellence and innovation</b>	
<b>Objectives</b>	7A	Successfully implement the safety management system (SMS) across the organization	8A	Invest wisely in people	9A	Foster employee innovation, including process improvements and partnerships
			8B	Ensure open and honest communication between management and direct-customer-serving employees		
			8C	Foster sense of community and cross-functional camaraderie		
			8D	Achieve agency Affirmative Action goals		
			8E	Recruit a talented workforce		
			8F	Pursue professional growth for employees		

<b>Financial</b>						
<b>Goals</b>	<b>10 Fiscally sound and compliant</b>		<b>11 Manage assets to ensure safety and optimize value, performance, and resiliency</b>		<b>12 Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan</b>	
<b>Objectives</b>	10A	Manage financial performance within Strategic Financial Plan guidelines	11A	Meet or exceed state of good repair targets for all identified asset classes	12A	Manage financial capacity to deliver regional expectations for service growth
					12B	Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost

## Measures, Targets, and Performance during FY2022

Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Customers Measures</b>			
<b>Goal 1: Satisfied riders</b>			
<b>Objective 1A: Provide Safe Service</b>			
Customer complaints about personal safety and security per 100,000 boardings (Bus and MAX combined)	2.8 or fewer per 100,000 boardings	 4.2 per 100,000 boardings during FY21 through Feb 2021	 3.8 per 100,000 boardings during FY22 through Mar 2022
<b>Objective 1B: Increase ridership</b>			
Average weekly fixed-route boardings	Higher than or equal to previous year	 Down 63.4 percent compared to same time previous year (Jan 2021) 	 Up 31.8 percent compared to same time previous year <sup>7</sup> (Feb 2022) 
<b>Objective 1D: Ensure equitable distribution of services and resources</b>			
<i>Measures of equitable service – Lines serving areas with higher than average populations of <b>persons of color</b>, compared to other lines:</i>			
Revenue hours	Within 5 percent, equal, or better	 Within 5 percent, equal or better	 System average and MAX within 5 percent, equal, or better but bus is greater than 10 percent
Vehicle loads	Within 5 percent, equal, or better	 Equal or better	 Equal or better
On-time performance	Within 5 percent, equal, or better	 Within 5 percent, equal, or better	 Within 5 percent, equal, or better
Service availability	Within 5 percent, equal, or better	 Equal or better	 Equal or better
Bus vehicle assignments	Within 5 percent, equal, or better	 Equal or better	 Equal or better
MAX vehicle assignments	Within 5 percent, equal, or better	 Equal or better	 Equal or better
Bus stop infrastructure (seating, lighting, elevators, digital displays, shelters, signs, maps, schedules, and waste receptacles)	Within 5 percent, equal, or better	 Within 5 percent, equal, or better	 All within 5 percent, equal, or better
 = on target  = caution  = off target    = Hollow symbols are previous year performance  = COVID-19 impact			

<sup>7</sup> Represents an increase in ridership compared to last year, but still down almost 50 percent compared to pre-COVID-19 ridership

Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Objective 1D (continued): Ensure equitable distribution of services and resources</b>			
<i>Measures of equitable service – Lines serving areas with higher than average populations of persons with low incomes, compared to other lines:</i>			
Revenue hours	Within 5 percent, equal, or better	★ Equal or better	★ Equal or better
Vehicle loads	Within 5 percent, equal, or better	★ Equal or better	★ Equal or better
On-time performance	Within 5 percent, equal, or better	★ Equal or better	★ Within 5 percent, equal, or better
Service availability	Within 5 percent, equal, or better	★ Equal or better	★ Equal or better
Bus vehicle assignments	Within 5 percent, equal, or better	★ Equal or better	★ Equal or better
MAX vehicle assignments	Within 5 percent, equal, or better	★ Equal or better	★ Equal or better
Bus stop infrastructure (seating, lighting, elevators, digital displays, shelters, signs, maps, and/or schedules, and waste receptacles)	Within 5 percent, equal, or better	★ Within 5 percent, equal, or better	★ All within 5 percent, equal, or better
<b>Goal 2: Satisfied community stakeholders and employers</b>			
<b>Objective 2A: Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint</b>			
Percent of diesel consumption that came from renewable sources	Greater, or equal to, 80 percent	Measure not used and no target defined for FY2021	★ All diesel fixed-route buses fueled by R99 renewable diesel starting Dec 2021 (close to 90 percent of all diesel use at TriMet)
Progress on initiatives to address climate change	Substantive progress on initiatives	▽ Battery electric bus progress continues, but some other efforts were on hold due to COVID-19 impacts	★ Operational emissions cut by approximately 63 percent with purchase of renewable electricity and renewable diesel
<b>Objective 2B: Advance mobility for those with limited options</b>			
Cost per boarding ride on LIFT service	At or below targeted budget	○ Increased 78.1 percent, 12-month average (Jan 2021) compared to previous year	★ Decreased 27.8 percent, 12-month average (Feb 2022) compared to previous year

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   = Hollow symbols are previous year performance  
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Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Objective 2C: Support economic opportunity for all by expanding employee access to jobs and customer access to businesses and services</b>			
<i>Percent of <u>employment</u> within walking distance of...</i>			
...MAX stations	Equal to or greater than previous year	☆ 5.5 percent increase	⬛ 10.9 percent reduction* ⚙️
...Frequent Service bus lines	Equal to or greater than previous year	☆ 35.4 percent increase	⬛ 7.0 percent reduction* ⚙️
...Division Transit Project	Equal to or greater than previous year	▽ 0.7 percent reduction	⬛ 13.1 percent reduction* ⚙️
...All transit	Equal to or greater than previous year	☆ 0.7 percent increase	⬛ 6.2 percent reduction* ⚙️
Percent of retail employment accessible by all transit	Equal to or greater than previous year	☆ 2.1 percent increase	⬛ 2.0 percent reduction* ⚙️
<b>Objective 2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept</b>			
<i>Percent of <u>housing</u> within walking distance of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	☆ 35.5 percent increase	★ 0.9 percent increase
...MAX stations	Equal to or greater than previous year	☆ 3.1 percent increase	▽ 0.6 percent decrease
...Division Transit Project	Equal to or greater than previous year	☆ 3.6 percent increase	★ 0.3 percent increase
...All transit	Equal to or greater than previous year	☆ 0.7 percent increase	★ 0.5 percent increase
<b>Goal 3: Supportive broader community</b>			
<b>Objective 3A: Ensure strong support for transit and TriMet</b>			
Approval rating for TriMet in public survey	Rating between 70 and 75 percent (combined riders and non-riders)	☆ 73 percent favorable <sup>8</sup>	★ 73 percent favorable (new data not yet available)
<b>Internal Business Practices Measures</b>			
<b>Goal 4: Deliver safe, efficient, and equitable service</b>			
<b>Objective 4A: Increase personal safety</b>			
<i>Personal safety for customers, the public, and employees...</i>			
Passenger claims (injuries) per 1,000,000 boardings	1.9 per 1,000,000 boardings or fewer, annual average	☆ 1.5 per 1,000,000 boardings, annual average (Jan 2021)	★ 1.7 per 1,000,000 boardings, annual average (Mar 2022)

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▽ = caution   
⬛ = off target   
☆ ▽ ⬛ = Hollow symbols are previous year performance   
⚙️ = COVID-19 impact

\* Most recent employment data is from 2020, reflecting early pandemic layoffs but not re-hiring that occurred later

<sup>8</sup> People who responded “very favorable” or “somewhat favorable” when asked if they “have a generally favorable or unfavorable opinion of that organization”, fall 2019 regional survey

Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Objective 4A (continued): Increase personal safety</b>			
Number of preventable deaths	Zero	☆ Zero (Feb 2021)	★ Zero (Jan 2022)
Collisions per 100,000 miles (Bus)	2.6 collisions per 100,000 miles or fewer, annual average	☆ 2.0 collisions per 100,000 miles, one year average (Jan 2021)	★ 2.4 collisions per 100,000 miles, one year average (Feb 2022)
Collisions per 100,000 miles (MAX)	1.3 collisions per 100,000 miles or fewer, one year average	☆ 1.2 collisions per 100,000 miles, one year average (Jan 2021)	⬛ 1.5 collisions per 100,000 miles, one year average (Feb 2022)
Collisions per 100,000 miles (WES)	Fewer than 1 collisions per 100,000 miles, one year average	☆ 0.4 collisions per 100,000 miles, year to date (Jan 2021)	★ 0.0 collisions per 100,000 miles, year to date (Feb 2022)
Collisions per 100,000 miles (LIFT)	1.3 collisions per 100,000 miles or fewer, one year average	☆ 1.0 collisions per 100,000 miles, one year average (Jan 2021)	★ 0.7 collisions per 100,000 miles, one year average (Feb 2022)
<b>Objective 4B: Provide reliable performance</b>			
<i>On-time performance...</i>			
On-time performance (Bus)	85 percent or greater	☆ 94.1 percent, FY2021 to date (Jan 2021)	★ 90.0 percent, FY2022 to date (Feb 2022)
On-time performance (MAX)	90 percent or greater	☆ 90.8 percent, FY2021 to date (Jan 2021)	⬛ 88.4 percent, FY2022 to date (Feb 2022)
On-time performance (WES)	95 percent or greater	☆ 97.7 percent, FY2021 to date (Jan 2021)	★ 98.7 percent, FY2022 to date (Feb 2022)
On-time performance (LIFT)	93.5 percent or greater	☆ 95.8 percent FY2021 to date (Jan 2021)	⬛ 90.6 percent, FY2022 to date (Feb 2022)
On-time performance for lines serving areas with higher than average percentage of persons who are people of color	Within 5 percent, equal or better	☆ Within 5 percent, equal, or better than lines serving other neighborhoods	★ Within 5 percent, equal, or better
On-time performance for lines serving areas with higher than average percentages of persons with lower incomes	Within 5 percent, equal or better	☆ Within 5 percent, equal, or better than lines serving other neighborhoods	★ Within 5 percent, equal, or better
<b>Objective 4C: Improve service delivery</b>			
<i>Availability and quality of service...</i>			
Number of miles of Frequent Service <sup>9</sup>	Greater than, or equal to, previous year	☆ 229.2 (18.3 percent increase)	★ 230.7 (0.7 percent increase)

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<sup>9</sup> TriMet added new Frequent Service Lines since the last analysis, significantly increasing Frequent Service coverage area

Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
Capacity – Peak period average weekday percentage of overloaded trips	2 percent or less overloaded weekday peak trips	☆ Less than 2 percent	★ Less than 2 percent
Speed of travel – average miles per hour including passenger stops (Bus system wide)	Greater than, or equal to, previous year	☆ 14.1 miles per hour	▼ 14.0 miles per hour
Speed of travel – average miles per hour including passenger stops (MAX system wide)	Greater than, or equal to, previous year	☆ 18.0 miles per hour	★ 18.0 miles per hour
Vehicle loads on lines serving neighborhoods with higher than average percentages of persons who are people of color	Within 5 percent, equal or better	☆ Equal or better	★ Equal or better
Vehicle loads on lines serving neighborhoods with higher than average percentages of persons with lower than average income	Within 5 percent, equal or better	☆ Equal or better	★ Equal or better
<b>Goal 5: Design and deliver successful projects</b>			
Percent of fares collected through Hop Fastpass®	Same or increased compared to previous year	☆ 83.7 percent of fixed-route fares 12-month avg (Feb 2021)	★ 86.2 percent of fixed-route fares 12-month avg (Mar 2022)
<b>Objective 5A: Develop higher capacity bus service</b>			
On-schedule for starting service on Division Transit Project	On schedule for fall 2022 start of service	☆ On schedule for fall 2022 start of service	★ On schedule for fall 2022 start of service
<b>Objective 5B: Develop partnerships to support faster and more reliable bus service</b>			
Number of enhanced transit bus corridor and/or hotspot projects completed and in development	At least five	☆ Seven during FY2021 (Dec 2020)	★ Five complete or on-schedule for completion during FY2022 so far (Feb 2022)
<b>Goal 6: Business practices that create value and spur innovation and continuous improvement</b>			
<b>Objective 6B: Increase financial resources</b>			
Milestones for strategy to leverage current TriMet assets for increased financial resources	Accomplished milestones	☆ Analyses and TOD projects underway	★ TOD potential sites inventories and prioritization underway
<b>People and Innovation Measures</b>			
<b>Goal 7: Ensure a culture of safety</b>			
<b>Objective 7A: Successfully implement the safety management system (SMS) across the organization</b>			
Lost time injuries rate (per 200,000 hours worked)	5.4 or fewer	⬡ 8.5 per 200,000 hours worked (calendar year 2020)	⬢ 7.0 per 200,000 hours worked (calendar year 2021)

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Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Goal 8: TriMet is where diverse and talented people want to come, stay, and thrive</b>			
Turnover percentage (minus retirements) from agency overall	No more than 5 percent	 5.5 percent average during FY2021 (Dec 2020)	 9.45 percent over 12-month period (Feb 2022)
<b>Objective 8A: Invest wisely in people</b>			
Training and development costs (including tuition reimbursement) as a percentage of payroll	4 percent or greater	 3.9 percent during FY20	 3.0 percent (FY2022 to date as of December 2021), on track to greater than 4 percent by end of fiscal year
Percent of non-union employees within their predicted compensation range (within 1.5 percent above or below the predicted compensation)	90 percent or higher	Measured differently	 95 percent (Jan 2022)
<b>Objective 8C: Foster sense of community and cross-functional camaraderie</b>			
<i>Employee participation...</i>			
Participation in employee volunteer events (limited due to COVID-19 restrictions)	Positive growth trend compared to previous years	 67 participants	 306 participants total across 4 community events and 12 COVID-19 clinics
Participation in Employee Town Halls	Positive growth trend compared to previous years	 Average 307 participants during 18 Employee Town Halls	 Average 221 participants during 21 Employee Town Halls 
Participation in employee events – Wellness and Health Trails (new measure due to COVID-19 restrictions)	Positive growth trend compared to previous years	 209 participants	 306 participants total across five opportunities 
<b>Objective 8D: Achieve agency Affirmative Action goals</b>			
<i>TriMet Affirmative Action Plan<sup>10</sup> goals...</i>			
Utilization rate – race	22.1 percent or better	 26.1 percent during FY2020	 28.8 percent during FY2022 (Jul 2021)
Utilization rate – gender	29.1 percent or better	Previous data not directly comparable	 25.3 percent during FY2022 (Jul 2021)
Utilization rate – veteran	6.4 percent or better	Previous data not directly comparable	 2.4 percent during FY2022 (Jul 2021)
Utilization rate – persons experiencing disability	7 percent or better	Previous data not directly comparable	 1.4 percent during FY2022 (Jul 2021)

 = on target  
 = caution  
 = off target  
   = Hollow symbols are previous year performance  
 = COVID-19 impact

<sup>10</sup> [trimet.org/equity/pdf/affirmative-action-plan.pdf](https://www.trimet.org/equity/pdf/affirmative-action-plan.pdf)

Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Objective 8E: Recruit a talented workforce</b>			
Time to fill positions (from requisition approval to acceptance of offer)	60 days or less	 65.8 days on average FY2020 (latest data available)	 63 days on average FY2022 (Sep 2021)
<b>Goal 9: Foster service excellence and innovation</b>			
<b>Objective 9A: Foster employee innovation, including process improvements and partnerships</b>			
Implementation steps of recognition, encouragement, and training practices for innovation and process improvement	Substantial progress	 Process Improvement Committee formed and identified processes to prioritize	 Recognition system implemented
<b>Financial Measures</b>			
<b>Goal 10: Fiscally sound and compliant</b>			
<b>Objective 10A: Manage financial performance within Strategic Financial Plan guidelines</b>			
Annual alignment with Strategic Financial Plan guidelines	Meet at least five of six	 All six met	 All six met
Net medical benefits cost per covered employee	Reduced, stable, or increased no greater than the Federal Employment Cost Index	 \$1,285.25 per covered employee average during FY2020 (latest data available)	 \$1,451 per covered employee average (Sep 2021)
<b>Goal 11: Manage assets to ensure safety and optimize value, performance, and resiliency</b>			
<b>Objective 11A: Meet or exceed state of good repair targets for all identified asset classes</b>			
Meet or exceed asset management class targets	All major asset classes on target or better	 Some asset classes at or better than target	 Some asset classes at or better than target
<b>Goal 12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan</b>			
<b>Objective 12A: Manage financial capacity to deliver regional expectations for service growth</b>			
Annual percentage of new service enhancement	On hold while COVID-19 restrictions resolve	 Actual service hours lower than previous year	 Service hours reduced (too few operators also has  )

 = on target  
 = caution  
 = off target  
   = Hollow symbols are previous year performance  
 = COVID-19 impact

Measure	Target	Previous Year (FY2021) Performance	FY2022 Performance
<b>Objective 12B: Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost</b>			
Fare recovery (passenger revenue/system cost) on fixed-route	25 percent or better	8.0 percent passenger revenue/system cost for fixed-route service, FY2021 to date (Jan 2021) 	10.5 percent passenger revenue/system cost for fixed-route service, FY2022 to date (Feb 2022) 
Bus operating cost per vehicle hour	Annual increase equal to or less than budgeted	4.7 percent increase, 12-month average compared to previous year (Jan 2021) 	8.6 percent increase, 12-month average compared to previous year (Feb 2022) 
MAX operating cost per vehicle hour	Annual increase equal to or less than budgeted	12.6 percent increase, 12-month average compared to previous year (Jan 2021) 	 2.4 percent increase, 12-month average compared to previous year (Feb 2022) 
WES operating cost per vehicle hour	Annual increase equal to or less than budgeted	36.4 percent increase, 12-month average compared to previous year (Jan 2021) 	 21.0 percent increase, 12-month average compared to previous year (Feb 2022) 
LIFT operating cost per vehicle hour	Annual increase equal to or less than budgeted	44.6 percent increase, 12-month average compared to previous year (Jan 2021) 	 18.3 percent decrease, 12-month average compared to previous year (Feb 2022) 

 = on target  
  = caution  
  = off target  
    = Hollow symbols are previous year performance  
  = COVID-19 impact

## Key Strategic Actions: Customers

Everyone in the TriMet region is a customer in the sense that we strive to provide an effective and efficient public service that benefits all within our region. By providing transit, we benefit our riders, but also provide benefits to employers, community stakeholders, and to the broader community. Along with our riders, they have expectations for TriMet in terms of congestion, environmental sustainability, and community benefits, so we have also included them here.

### Goal 1. Satisfied riders [Customers]

#### Objectives:

- 1A. Provide safe service
- 1B. Increase ridership
- 1C. Improve customer experience, information, and services
- 1D. Ensure equitable distribution of services and resources

#### FY2022 RESULTS and PROGRESS

- ✓ Training on de-escalation techniques included in bus and rail operator recertification training and will be complete for all operators by end of FY2022
- ✓ Marketing continues to encourage ridership according to market conditions and community sentiment around COVID-19 and their desire to be more active outside their home
- ✓ MAX light rail vehicle interior detail cleaning frequency improved from every 60 days to every 45 days, while continuing standard daily cleaning
- ✓ Bus interior detail cleaning frequency improved to every 30 days, while continuing standard daily cleaning
- ✓ Multi-modal trip planner enhancements complete and integrated into trimet.org with ongoing refinements to meet customer needs
  - Training on microaggressions:
    - ✓ provided to all non-union employees
    - ✓ provided to union employees in Maintenance and Rail Operations projected to be complete by end of FY2022
      - on track for remainder of union employees starting in March 2022 and to be completed during FY2023
  - Reimagining safety and security engagement continues; implementation of improvements underway
  - Safety response team members hired and deployed
  - Enhanced lighting and CCTV cameras underway with some installed and others planned for installation before the end of FY2022
  - Consolidated data regarding all current leases to allow future optimization
  - Improved LIFT on-time performance with new street routing approach to more accurately calculate trip times and more efficiently route LIFT vehicles through our region
  - Hop data dashboards developed to improve value in planning service and information that meets customers' needs
  - Agency-wide customer experience training still planned and customer service training content developed, but behind original schedule to deliver due to position vacancies
  - Annual equity review of service, vehicle assignments, and passenger infrastructure underway and on track for completion before end of FY2022

## FY2022 RESULTS and PROGRESS

- Outreach and engagement regarding Service Plan, Business Plan, and Budget continues
- Language Access Plan implementation continues
- Installed almost 200 e-paper customer information panels powered by solar panels; large LED screens for replacing old Solari screens are on order and expected to arrive in early spring 2022

## FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on ridership, especially:

- Understanding current and emerging travel patterns by listening to community and recognizing needs of riders
- Safety on-board and at passenger facilities related to COVID-19
- Safety and security on-board and at facilities related to neighborhood crime and emotional health issues impacting rider experience

Primary strategic priority addressed: **Ridership**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Ridership; Safety	1A	1	Maintenance; Transportation; Safety & Security	Operate and maintain vehicles and passenger facilities in ways that focus on customers and employees safety related to neighborhood crime and emotional health issues:	●	●	●	●	●
Ridership; Safety	1A	1.1	Safety & Security	Hire and train additional employee and contracted personnel to provide more presence on the system	●	●			
Ridership; Safety	1A	2	Maintenance; Public Affairs; Transportation	Operate and maintain vehicles and passenger facilities in ways that focus on customers and employees comfort and sense of safety:	●	●	●	●	●
Ridership; Safety	1A	2.1	Maintenance	Clean all vehicles daily with monthly detail cleanings	●	●	●	●	●
Ridership; Safety	1A	2.2	Maintenance	Develop and implement scalable cleaning plan for passenger facilities focused on key stations and end of line stations	●	●	●	●	●
Ridership	1B	3	Public Affairs	Implement ridership recovery strategies and coordinate collaboration across divisions to attract previous and new riders, including new arrivals to the region	●	●			
Ridership	1B	4	Eng, Constr & Planning	Conduct and implement comprehensive service analysis (Forward Together):	●	●	●		
Ridership	1B	4.1	Eng, Constr & Planning; Public Affairs	Engage riders and public, conduct analysis, and develop recommendations for service enhancements to complete Forward Together	●				
Ridership	1B	4.2	Eng, Constr & Planning; Transportation	Implement service changes called for in Forward Together		●	●	●	

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Ridership	1B	5	Public Affairs	Deliver marketing and information to encourage ridership through current pass and sales channels	●	●			
Ridership	1C	6	COO	Reduce unscheduled stops and delays:	●	●			
Ridership	1C	6.1	COO; Transportation	Analyze causes of stops and delays, develop mitigations, and implement	●	●			
Ridership	1C	6.2	Safety & Security	Implement actions to reduce trip delays due to unpredictable behavioral issues with presence on the system	●	●			
Ridership	1C	7	Public Affairs	Collect data, communicate with stakeholders, and use tools such as Attitude & Awareness survey to improve our understanding of evolving customer needs and opportunities to improve the overall customer experience in order to complete needs report to inform three-year work plan	●				
Ridership	1C	8	Public Affairs	Deliver enhanced customer experience training to all TriMet employees	●	●			
Ridership	1C	9	Public Affairs	Deliver customer information enhancements such as onboard announcement improvements, new video and e-paper service information signs	●	●			
Ridership	1D	10	Eng, Constr & Planning	Pursue accessibility improvement plan	●	●	●	●	●
Ridership	1D	10.1	Eng, Constr & Planning	Using the Pedestrian Plan as a start, conduct planning process to analyze current state of accessibility for bus stops, identify key investments on a tiered cost/benefit approach, and lay the groundwork for jurisdictional partnerships focused on bus stop/MAX station accessibility	●	●			
Ridership	1D	10.2	Eng, Constr & Planning; Public Affairs; Finance & Admin Svcs	Implement accessibility improvements with help from grants and partner jurisdictions			●	●	●

## Goal 2. Satisfied community stakeholders and employers [Customers]

### Objectives:

- 2A. Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint
- 2B. Advance mobility for those with limited options
- 2C. Support economic opportunity by expanding employee access to jobs and customer access to businesses and services
- 2D. Help shape the future of cities and our region in line with Metro 2040 Growth Concept
- 2E. Ease congestion by providing attractive travel options during peak periods

### FY2022 RESULTS and PROGRESS

- ✓ TriMet **reduced its operational greenhouse gas emissions by about 63 percent** during 2021:
  - ✓ All fixed-route buses with diesel engines now operating with R99 renewable diesel (as of December 2021)
  - ✓ All MAX and TriMet-owned and operated facilities enrolled in renewable electricity programs, reducing overall agency carbon emissions operations and fuel/electricity delivery
- ✓ Fuller Road transit oriented development project land sale complete and construction of 100 affordable housing units underway
- ✓ Hollywood HUB transit-oriented development and adjacent TriMet light rail electrical infrastructure project have advanced, including identifying all funding for affordable housing building at the site; this included \$28.4M grant for Bridge to develop the affordable housing with about 200 affordable units
  - Operating battery electric buses from multiple manufacturers; Powell garage improvements include infrastructure for battery electric bus charging; completed installation and commissioning of six additional charging stations at Merlo garage
  - Now updating agency-wide analysis of carbon emissions each year and working toward net zero carbon strategy by 2050, with 70 percent reduction target in 2030 and 90 percent target in 2040 as defined in TriMet's Climate Action Plan
  - Tested draft carbon lens as part of evaluating alternatives for TriMet emissions reductions
  - Pursuing grants and federal funding for hydrogen fuel infrastructure to support hydrogen-powered fixed-route buses
  - Received 5 new fixed-route battery electric buses and have begun using them in service, for a total of 10 in service with more in testing or under order
  - Received 4 retrofitted fixed route battery electric buses (converted from diesel) and continued testing of those vehicles
  - Purchased 17 hybrid electric non-revenue vehicles
  - Working with manufacturer to develop detail specifications for additional order of 24 battery electric buses
  - Examining conceptual design and lifecycle costs for potential future all-battery electric or all-hydrogen fuel cell electric fixed-route buses, or a mix of both
  - Completed testing of borrowed longer-range battery electric buses
  - Autonomous vehicle (AV) technology development has slowed compared to earlier projections so no key strategic action is included in this Plan regarding AV technology, but TriMet will continue to monitor vehicle offerings for those that would meet operational needs
  - Implemented online low-income fare enrollment process in English, Spanish, and Russian
  - Small pilot program launched to allow LIFT-eligible customers same-day service with two-hour notice; after six months the pilot was completed with low usage; next steps are to evaluate the program and customer reaction to explore potential

## FY2022 RESULTS and PROGRESS

- TriMet continues to work with community stakeholders and allocates state transit improvement funds to support shuttles in areas where fixed-route buses would not be cost-effective
- Continued outreach to expand use of low-income fare
- Potential transit-oriented development sites inventoried and initial assessment complete with prioritization framework underway for future development

## FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Continue actions to meet environmental, engagement, and development expectations of community and partners

Primary strategic priority addressed: **Community and Partnerships**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Community and Partnerships	2A	1	Maintenance, Eng, Constr, & Planning; Finance & Admin Svcs; Public Affairs; GM, COO	Deliver actions and changes called for in TriMet’s Climate Action Plan	●	●	●	●	●
Community and Partnerships	2A	2	Maintenance	Complete installation of first phase of bus chargers at Powell garage	●				
Community and Partnerships	2A	3	Eng, Constr, & Planning, Transportation; Maintenance; Public Affairs; Finance & Admin Svcs	Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses	●	●	●		
Community and Partnerships	2A	4	Maintenance; Training; Transportation	Purchase zero-emissions buses to replace diesel buses as they are retired		●	●	●	●
Community and Partnerships	2A	5	Maintenance; Training; Transportation	Identify staff needs and training and implement to support zero-emissions fleet	●				
Inclusion, Diversity, Equity, and Access; Community and Partnerships	2A	6	Eng, Constr, & Planning; Transportation	Complete analysis and develop plans for prioritizing deployment of zero-emission buses informed by air quality and equity index measures	●	●			

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Community and Partnerships	2B	7	Public Affairs/Transit Equity, Inclusion, and Community Affairs	Engage riders, stakeholders, and community for Budget, Business Plan, comprehensive service analysis (Forward Together), Equity and Title VI update, fare policy, A Better Red Light Rail Project, Division Transit Project, and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects	●	●	●	●	●
Community and Partnerships	2D	8	Legal	Complete project development and construction of HollywoodHUB <sup>11</sup> project including TriMet infrastructure changes necessary for project and affordable housing	●	●	●	●	●
Community and Partnerships	2D	9	Legal	Complete transit-oriented development assessment of development opportunity and prioritize sites	●				

<sup>11</sup> hollywoodhubpdx.com

### Goal 3. Supportive broader community [Customers]

**Objectives:**

- 3A. Ensure strong support for transit and TriMet
- 3B. Increase funding for regional mobility expansion

**FY2022 RESULTS and PROGRESS**

- Beginning public process for State Transit Improvement fund to be completed next fiscal year
- Engagement with community along the Division Transit Project alignment continues
- Engaging community and stakeholders for service planning, Business Plan, and Budget [see section on engagement near the beginning of this document]

**FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL**

Build and strengthen relationships

Primary strategic priority addressed: **Community and Partnerships**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Community and Partnerships	3A	1	Public Affairs/ Transit Equity, Inclusion, and Community Affairs	Plan for and create more opportunities and venues for GM and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies	●	●			

## Key Strategic Actions: Internal Business Practices

### Goal 4. Deliver safe, efficient, and equitable service [Internal Business Practices]

**Objectives:**

- 4A. Increase personal safety
- 4B. Provide reliable performance
- 4C. Improve service delivery
- 4D. Increase resiliency

#### FY2022 RESULTS and PROGRESS

- Enhanced content and training for Rail Operating Rulebook and incorporated into rail operator recertification training, which all rail operators receive
- Learning management system implemented for Operations training to deliver and track training and learning content using newly updated curriculum and lesson planning standards consistent with best practices for adult learning principles
- Vehicle preventive maintenance work order completion improved to 99.8 percent for light rail vehicles
- Launched Forward Together, a comprehensive review of service, to include public and stakeholder engagement, market and travel behavior analysis, alternatives, and service plan completion in FY2023
- Procurement and Legal contracts now incorporated into the enterprise content management system
- Scheduling staff continue to monitor and adjust schedules to fit conditions aiming for increased on-time performance
- Implemented new IT project intake process
- IT Strategic Plan developed at high level and socialized with IT team and executive team; IT service management roadmap underway; IT technical debt reduction workshop planned
- IT cybersecurity roadmap underway; roadmap expected to be complete before end of fiscal year, with multiple years of implementation
- Bus maintenance has begun strategies to increase volume and quality of data captured for maintenance information compliance and enhancement
- Type 6 light rail vehicles will include internet of things devices to support rail operations optimization technology; four more to be installed on older light rail vehicles for testing
- Increased hiring efforts with signing bonus for operators

#### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Implement change management and safety management system to increase ownership of safety for all employees and departments

Primary strategic priority addressed: **Safety** and **Employee Experience**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Ridership; Safety	4A	1	Safety & Security	Using the structure developed as part of reimagining security efforts, increase hiring, training, and deployment of customer safety officers and safety response team members to provide presence on the system	●				

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Employees and Employee Experience	4A	2	Safety & Security, Maintenance	Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other TriMet employees, and for TriMet customers	●	●	●	●	●
Employees and Employee Experience	4A	3	Safety & Security; Eng, Constr, & Planning; Maintenance	Train for and use crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications including such treatments as CCTV improvements, enhanced lighting, modifying vegetation, and sight lines	●	●	●	●	●
Ridership; Employee Experience; Safety	4A	4	Safety & Security; IT	Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology	●	●	●	●	●
Ridership	4B	5	Transportation; LR/HR; Training	Hire and retain operators to preserve service with a target of at least 130 new operators hired during calendar year 2022	●	●			
Financial Stewardship and Capacity	4B	6	IT	Implement major elements of IT Strategic Plan:	●	●	●	●	●
Financial Stewardship and Capacity	4B	6.1	IT	Develop and deliver repeatable information technology governance processes with clear reporting and decision-support tools for Information Technology Committee (ITC), including dashboard, project tracking list, and project prioritization support tools	●				
Financial Stewardship and Capacity	4B	6.2	IT	Begin delivery of projects under multi-year, strategic and broad plan to retire technical debt	●	●	●	●	●
Financial Stewardship and Capacity	4B	6.3	IT	Migrate employee-focused productivity and collaboration software for improved efficiency and cybersecurity		●	●	●	
Financial Stewardship and Capacity	4B	6.4	IT	Deliver fully functional service desk and implement at least two documented and repeatable groups of processes that deliver new or enhanced capabilities		●			
Ridership; Safety	4C	7	Maintenance	Implement rail operation optimization technology (ROOT): as new Type 6 MAX light rail vehicles go into service, begin regular use of new intelligent transportation system (ITS) platform, which includes an “internet of things” (IOT) device and mobile router to enhance vehicle information capture, and use monitoring and analysis software to increase understanding and tracking of vehicle maintenance needs	●	●			
Financial Stewardship and Capacity	4D	8	IT	Develop and implement cybersecurity roadmap, define baseline, and deliver new capabilities called for during the first year	●				

## Goal 5. Design and deliver successful projects [Internal Business Practices]

### Objectives:

- 5A. Develop higher capacity bus services
- 5B. Develop partnerships to support faster and more reliable bus service
- 5C. Improve existing MAX infrastructure for ongoing reliability and capacity

### FY2022 RESULTS and PROGRESS

- TriMet continues working with the City to deploy more “Rose” (bus priority) lanes
- TriMet and Metro have committed \$10M total to explore and construct more bus priority improvements in various jurisdictions (outside of Portland) to reduce delay to buses
- Received, tested, and accepted the first higher-capacity, 60’, articulated buses for Division Transit Project, with more coming during the remainder of this fiscal year and all to run on renewable diesel
- Partnered with Oregon Department of Transportation, City of Portland, and City of Gresham to get next generation transit signal priority in bench testing with Portland and Gresham traffic signals in preparation for planned operations with the Division Transit Project; integrated testing is scheduled for later in FY2022
- Working with Oregon Department of Transportation to identify potential for freeway-based express bus service on I-205

### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Continue and/or complete current major projects on-time and on-budget: Powell bus operations and maintenance base, Division Transit Project, A Better Red MAX Line Project

Primary strategic priority addressed: **Ridership**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Ridership	5A	1	Eng, Constr & Planning	Successfully manage delivery of FTA-grant-funded capital projects:	●				
Ridership	5A	1.1	Eng, Constr & Planning; Transportation; Maintenance; IT	Division Transit Project	●				
Ridership	5A	1.2	Eng, Constr & Planning; IT	Implement transit signal priority (TSP) on Division St as part of Division Transit Project	●				
Ridership	5C	1.3	Eng, Constr & Planning; Transportation; Maintenance	A Better Red Line MAX Project	●	●	●		

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Financial Stewardship and Capacity; Safety	5C	2	Eng, Constr & Planning; Maintenance	Deliver budget-approved state of good repair projects on-time and on-budget	●	●	●	●	●
Ridership; Community and Partnerships	5B	3	Eng, Constr & Planning	Develop and deliver enhanced transit bus priority projects with regional and local partners	●	●	●	●	●
Ridership; Community and Partnerships	Goal 5 overall	4	Eng, Constr & Planning; Public Affairs; Transit Equity, Inclusion, and Community Affairs	With partners, pursue opportunities for potentially viable transit infrastructure projects	●	●	●	●	●

## Goal 6. Business practices that create value and spur innovation and continuous improvement [Internal Business Practices]

### Objectives:

- 6A. Grow business inclusion and diversity efforts
- 6B. Increase financial resources

### FY2022 RESULTS and PROGRESS

- ✓ Hop Fastpass® fully implemented and represents over 86 percent of all fixed-route fares collected (as of December 2021) with over 100,000,000 taps on Hop so far (as of December 2021)
- ✓ All certified LIFT riders have been issued Hop Fastpass® cards and tens of thousands of LIFT trips are paid for with Hop Fastpass® each month
  - Hop data dashboards developed to better understand customer needs for mobility, especially with changing nature of hybrid work environment for a portion of employees in the region
  - As of late calendar 2021, over 35 Disadvantaged Business Firms (DBE) and Minority Business Enterprise and Women Business Enterprise firms have worked on the Division Transit Project. Twenty-three percent of design work has been awarded to DBE firms and 37 percent of project construction work has been awarded to DBE firms (not including the prime contractor Raimore Construction)
  - Developed draft map of small businesses in TriMet district for outreach and potential contracting
  - Assembled complete list of current leases (both with TriMet as lessor and lessee) with ongoing analysis for potential of cost-savings for revenue generation including potential for leasing more space at lower-demand Park & Rides
  - Tracking grant opportunities at federal, state, and regional level in alignment with capital budget needs

### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Enhance diversity, equity, and inclusion

Primary strategic priority addressed: **Equity, Diversity, and Inclusion**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Financial Stewardship and Capacity	Goal 6 overall	1	Finance & Admin Svcs	Finish Hop implementation, enter into system acceptance, and complete shift to operational emphasis	●				
Inclusion, Diversity, Equity, and Access	6A	2	Finance & Admin Svcs; Transit Equity, Inclusion & Community Affairs	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	●	●	●	●	●

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Inclusion, Diversity, Equity, and Access	6A	3	Transit Equity, Inclusion, & Community Affairs; Eng, Constr, & Planning	Use equity lens framework in support of TriMet projects and programs	●	●	●	●	●
Financial Stewardship and Capacity	6B	4	Finance & Admin Svcs	Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan and other initiatives to identify and apply for funding	●	●	●	●	●

## Key Strategic Actions: People and Innovation

### Goal 7. Ensure a culture of safety [People and Innovation]

**Objectives:**

7A. Successfully implement the Safety Management System (SMS) across the organization

#### FY2022 RESULTS and PROGRESS

- Documenting and mapping processes for safety management to better define interface with other systems and define needs

#### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Implement change management and SMS to increase ownership of safety for all employees and departments

Primary strategic priority addressed: **Safety** and **Employee Experience**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Safety; Employees and Employee Experience	7A	1	Safety & Security	Begin implementation of safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees	●	●			

## Goal 8. TriMet is where diverse and talented people want to come, stay, and thrive [People and Innovation]

### Objectives:

- 8A. Invest wisely in people
- 8B. Ensure open and honest communication between management and direct-customer-serving employees
- 8C. Foster sense of community and cross-functional camaraderie
- 8D. Achieve agency Affirmative Action goals
- 8E. Recruit a talented workforce
- 8F. Pursue professional growth for employees

### FY2022 RESULTS and PROGRESS

- ✓ Learning management system up and running with system in place to support subject matter experts development of training content and programs to meet specific needs across the agency
- ✓ Implemented program changes to comply with pay equity law and provide competitive pay practices
- ✓ Conducted agency-wide comparable character and market analysis to identify job classifications and competitive pay rates
- ✓ Redesigned Performance Management Program to support predicted compensation model pay practices
- ✓ Implementation of strategy to reoccupy offices with a hybrid telework-in person option for those positions that can support telework planned before end of fiscal year (pending any potential additional COVID-19 impacts)
- ✓ Implemented peer-to-peer recognition software program and planning additional capabilities and training for its use
  - Reached agreement with ATU to allow newly-hired bus operators to work full time if shifts are available to help address the most severe operator shortage in TriMet's history
  - Other efforts to address operator shortage included increased starting pay and hiring bonuses
  - Permanent teleworking policy developed and implemented
  - Developed proposed program changes to predicted compensation model (PCM) to comply with pay equity law, provide competitive pay practices, and increase candidate pool
  - Identified and contracted for new administrative offices lease in building with LEED Gold certification
  - Executive team members all participated in surveying rides at various times and locations to support understanding of customer experience
  - Executive team members participate in Ride Guide and other volunteer opportunities to interact with staff and customers
  - All Rail and Field Operations Managers dedicating time to interacting with operators on the system
  - Enhanced coordination and collaboration for service quality and safety with multiple internal groups: technical advisory group (TAG), bus and rail replacement service team (BRRST), and operations readiness for service team (RFST)
  - Employee volunteer opportunities included supporting vaccine clinics on a dozen different dates and local neighborhood clean ups on four different dates
  - Advanced training for operations staff including incident command structure, management, and labor-related subjects
  - Continuing development of Certificate in Supervisory Skills program

**FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL**

Focus on employee experience:

- Improve relationship with ATU
- Improve onboarding experience
- Provide all employees with development opportunities
- Celebrate and recognize employee contributions

Primary strategic priority addressed: **Employee Experience**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Employees and Employee Experience	8A	1	Labor Relations & Human Resources	Engage with ATU and other stakeholders to develop initiatives to cover in negotiations for new Working and Wage Agreement	●			●	
Employees and Employee Experience	8A	2	Labor Relations & Human Resources	Conduct strategic review of compensation approach and policy and develop implementation plan for compensation and retention of employees	●				
Employees and Employee Experience	8A	3	Labor Relations & Human Resources	Continue and refine, as needed, TriMet’s telework policy for those positions for which telework is feasible	●				
Employees and Employee Experience	8C	4	Labor Relations & Human Resources	Conduct and act on results from employee engagement survey:	●	●	●	●	●
Employees and Employee Experience	8C	4.1	Labor Relations & Human Resources; Public Affairs	Conduct survey annually and work with employee communications for employee awareness and engagement	●	●	●	●	●
Employees and Employee Experience	8C	4.2	Labor Relations & Human Resources	Implement HR-related initiatives	●	●	●	●	●
Employees and Employee Experience	8C	4.3	All	Engage with employees informed by results of engagement survey and initiatives developed as a result	●	●	●	●	●
Employees and Employee Experience	8C	5	Labor Relations & Human Resources	Implement and encourage use of enhanced employee recognition program	●				
Employees and Employee Experience; Inclusion, Diversity, Equity, and Access	8D	6	Labor Relations & Human Resources	Determine necessary improvements and staffing approach for diversity, equity, and inclusion and begin implementation of those improvements	●	●			

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Employees and Employee Experience	8E	7	Legal; Labor Relations & Human Resources; IT	Implement improvements to new employee onboarding in response to identified needs, especially during the first week	●				
Employees and Employee Experience	8E	7.1	Labor Relations & Human Resources; Legal	Achieve consistent and coherent look and feel and experience for information to potential employees and new employees	●				
Employees and Employee Experience	8F	8	COO/Training; Labor Relations & Human Resources	Deliver training programs in new learning management system (LMS) to support new hire onboarding and opportunities in professional development and career growth for TriMet employees	●	●	●	●	●
Employees and Employee Experience	8F	9	COO/Training; Labor Relations & Human Resources	Enhance E3 program to support professional development in maintenance disciplines	●				
Employees and Employee Experience; Equity, Diversity, and Inclusion	8F	10	Labor Relations & Human Resources	Develop and begin implementation of strategies to support potential for employees to enhance performance and earn promotion	●				
Employees and Employee Experience	8F	11	Labor Relations & Human Resources; Transportation; Maintenance	Develop and implement strategies to enhance employee retention and engagement:	●	●			
Employees and Employee Experience	8F	11.1	Transportation; Maintenance	Support leadership and skills development in transportation and maintenance management positions	●	●			
Employees and Employee Experience	8F	11.2	Labor Relations & Human Resources; Transportation; Maintenance	Improve current employee experience by using exit interviews and other methods of learning from departing employees	●	●			
Employees and Employee Experience; Safety	Goal 8 overall	12	Labor Relations & Human Resources; Safety & Security	Develop and modify work rules and standard operating procedures related to COVID-19 incorporating federal, state, and local mandates and safety best practices	●				
Employees and Employee Experience	Goal 8 overall	13	Labor Relations & Human Resources; Finance & Admin Svcs	Implement improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism	●	●			

## Goal 9. Foster service excellence and innovation [People and Innovation]

**Objectives:**

9A. Foster employee innovation, including process improvements and partnerships

### FY2022 RESULTS and PROGRESS

- Process Improvement Committee process focused on improving onboarding experience for new employees with enhanced, consolidated checklists and information and emphasis on simplifying access to appropriate process and materials and consolidating business process steps to minimize chances of missing key steps

### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on employee experience and communication for now (see Goal # 8 priorities)

Primary strategic priority addressed: **Employee Experience** (see Goal # 8 priorities)

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Ridership	9A	1	IT	Deliver proof of concept technology that demonstrates the use of machine learning to improve transit vehicle arrival predictions for use in enhanced customer information	●				
Ridership	9A	2	IT	Develop and validate a software model of passenger Origin/Destination/Transfer (ODX) data that can be used to infer rider transfers and destinations for better understanding of travel patterns	●				

## Key Strategic Actions: Financial

TriMet is a public agency. We have financial goals because it is important for public agencies to use available funding to provide service in a cost-effective and efficient way. The more careful we are with funding and expenditures, the more service we can provide, the more people can use the service, and the more our community benefits.

### Goal 10. Fiscally sound and compliant [Financial]

**Objectives:**

10A. Manage financial performance within Strategic Financial Plan guidelines

FY2022 RESULTS and PROGRESS	
✓	On track to meet all six Strategic Financial Plan guidelines for FY2022

FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL	
Focus on sustainable budget and managing asset replacement for long-term financial stability	
Primary strategic priority addressed: <b>Financial Stewardship and Capacity</b>	

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Financial Stewardship and Capacity	10A	1	Finance & Admin Svcs	Manage and align financial performance and decision-making with the Strategic Financial Plan	●	●	●	●	●
Financial Stewardship and Capacity	Goal 10 overall	2	Finance & Admin Svcs	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic and economic impacts	●	●	●	●	●
Financial Stewardship and Capacity	10A	3	Finance & Admin Svcs	Make every effort to aggressively fund the OPEB (other post-employment benefits) trust	●	●	●	●	●

## Goal 11. Manage assets to ensure safety and optimize value, performance, and resiliency [Financial]

### Objectives:

11A. Meet or exceed state of good repair targets for all identified asset classes

#### FY2022 RESULTS and PROGRESS

- Type 1 light rail vehicle retirement and new Type 6 procurement is underway with completion slated during FY2023 despite some slippage of schedule at manufacturer due to COVID-19 related issues
- Enterprise Asset Management System procurement process on hold while readiness activities continue, including completed lessons learned document
- All asset management plans reviewed and updated
- Transit Asset Management Plan for agency under development and on schedule for completion by October 1, 2022

#### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Replace assets and deliver projects that maintain and enhance state of good repair including procedures and tools for cost-effective lifecycle management

Primary strategic priority addressed: **Financial Stewardship and Capacity** and **Safety**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Ridership; Financial Stewardship and Capacity	11A	1	Maintenance	Commission and begin service with Type 6 light rail vehicles as they are delivered by the manufacturer and replace and retire Type 1 light rail vehicles	●	●			
Ridership; Financial Stewardship and Capacity	11A	2	Maintenance	Deliver mid-life overhaul of Type 2 and Type 3 light rail vehicles	●	●	●	●	●
Financial Stewardship and Capacity	11A	3	Finance & Admin Svcs	Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives	●	●	●	●	●

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Financial Stewardship and Capacity; Employees and Employee Experience	11A	4	GM; COO	Determine appropriate agency policy, process, and procedure structure; develop plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure	●				
Financial Stewardship and Capacity; Safety	11A	5	GM; COO; Maintenance; Finance & Admin Svcs; Transportation; IT; Eng, Constr, & Planning,	<p>Procure professional assistance to conduct a comprehensive evaluation of current state of maintenance at TriMet to determine program efficacy, needs, and opportunities. Focus will be on best practices, regulatory compliance, timelines, performance, tracking, and developing a roadmap to fill gaps. The following elements, at minimum, would be evaluated:</p> <ul style="list-style-type: none"> <li>• Centralized, consistent maintenance philosophy and approach</li> <li>• Maintenance management and control <ul style="list-style-type: none"> <li>○ Oversight and accountability for performance of maintenance</li> </ul> </li> <li>• Establishment of procedures</li> <li>• Data requirements, capture, quality, analysis, and reporting</li> <li>• Appropriate approval structures for maintenance processes and procedures</li> <li>• Scheduled, periodic review of maintenance processes and procedures</li> <li>• Compliance with federal, state, and local requirements</li> <li>• Reliability analysis, including risk-informed analysis of lifecycle cost-effectiveness</li> <li>• Management of as-built configuration documentation</li> <li>• Document control for processes and procedures</li> <li>• Maintenance requirements and frequencies <ul style="list-style-type: none"> <li>○ Task identification and time to complete</li> <li>○ Qualifications, skills, and task/time-based staffing</li> </ul> </li> <li>• Dedicated full-time operational engineering</li> <li>• Identify current status and efficacy of Master Maintenance Plan</li> <li>• Connection to transit asset management (TAM), capital improvement, replacement, and PTASP</li> <li>• Link to training materials and practices</li> <li>• Formalization of on-the-job training practices</li> </ul>	●				
Financial Stewardship and Capacity; Safety	11A	6	GM; COO; Maintenance; IT	Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt		●	●	●	●

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Financial Stewardship and Capacity; Safety	11A	7	GM; COO; Maintenance; IT	Prepare for new maintenance management and inventory functions within an enterprise asset management system (EAMS)	●	●	●	●	●
Financial Stewardship and Capacity; Safety	11A	7.1	GM; COO; Maintenance; IT	Improve processes and information to prepare for EAMS including completing readiness checklist items	●	●			
Financial Stewardship and Capacity; Safety	11A	7.2	GM; COO; Maintenance; IT	Procure and implement EAMS for all departments and groups			●	●	●
Financial Stewardship and Capacity	11A	8	Eng, Constr & Planning; Finance & Admin Svcs	Finish construction on stores inventory facility at Columbia site and implement hub-and-spoke parts storage and delivery agency-wide	●				
Financial Stewardship and Capacity; Safety	11A	9	GM	Complete Transit Asset Management Plan update that meets TriMet needs for asset management maturity and all FTA requirements	●				

## Goal 12. Financial capacity to advance regional expectations for service growth and quality as represented in the Regional Transportation Plan [Financial]

**Objectives:**

- 12A. Manage financial capacity to deliver regional expectations for service growth
- 12B. Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost

### FY2022 RESULTS and PROGRESS

- Continued integration of Business Plan Objectives and transit asset management information with Capital Improvement Plan process
- Following deliberation on current economic conditions among Board members, the fare increase previously planned for September 2022 was deferred
- Customer Safety Supervisors providing presence on the system and fare inspection daily

### FY2023 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on sustainable budget and managing asset replacement for long-term financial stability (see Goals 10 & 11)

Primary strategic priority addressed: **Financial Stewardship and Capacity**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2023 – FY2027 KEY STRATEGIC ACTIONS	FY23	FY24	FY25	FY26	FY27
Financial Stewardship and Capacity	12A	1	Finance & Admin Svcs; Eng, Constr, & Planning; Transportation; Maintenance; COO	Further develop a fiscally sustainable 5-year Capital Improvement Plan approved by internal management by June 30, 2023	•				



# The Route Ahead

The strategic Business Plan is a dynamic document because it has to be. Circumstances keep changing (especially in the 2020s so far). We have honed our focus with Strategic Priorities, reorganized the document, and focused on actionable and clear Key Strategic Actions to better fit changing circumstances.

TriMet's management uses the Strategic Priorities in the framework of Goals, Objectives, Measures, Targets, and Key Strategic Actions in this Business Plan to guide individual targets and detailed objectives at the individual, team, and department level. This helps focus our efforts to be aligned with overall strategic needs. Annual updates allow us to take on the future with a solid route map while retaining the flexibility to respond when things change.

Key initiatives and projects on the horizon will continue to be developed and expanded in future updates of the Business Plan, including:

- Implementing reimagined safety and security for the comfort and safety of our customers, our employees, and the communities we serve with an equitable approach
- Focusing on attracting previous riders and earning the trust of new riders to increase our ridership that was so highly impacted by COVID-19 and emerging trends in remote working conditions
- The urgency of carbon reduction, including expanding our zero-emission bus fleet in keeping with TriMet's Non-Diesel Bus Plan
- Division Transit Project
- Better Red Line MAX Project

We are all working together to recover from a global pandemic and its wide-ranging economic and social impacts. We continue to believe in a bright future for this region and we are committed to being 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.



# Acronyms and Definitions

**AV – Autonomous Vehicle** – A vehicle with technology that senses the environment and navigates with either reduced or no human input

**Better Red Project** – A light rail construction project to extend MAX Red Line service an additional 10 stations on the west side to Fairplex and improve tracks between Gateway and the Airport to improve service

**Business Plan** – Overall, agency-level plan that includes Goals, Objectives, Measures, Targets, and Key Strategic Actions at the agency-level

**CAT – The Committee on Accessible Transportation** – A committee which advises the TriMet Board of Directors and staff on plans, policies and programs for older adults and those experiencing disability.

**DBE – Disadvantaged Business Enterprise** – Companies with ownership by socially and/or economically disadvantage individual(s)

**FTA – Federal Transit Administration** – The federal agency that provides oversight and funding opportunities for transit agencies

**FY – Fiscal Year** – The fiscal operating period used by TriMet and other public agencies in Oregon, which runs July 1 through June 30 of the following calendar year; e.g., FY2023 is from July 1, 2022, through June 30, 2023

**Goals** – Defines areas in which TriMet aims to make substantial progress during the five years of the Business Plan; goals are grouped by Success Category and lead to Objectives, Measures, Targets, and Key Strategic Actions

**HB2017 – House Bill 2017** – State law that provides funding from the State of Oregon for transit

**Hop Fastpass®** – Regional transit fare card that works on TriMet, Streetcar, and C-TRAN; see myhopcard.com

**Integrated Mobility** – A full range of mobility options, including but not limited to transit, that provide mobility with frictionless information and connections across a variety of mobility choices

**IOT – Internet of Things** – Use of sensing technology distributed in many places (e.g., such as in buses, light rail vehicles, or signal infrastructure) to provide more data and information about assets, operations, etc.

**Key Strategic Actions** – The most impactful or Strategic Actions for agency-level planning and management in the Business Plan; these are specific actions identified to make progress toward Targets, Objectives, and Goals

**KPI – Key Performance Indicators** – A term not used in this Plan; see Measures and Targets

**Kroll** – An independent financial rating company that rates various bonds including public bonds issued by TriMet

**Measures** – Quantitative or qualitative methods of identifying the status in a given issue

**Moody's** – An independent financial rating company that rates various bonds including public bonds issued by TriMet

**Objectives** – Specific statements elaborating goals in a way that are actionable and lead to Measures, Targets, and Key Strategic Actions

**PCM – Predicted Compensation Model** – The model yields a predicted level of pay that an employee would be at, or above, based on the objective compensable factors contained in the Oregon Pay Equity Act

**Premises** – Basic assumptions underlying the projections, analyses, plans, strategies, and approaches

**Resilience** – The ability of an agency or a service to withstand challenges from external forces like weather and climate change, economic variability, or epidemic or pandemic diseases

**ROOT – Rail Operations Optimization Technology** – The name of TriMet's MAX vehicle project that incorporates Internet of Things (IOT) approaches to vehicle and operations management

**S&P Global – Standard & Poor's** – An independent financial rating company that rates various bonds including public bonds issued by TriMet

**SMS – Safety Management System** – A comprehensive and coordinated approach to safe operations, maintenance, actions, and management

**Strategic Success Categories** – Categories of focus to help organize Goals, Objectives, Measures, Targets, and Key Strategic Actions; they include: Customers, Internal Business Practices; People and Innovation; and Financial

**TAM Plan – Transit Asset Management Plan** – A formal, federally-required plan identifying how to manage, for long-term safety and operability, all significant assets owned and maintained by a transit agency; e.g., buses, garages, rail tracks, storage facilities, etc.

**Targets** – Specific planned-for performance on Measures; each Measure has an associated Target to ensure that the Business Plan is focused and leads to a clear indication of whether targets are being met (and therefore demonstrates whether chosen Actions are effective)

**TEAC – TriMet's Transit Equity Advisory Committee** – A committee which provides insight and guidance to the General Manager on issues of equity, access, and inclusion

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