

Sam Desue 100 Day Plan

Ridership

We need to recover and grow our ridership base through exceptional transit service. We must maintain a relentless focus on the customer experience, and providing equitable, safe, clean, and reliable service to the best of our abilities.

Ridership objectives:

- **Listening to community**
 - Deliverable #1: In conjunction with service and budget outreach, attend and listen/interact at virtual public open houses and report back to the Board.
✓ Done. Sam Desue attended open house for service changes.
- **Learning travel patterns/Recognizing needs of riders**
 - Deliverable #2: Present to the Board an approach to a Comprehensive Service Analysis whereby we look at how to improve the overall service delivery and operating efficiency of the network. With the Board's feedback, launch the analysis.
✓ Done. Presented at October Board Briefing. Steve Witter led.
 - Deliverable #3: Present to the Board the progress of our Ridership Recovery efforts underway.
✓ Done. Presented at September Board Meeting. JC Vannatta led.
- **Advancing accessibility**
 - Deliverable #4: Begin an accessibility review, evaluating two primary categories including place-based and person-based accessibility; develop a plan and timeline to improve overall system accessibility.
Deferred

Employee Experience

We have a need and an opportunity to improve the overall Employee Experience at TriMet. We are stronger together when employees are clear on TriMet's mission and their place within it; when they are safe, supported, and appreciated; and when they are well-trained, compensated, and managed.

Employee Experience objectives:

- **Continue to improve our Safety efforts**
 - Deliverable #5: Recruit and hire a new Executive Director of Safety & Security.
✓ Done. Lead by Sam and Kim Sewell
- **Improve relationship with ATU**

- Deliverable #6: Continue and improve our overall communication approach
 - Set up regular meetings with Shirley Block, President of the ATU 757
✓ Done. Sam Desue led.
 - Continue internal townhalls to listen to all of our employees
✓ Done and ongoing. JC Vannatta led.
 - Improve overall communication with employees
ONGOING
 - Maintain weekly GM communication - *At the wheel*
✓ Done. JC Vannatta led.
 - Provide consistent COVID-19 updates
✓ Done. JC Vannatta led.
- **Enhance onboarding**
 - Deliverable #7: Begin assessment of TriMet's overall onboarding plan not only for new employees who report in-person, but those who also work remotely.
✓ Done. Shelley Devine leading.
- **Focus on recruiting/retention**
 - Deliverable #8: Develop and launch a robust recruitment plan to address operator and staffing shortages.
✓ Done and seeing results. Kim Sewell/JC Vannatta led.
- **Advance development opportunities**
 - Deliverable #9: Develop and implement a plan that strengthens and supports TriMet's E3 program, offering more development opportunities for employees.
✓ Done. Kim Sewell led.
 - Deliverable #10: Improve structure of apprenticeship/training programs (bus apprenticeship program or tuition for union employees).
✓ Done. Kim Sewell led.
 - Deliverable #11: Improve organization and provide more training opportunities by launching the new Learning Management System (LMS).
✓ Done. Kim Sewell led.
- **Maintain performance measures/Uphold accountability**
 - Deliverable #12: Finalize the annual agency performance review process and complete TriMet's Pay Equity Analysis reconciliation.
✓ Done. Kim Sewell led.
 - Deliverable #13: Launch the Oracle Performance Management tool to provide a better tool to monitor/acknowledge performance.
✓ Done. Kim Sewell leading.

- **Celebrate and recognize employee contributions**
 - Deliverable #14: Continue recognizing employees who have gone above and beyond each month before our Board and look to feature them in internal and external communications.
✓ Done. JC Vannatta leading.

Community & Partnerships

From building partnerships with local, regional, state, and federal jurisdictions to building relationships and enhancing continuous communication with our community—we need to strengthen our relationships throughout the community.

Community & Partnership objectives:

- **Build and strengthen relationships/Establish new connections/Enhance 2-way Communication**
 - Deliverable #15: Work to engage with*, at a minimum, 25 leaders from business, education, and community groups. Reach out to*, at a minimum, 25 jurisdictional partners and those who were on our GM hiring panel. *Depending on COVID restrictions and comfort level, engagement may be remote or face-to-face when applicable.
✓ Done – in process. JC Vannatta leading.
- **Proactively be part of the solution**
 - Deliverable #16: As a way to strengthen our presence in the Gateway District, maintain collaborative relationship with the City, the neighborhood district, and Gateway business and community groups to improve the overall appearance and safety of TriMet station/ surrounding area. (Red line connection)
✓ Done. JC Vannatta led.
 - Deliverable #17: Develop 3-4 sponsorships with SOLVE to implement clean-up projects.
✓ Done. JC Vannatta led.
 - Deliverable #18: Develop Executive system assessment. Have the Executive team go out on the system day and night to assess the overall condition.
✓ Done. Sam Desue led.
- **Reimagining public safety**
 - Deliverable #19: Present before the Board an update on the recommendations outlined in our Reimagining Public Safety effort.
✓ Done. John Gardner led.
- **Address climate change**
 - Deliverable #20: Present to the Board the status of our Climate Action plan and next steps for the agency.
✓ Done. Alan Lehto led.

Financial Capacity

Develop a budget that consistently delivers safe, reliable transit and uninterrupted maintenance.

Financial Capacity objectives:

- **Sustainable budget/Deliver safe and reliable transit**

- Deliverable #21: Provide the Board and community an update on our financial forecast whereby we are able to provide safe & reliable transit service.

✓ Done. Dee Brookshire led.

- **Asset management/replacement and maintenance strategy**

- Deliverable #22: Advance work on the Transit Asset Management Plan. Continue to refine our Capital and Operating Asset Replacement Program.

✓ Done. Alan Lehto led.

- Deliverable #23: Build an internal team to evaluate and outline a plan addressing climate resiliency.

In process.

- **Expand revenue options**

- Deliverable #24: Review fare increase options with the Board and determine next steps.

In process.

Equity, diversity, and inclusion

- **Diversity & Inclusion**

- Deliverable #25: Hire Diversity, Equity & Inclusion partner/employee as part of Human Resource staff.

✓ Done. Kim Sewell done.

- Deliverable #26: Develop a plan to assess TriMet's internal DEI efforts across the agency.

IN PROCESS – Sam Desue/John Gardner led.

- Deliverable #27: DEI training for all executives with focus on unconscious bias and cultural sensitivity.

✓ Done. Kim Sewell done.

- Deliverable #28: Continue to refine agency Equity Lens tool, and evaluate FY 2022 pilot approach and process

IN PROCESS – John Gardner led.

- Deliverable #29: Outline what a Chief Equity Officer position could mean to our agency and how it could grow and strengthen our diversity and inclusion efforts.
✓ Done. Sam Desue led.

Safety

- **Safety**
 - Deliverable #30: Hire a new Executive Director of Safety and Security.
✓ Done. Sam Desue led.