Lessons from "Boys in the Boat" & Executive Alignment
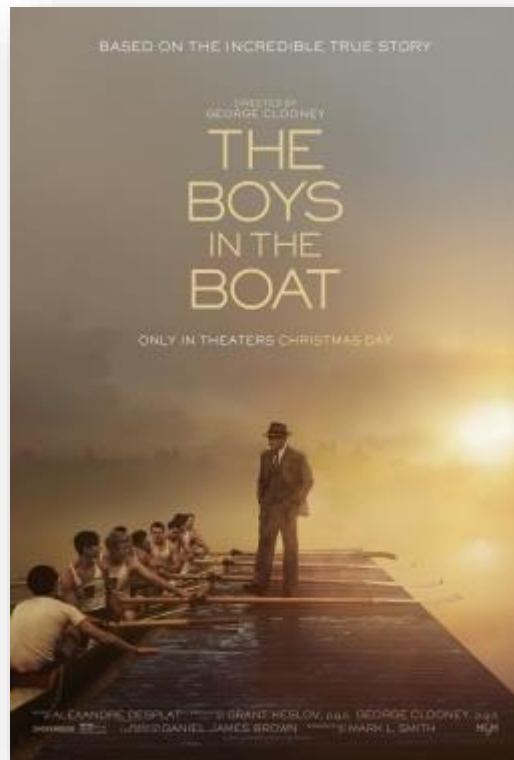
- Inspiration from the movie 'Boys in the Boat'
- Key themes: teamwork, resilience, trust

BASED ON THE INCREDIBLE TRUE STORY

DIRECTED BY
GEORGE CLOONEY

THE
BOYS
IN THE
BOAT

ONLY IN THEATERS CHRISTMAS DAY

"Boys in the Boat" & Executive Alignment

TRIMET

Vision 2030 Wins!

TriMet Board Retreat
January 29, 2025

Taking care of our employees

Resolved Bus Operator and Service Worker Shortage

- Bus Operator hiring 99.7% of target
  - 419 hired—new record!
  - 4,000 applications received

- 93 Service Workers hired
  - 276 positions—fully staffed!

In 2024, TriMet hired over 400 transit operators — and we're hiring more in 2025!

Reduced Turnover by 25% across core front-line positions

- 24% improvement for Bus Operators; 47% improvement for Service Workers

Reinvented Training Program

- Created a new "Step Progression" CDL Training Model
  - Added 20% more drive time
  - 326 graduates; 93% graduation rate
- Doubled Rail Operator Line Training time
  - Added 80 hours on 2 additional lines

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Updating our Infrastructure

OCS Climate Resiliency

- Successful pilot of new-style, more durable tensioning unit
    - Cheaper to purchase and maintain
    - Installing 2 more during April MAX shutdown

Accelerated Bus Shelter Replacement/Refurbishment

- CY24: 57 replaced (100+% increase over CY23)

Retired Type 1 LRVs and placed Type 6 LRVs in service

- Can no longer get manufacturer parts for the 1986-era T1s
- Donating one T1 to a local non-profit

Improving the Customer Experience

Real-time reporting tool via QR code

- Customer Feedback For Stops & Stations
  - Launched on Mon, 1/21

- Customer Feedback For Buses & MAX Trains
  - 24 Bus and 24 Train pilot planned for Feb
  - Working to tie into the Security Ops Center

How's your trip? We want to know what's working and what needs work.

→ Required

Based on your current experience at TriMet Stop ID #8347 - Gateway/NE 99th Ave TC MAX Station, how much do you agree or disagree with the following:

	Do Not Agree At All				Completely Agree
Safety I feel safe waiting at this Stop.	1	2	3	4	5
Security Security measures (TriMet staff presence, stop set-up) at this Stop are effective.	1	2	3	4	5
Cleanliness This Stop seems clean.	1	2	3	4	5
Accessibility This Stop seems accessible to all riders, including those who have a visual impairment and/or use a mobility device.	1	2	3	4	5

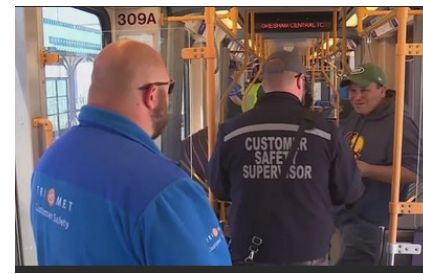How can we improve your experience at this stop/station?

[Next]

Report security concerns 24/7: Text or call 503-238-7433 (RIDE) or submit a report online.

Survey Support   Privacy Policy   Cookie Policy

Tell Us About Your Ride

Bus 24893

Bus 24893

Report security concerns 24/7
Text or call **503-238-7433 (RIDE)**

Working to help our riders feel safe

People feel safer:

- At our bus stops and MAX stations than on downtown sidewalks
- Being onboard a bus than being in a large crowd

Questions?

Ridership Collection and Estimation:

- **All transit agencies with rail service rely on ridership estimation formulas and tools to compensate for ridership not captured via Automatic Passenger Counters (APCs)**

- **Transit agencies use installed Automated Passenger Counters to collect ridership data on their vehicles when they are operating optimally.**
  - Currently, all TriMet buses have APCs, but the MAX fleet includes many older vehicles, without that feature.
  - Estimation is required to mitigate the incomplete data and to produce figures that reflect the totality of TriMet's ridership.

- **The Federal Transit Administration (FTA) reviews and approves ridership estimation methods as part of the National Transit Database (NTD) program.**
  - Ridership estimates are reported to NTD monthly with a final annual reconciliation after the end of the fiscal year.

Ridership Collection and Estimation (cont.):

- **FTA's standards require APCs to be checked for accuracy – validated - every 3 years - the APC counts must be within 5% of a manual count .**
  - TriMet's most recent APC validation was successfully completed in 2022.
  - Staff will re-validate the estimation methodology in Spring of 2025.

- **APCs are physically mounted on vehicles.**

- **APC data is also combined with vehicle location data in order for passenger counts to be ascribed to a route, a scheduled trip, and other valuable identifiers.**

Ridership Collection and Estimation (cont.):

- TriMet's automatic vehicle location (AVL) system includes on-vehicle and off-vehicle components. While GPS equipment is on the vehicles, the system requires data from sensors installed on the rail alignment itself.

- The Supervisory Control and Data Acquisition (SCADA) system is integrated into the processing of raw sensor data into the agency databases used for ridership estimation.

- Ultimately, a chain of sensors in different technical systems are necessary to process valid "stop-level" data. Stop-level data is the foundation of the ridership estimation process.

Counting Issue Identified:

- During NTD reporting for 2024, staff in Operations identified that automated reporting processes were producing duplicate logs of some MAX trips.
  - The doubling of some trips was identified in 2024, and upon investigation, it was determined that the random doubling of some trips first began in May 2023 for approximately 8% of MAX trips.

- A multi-disciplinary group of subject matter experts were convened by TSAS (Transit System and Asset Support) Executive Director, Daniel Blair to identify the cause of the problem. The group included staff from IT, Maintenance of Way, Fare Communications and Equipment, OCC and TSAS

- Very quickly, IT determined that the SCADA system miscounting, could be mitigated by adding specific coding language to prevent the acceptance of double counted trips.

Root Cause Analysis (cont.):

- The team determined that hardware sensors in the right-of-way, and some vehicle components were randomly causing trains in service to appear to switch routes.
  - This caused a doubling of some passenger counts in the ridership estimation program.

- Though this faulty information interfered with the accurate recording and estimating of ridership data, the failures are not safety-critical, nor did they disrupt service.

- Safety-critical aspects of all systems are part of TriMet's thorough preventative maintenance programs which are all fully implemented.

Impact on Ridership Metrics:

- TriMet calculates and publishes ridership figures for fixed-route service (MAX, Bus, and WES) and its Accessible Transportation Program (ATP), also known as LIFT paratransit.

	TriMet Ridership, Directly Operated Services					
	BUS	MAX	WES	ATP	Total	Percent Difference (Corrected - Current) /Current
CY23	37,923,820	~~23,446,490~~ 22,002,196	116,205	594,698	~~62,081,213~~ 60,636,919	-2.33%
CY24	38,436,194	~~24,383,035~~ 22,100,304	110,376	620,312	~~63,549,917~~ 61,267,186	-3.59%

- By extension, the TriMet total ridership was overestimated and resulted in totals that are about 2.3% less for 2023 and approximately 3.6% less for 2024.

Impact on Ridership Metrics (cont.):

- Ridership collection for 2030 ridership tracking includes all TriMet fixed route service (MAX, Bus and WES) and all LIFT program rides, as well as services (rides) that TriMet directly funds.

	2030 Ridership Tracking			
	Current	Corrected	Difference (Corrected - Current)	Percent Difference (Corrected - Current)/Current
CY23	64,278,508	62,932,598	-1,345,910	-2.26%
CY24	65,976,008	63,734,053	-2,241,955	-3.39%

- This additional ridership includes a percentage of Portland City Streetcar A/B Loop and N/S lines, STIF, STIF + STF, and TriMet General & 5310 funded services

2024 Events Impacting Ridership

- Shutdowns affecting ridership in CY 2024:
  - January 2024 snow/ice storm shut down MAX and some bus service for eight (8) days (1/13 – 1/20)
  - Ridership overall completely down as the region dug out and recovered
  - A Better Red Project shutdowns on Blue, Green and Red Lines (3 projects for approx. 8 weeks) impacted ridership

- With the shutdowns and weather related closures, we lost between 1.5 and 1.75 million passenger boardings system wide. Had those events not occurred, passenger boardings for CY 2024 would have been in the range of 62,775,000 – 63,000,000 million for TriMet's direct services.

- For the 2030 ridership formula (all TriMet fixed route service, LIFT program, as well as services that TriMet directly funds) the range would have been 65.25 to 65.5 for CY 2024.

Steps Taken:

- Staff have updated all ridership estimation computations to account for duplicate trains and to eliminate erroneous passenger data.

- Staff have reviewed the estimation issue with NTD and have been told that revising our FY24 submission is not necessary. Staff has been directed to note the issue in our FY25 submission along with our re-validated methodology.

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Next Steps:

- TriMet was awarded an ATTAIN grant that will fund the purchase and installation of a CAD/AVL (Computer-Aided Dispatch/Automatic Vehicle Location) system for MAX trains. These devices, once installed, will replace data from the SCADA system for vehicle location improving reliability of data and estimating calculations for MAX ridership. (Awaiting funding)

- Complete the triennial validation scheduled for 2025

- Provide revised ridership numbers for CYs 2023 and 2024 for internal tracking and planning use.

Today's Goal

Provide an update on TriMet 2030

Board Q&A/Discussion

TriMet Vision, Mission & Values

Vision: TriMet will be the leader in delivering safe, convenient, sustainable and integrated mobility options necessary for our region to be recognized as one of the world's most livable places

Mission: Connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all

Values: Safety, Inclusivity, Equity, Community and Teamwork

TriMet 2030 is our driving principle for the next six years to help this region be one of the world's most livable places. Our focus is to provide an excellent customer experience that **Connects People for a Better Life**

Outcomes

Access: Public transit provides safe, convenient and reliable options for people to live, learn, work and play (Geography-based)

Equity: Public transit is accessible and welcoming to all (People-based)

Environment: Public transit improves the environment
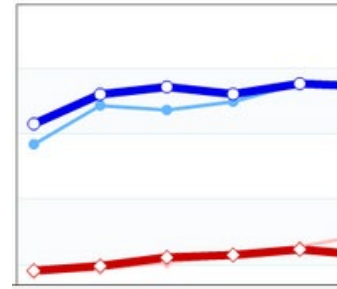
Successful Metric Creation

Measures need to be things that TriMet has enough control over for us to be able to make meaningful change
- We need to be able to see the 'needle' move and want to use measures that move it in a positive direction

Measures need to be meaningful to TriMet and to the community. We expect that they will measure the right things and set up our region for success
- We want to be able to clearly explain why each measure matters

Access

Public transit provides safe, convenient and reliable options for people to live, learn, work and play.

- Percent of customers satisfied with TriMet bus, MAX and LIFT service, respectively

- Percent of housing units within walking distance (1/2 mile) of public transit service

Equity

Public transit is accessible and welcoming to all

- **Number of new Limited English Proficiency (LEP) riders and program registrations**

- **Number of subsidized fare program registrations**

Environment

Public transit improves the environment

- Percent reduction in operational greenhouse gas (GHG) emissions compared to the baseline

- Number of annual boarding rides (Ridership)

Path Forward

Sharing Access, Equity and Environment metrics with TriMet Leaders and all employees

Providing an April Strategy session update on the TriMet 2030 Strategic Plan

Questions?

TriMet Safety & Security

Andrew Wilson
Safety & Security
Executive Director

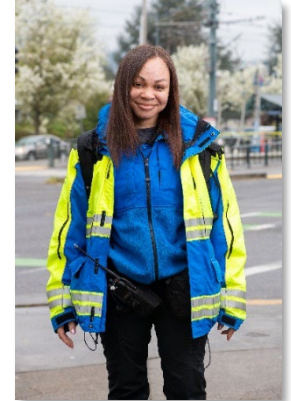# TriMet is committed to putting safety and security first
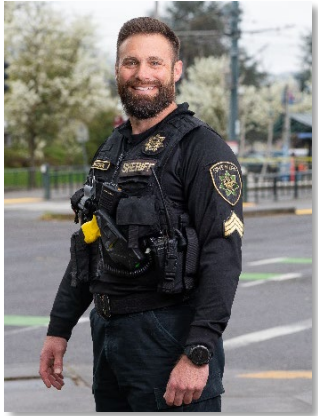
Transit Police

Transit Security Officers
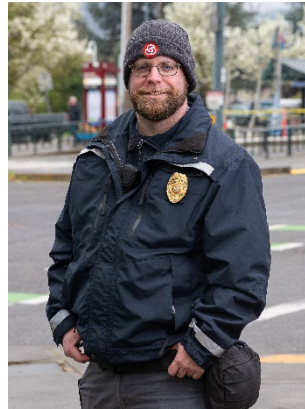
Customer Safety Supervisors
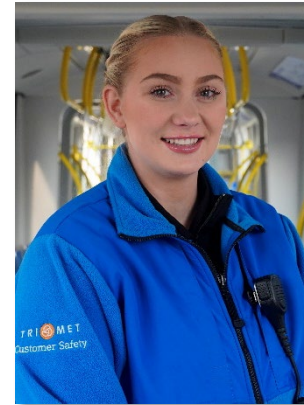
Customer Safety Officers

Safety Response Team

Fast Stats
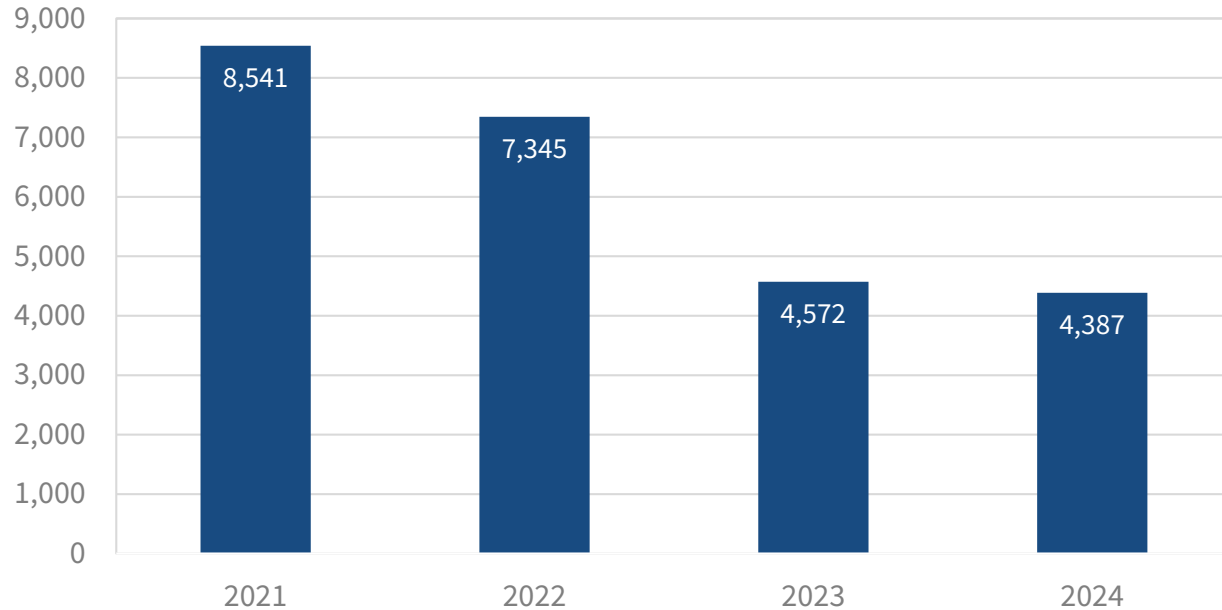
Calls for police service dropped **52%** since 2021.

Busiest call times: **7 a.m.** and **4 – 10 p.m.**

3 Transit Police precincts:
- Central (Rose Quarter)
- Beaverton
- Clackamas Town Center

Dispatched Calls for Police Services: 2021 - 2024

Chart data:
- 2021: 8,541
- 2022: 7,345
- 2023: 4,572
- 2024: 4,387

3

Fast Stats

More than **8,000** cameras now help police respond to and solve crimes
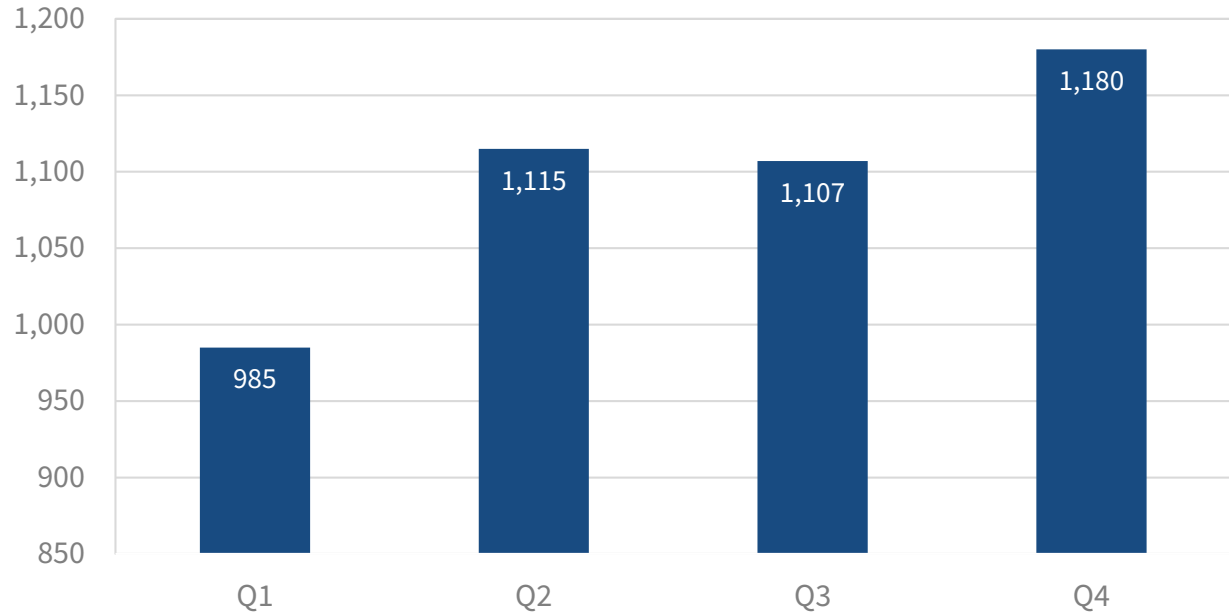
73% decrease in assaults since 2022

2022: 249
2023: 95
2024: 66

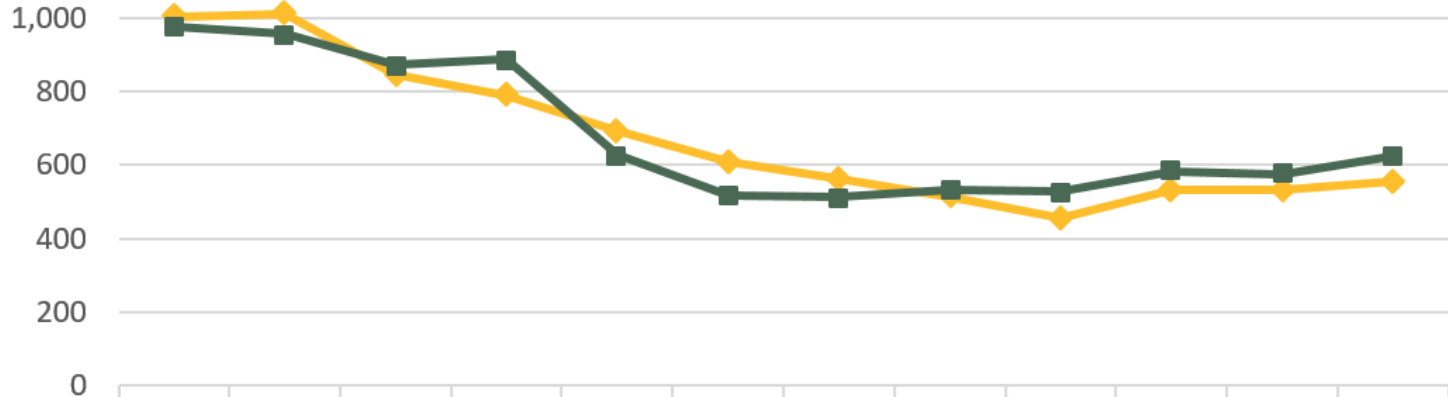**76% decrease** in robberies since 2022

2022: 38
2023: 14
2024: 9

Dispatched Calls for Police Services: 2024

Bar chart showing dispatched calls by quarter: Q1 985, Q2 1,115, Q3 1,107, Q4 1,180.

Priority Levels
Calls for Police Services

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			2022				2023				2024	
Emergency	1004	1012	845	790	692	610	564	515	457	531	532	555
Non-Emergency	978	957	871	888	627	519	512	533	528	584	575	625

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Safety & Security Staff: By the Numbers

Safety and Security	2022	2023	2024
Transit Police Division	18	20	22
Transit Security Officers	101	160	271
Customer Safety Supervisors	37	51	51
Customer Safety Officers	42	80	80
Safety Response Team	48	68	70
Total:	**246**	**379**	**494**

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Partnerships

- Multnomah County Sheriff's Office

- Beaverton PD, Hillsboro PD, and Port of Portland PD

- Multnomah County DA prosecutors & investigators

- Portland Opportunities Industrialization Center (POIC)

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Safe Transit Legislation

NEWSWATCH
12 abc
kdrv.com

Kotek signs bill criminalizing drugs on public transit

By: Cinthia Cortez, Isabela Lund
Mar 28, 2024 Updated Mar 29, 2024 💬 0

- Advocate for community solutions for a safer transit system

- Worked with lawmakers to stiffen penalties for using drugs on the system

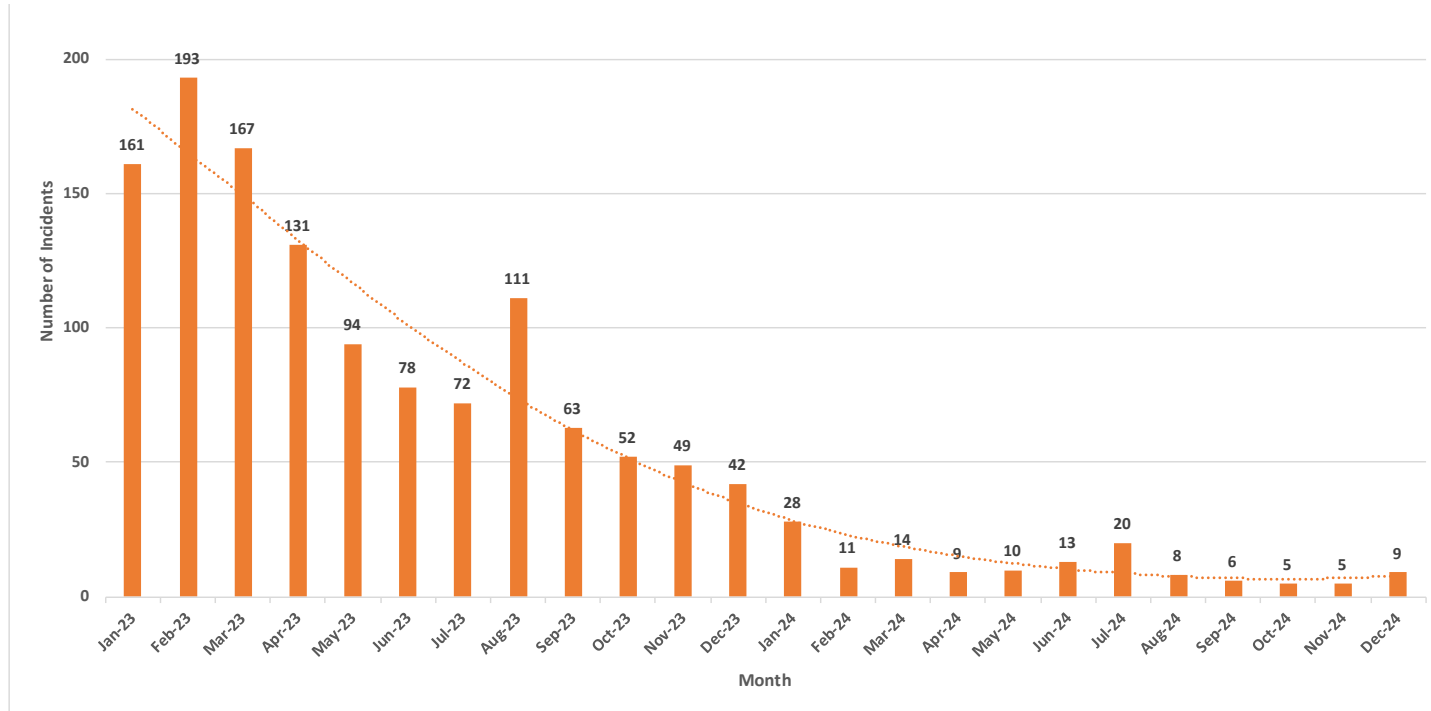- SB 1553/HB 4002: Tools for law enforcement to address illegal behavior
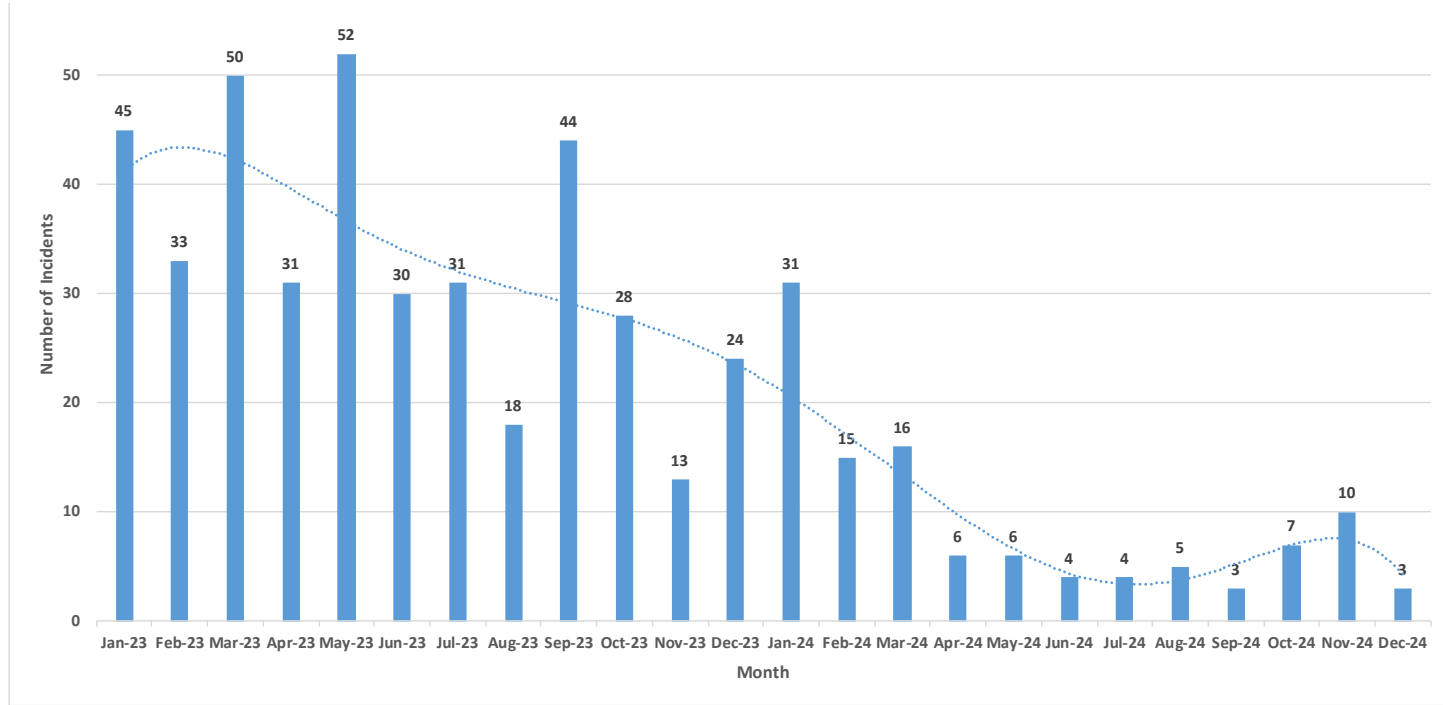
8

Transit Workers
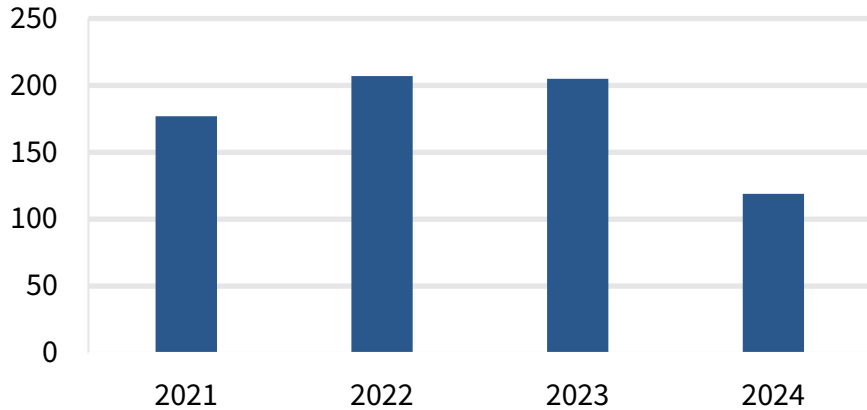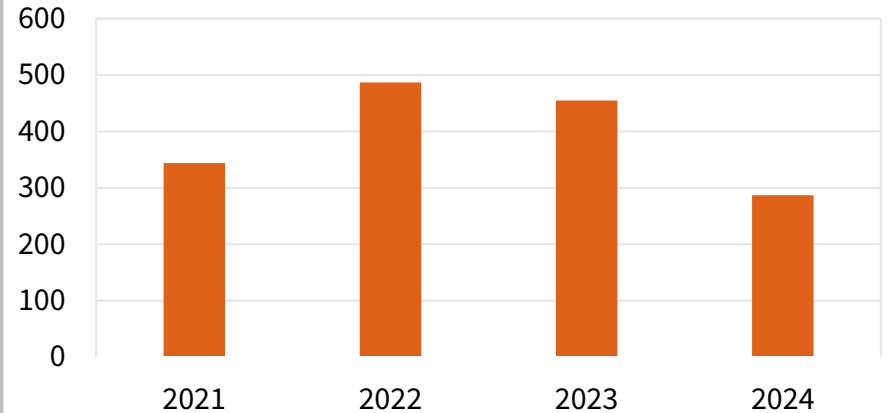
Reports of Smoke/Fumes
Rail: Jan. 2023 – Dec. 2024

Reports of Smoke/Fumes
Bus: Jan. 2023 – Dec. 2024

Progress through Strategy & Technology

Strategic Data-Based Deployment:

- Use of hot-spot data to improve patrols

- More public safety missions

- Strategic use of security cameras

Customer Security Reporting:

- Calls coordinated through Security Operations Center

- Real-time monitoring of cameras

- Promotion of 24/7 security hotline

Contact TriMet Security

Text or Call
503-238-7433 (RIDE)

Continuous Improvements:

- Addition of "blue-light" security phones at key MAX stations

- Expanded access control measures

- Safety monitors on buses

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Blue-light Security Phones

11 phones installed

- Rose Quarter
- Convention Center
- NE 7th Ave
- Lloyd Center/NE 11th Ave
- Hollywood/42nd Ave
- NE 60th Ave
- NE 82nd Ave
- Gateway Transit Center – 4
  (1 tower, 3 wall mounted units)

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Blue-light Security Phones: First 90 days

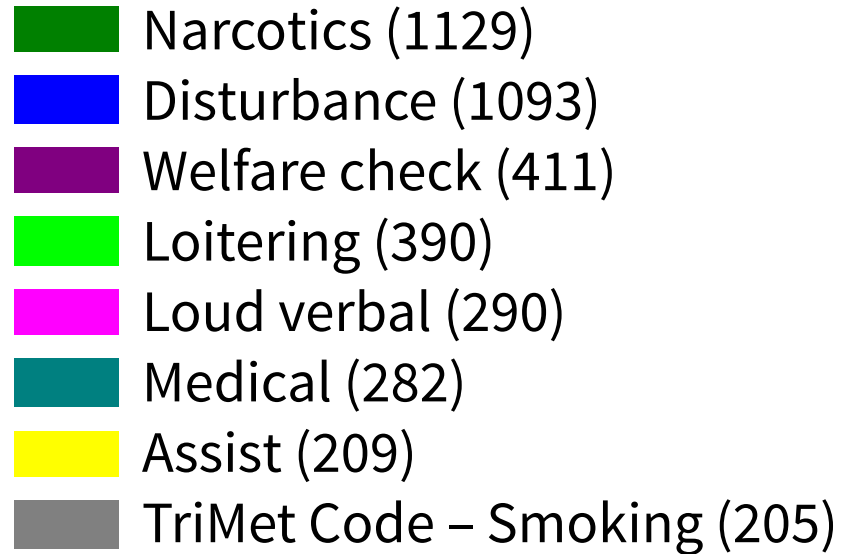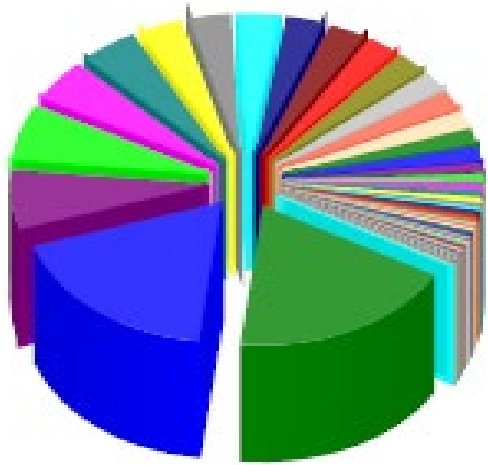| Type	Number of calls
Assist	8
Complaint	3
Customer/Passenger Assist	1
Disturbance	6
Fight	1
Fire	1
Harassment	3
Medical	6
Narcotics	4
Smoking	3
Suspicious Activity	2
Vandalism	1
Welfare Check	10

Security Operations Center:
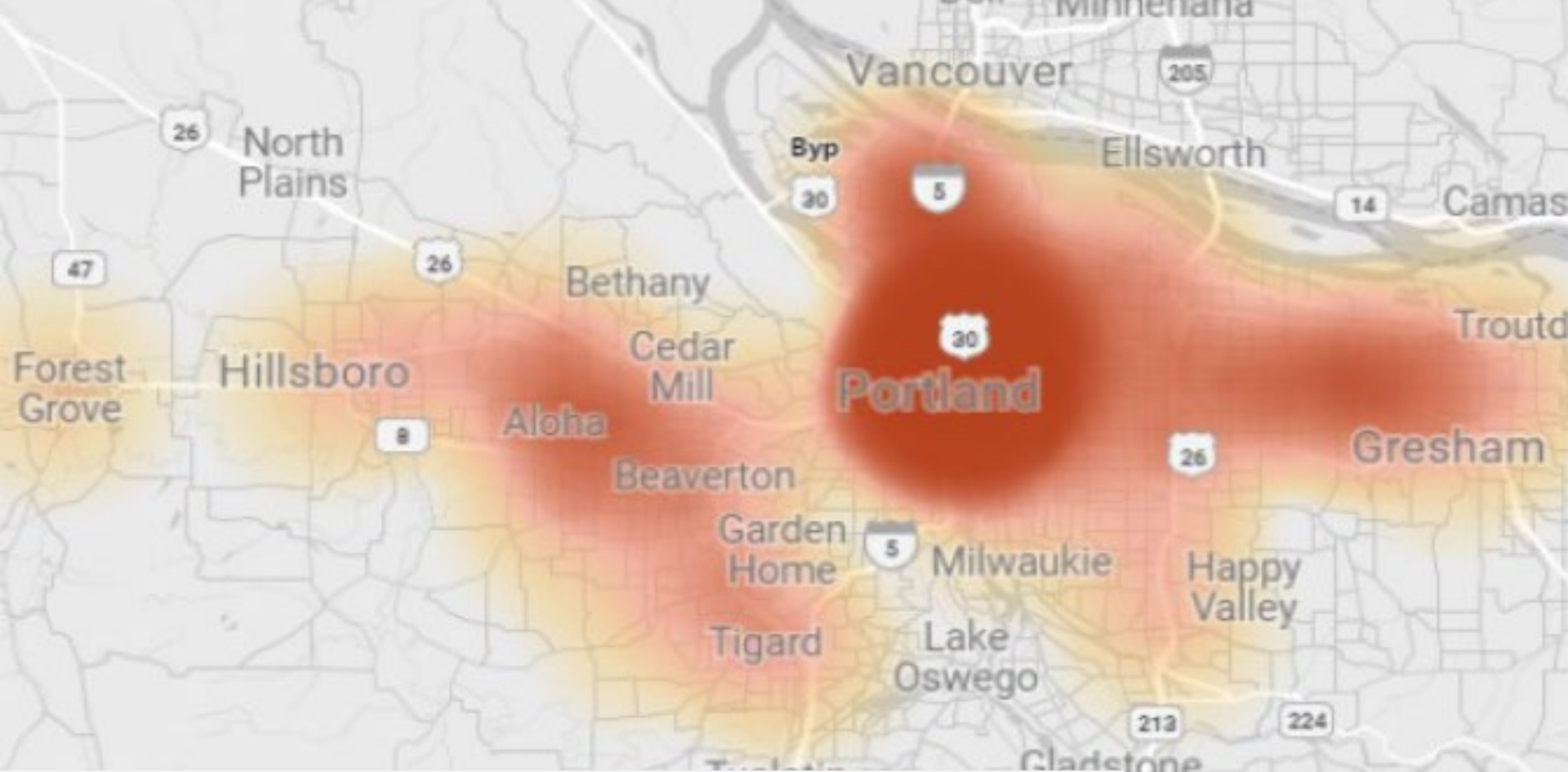Oct. - Dec. 2024

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Advancements: Security Operations Center

- Dispatchers' training mirrors DPSST

- Data analytics

- Accessible through text, phone, website and blue-light phones

- Access to more than 3,000 fixed cameras

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Security Operations Center: Aug–Dec 2024

7,122 Calls

- Narcotics (1129)
- Disturbance (1093)
- Welfare check (411)
- Loitering (390)
- Loud verbal (290)
- Medical (282)
- Assist (209)
- TriMet Code – Smoking (205)

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Dec. 2024: Requests for Police

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Security Operations Center: Hot Spots

| Platform	Security Call +150	Platform	Security Call +100
Gateway	657	Sunset TC	139
148th	485	Beaverton TC	135
Rose Quarter	460	Willow Creek	133
82nd	433	Gresham Central	112
122nd	314	Providence Park	110
Central Business	208	Hillsboro Airport	106
Interstate Rose Quarter	188	102nd	105
60th	161	Ruby	104
Washington Park	153	Lloyd Center	100

TRIMET Rail System
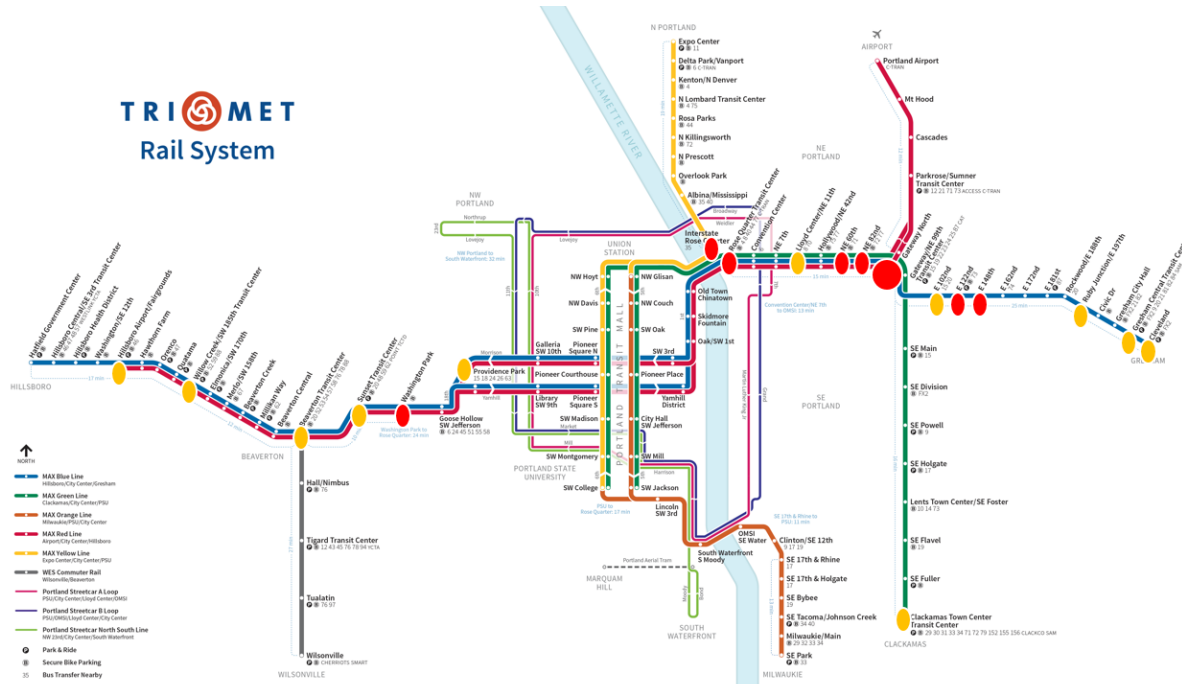
Aug.– Dec. 2024

Code Enforcement

- Focus on Fare Enforcement

- Greater visibility during peak ridership

- New fare inspection tools

- Elevated communications:
  - Fare enforcement and Honored Citizen reduced fare education

Fare & Code Enforcement 2024
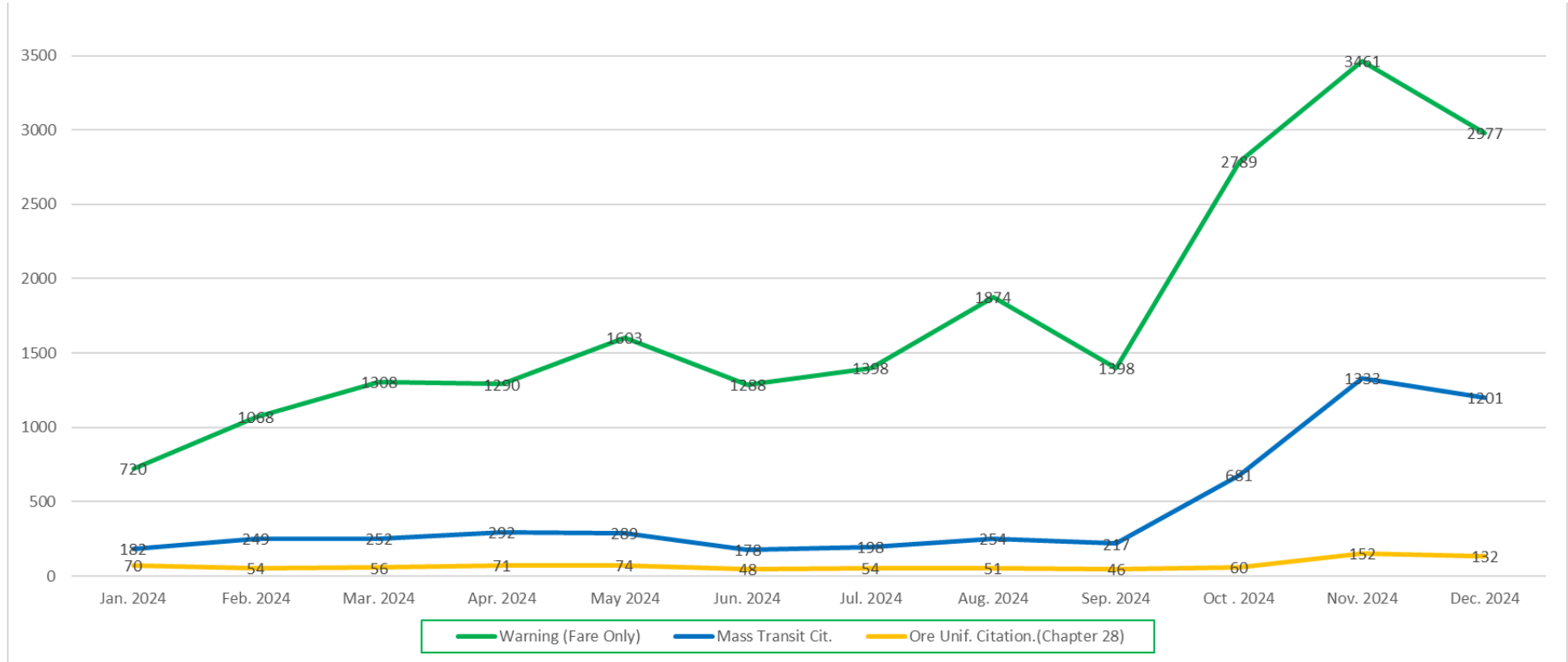
Increased Fare Enforcement

- More ability for fare enforcement

- More checks throughout the day

- Greater visibility during high ridership times

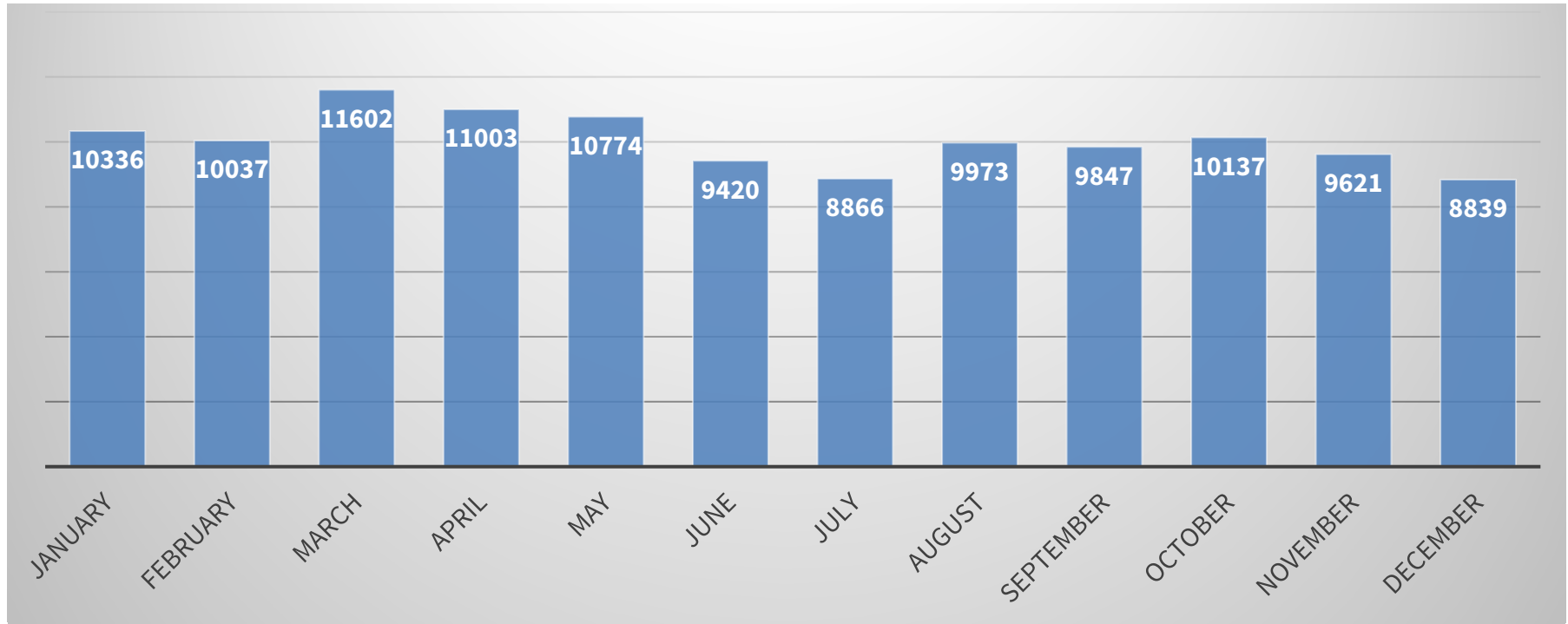- Elevated communications: Fare enforcement and Honored Citizen reduced fare education
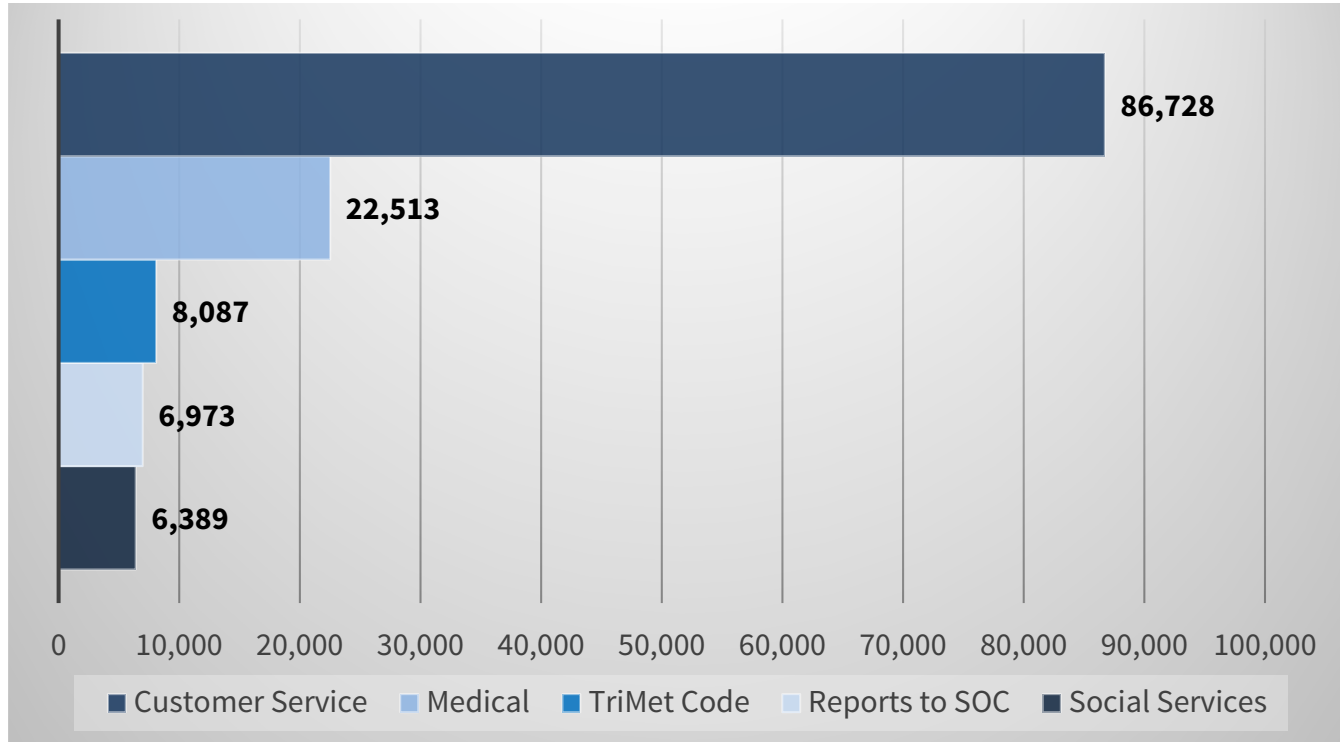
Safety Response Team

- Provide an additional safety presence

- Conduct social service outreach

- Give referrals for housing, mental health and addiction services

Safety Response Team – 2024

Bar chart showing monthly Safety Response Team figures for 2024:

Month	Value
January	10336
February	10037
March	11602
April	11003
May	10774
June	9420
July	8866
August	9973
September	9847
October	10137
November	9621
December	8839

Primary Activity Types

Bar chart showing Primary Activity Types:
- Customer Service: 86,728
- Medical: 22,513
- TriMet Code: 8,087
- Reports to SOC: 6,973
- Social Services: 6,389

Legend: Customer Service, Medical, TriMet Code, Reports to SOC, Social Services
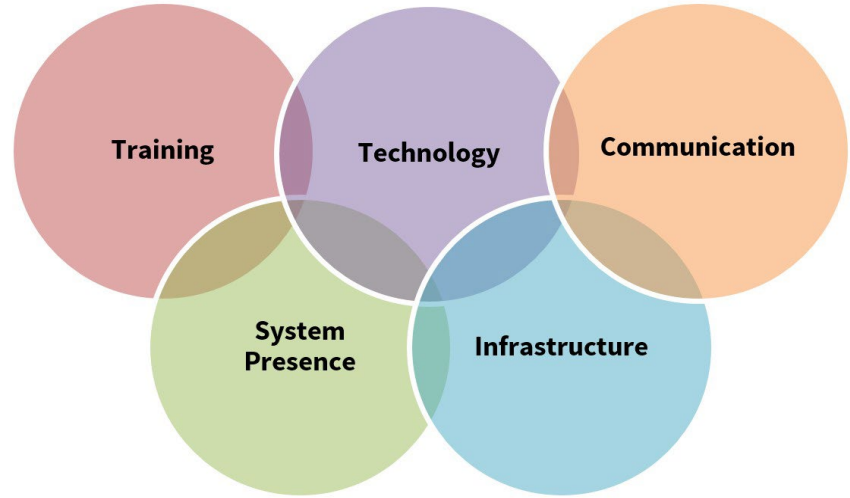
Ongoing Safety and Security Goals

- Expanding TriMet's overall security presence

- Working with a contractor on a 2025 Security Deployment Strategy

- Providing enhanced De-Escalation training for all front line employee's

- Ongoing rider education

- Continuing Crime Prevention through Environmental Design (CPTED) and security camera upgrades

Training

Technology

Communication

System Presence

Infrastructure

Questions after the break