



TRI  MET

BUSINESS PLAN

FY2024 – FY2028

FINAL
March 2023

Safety
Inclusivity
Equity
Community
Teamwork

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.





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 begins 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 fixed-route 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 by 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 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 the ‘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.
TriMet launches service on **FX2-Division**, TriMet’s first bus rapid transit line, using next generation signal priority to reduce delay and shorten trips and the first fleet of 60-foot-long, “bendy” buses TriMet has owned since 1999.
With partners City of Portland and City of Gresham, TriMet is the first transit agency in North America to install and operate **new generation cloud-based transit signal priority** system (meeting NTCIP standards) with bus-only lanes and bus-only signals.
Conducted **Forward Together**, a systemwide bus service analysis to redesign bus service routing, span, and frequency to better match new demand patterns, increase ridership, and improve connections to destinations for people with low and limited incomes.

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.

This Business Plan is for FY2024 through FY2028. As always, we track specific Measures and Targets, report our performance, and focus on improvement through Key Strategic Actions.

Now organized centrally around goals and with a more refined list of Strategic Priorities, the Business Plan provides greater focus and direction for our actions over the following five years.

The biggest challenge facing TriMet is to grow ridership. Demands have shifted due to COVID-19 and changing patterns in commuting. People all over our region need to get to work, to school, to medical appointments, to the grocery store, and to so many other places. We are tailoring our services to meet these needs and striving to provide a welcoming environment for our riders. You will see this reflected in our priorities and actions throughout the Business Plan.

Looking ahead, we’re focusing on areas that we believe will positively impact both our agency and our community. We continue to use this Business Plan to focus our efforts so we can fulfill our mission to connect people with valued mobility options that are safe, convenient, reliable, accessible, and welcoming.

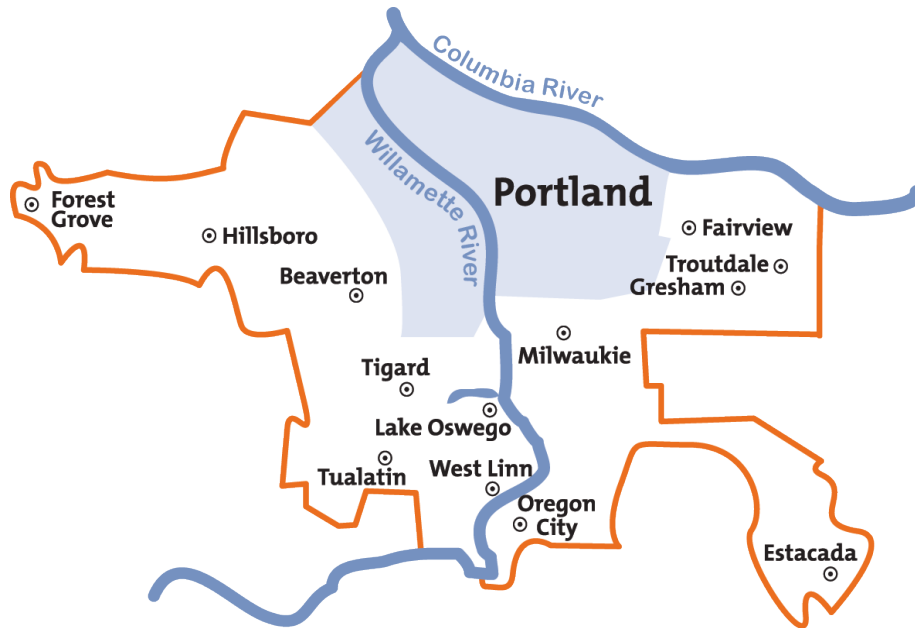
Whatever future challenges we face, we will continue to provide transit and connect people to mobility options to do what we can to help keep people safe and keep our community moving.



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About TriMet



About Us

- Transit district created by State of Oregon serving about 1.7 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 number (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**
- This is a five-year strategic plan, spelling out Goals, Objectives, and Key Strategic Actions for the five fiscal years starting July 1, 2023
- The Business Plan is updated every year in advance of TriMet's adopting 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 all:** Provide a critical service for people experiencing disability, older adults, kids in school, low-income households, essential workers, households without cars, and others, 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 centers 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, Goals, and Purpose

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

- Support our economy and provide equitable opportunity
- Ease congestion
- Provide mobility for all
- Help shape the future of our region
- Reduce emissions and support environmental sustainability



trinet.trimet.org/businessplan

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

Strategic Business Plan Goals

Customers

1. Satisfied riders
2. Satisfied community stakeholders and employers
3. Supportive broader community

Internal Business Practices

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

People and Innovation

7. Ensure a culture of safety
8. TriMet is where diverse and talented people want to come, stay, and thrive
9. Foster service excellence and innovation

Financial

10. Fiscally sound and compliant
11. Manage assets to ensure safety and optimize value, performance, and resiliency
12. Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan

Strengths, Weaknesses, Opportunities, and Challenges

Each year, we will refresh our understanding of our current circumstances. 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
- High Hop Fastpass® use
- Fare capping and greatly reduced fare (unlimited rides for \$28/month) based on income, 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
- Close working relationship with jurisdictional partners to address safety and community mental health issues

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
- 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
- Inconsistent internal understanding of what it means to provide excellent customer service
- Dispersed and not fully coordinated data collection, management, and document sharing
- Training needs still being addressed 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

- Opportunity to increase frequency, improve connections, and increase available destinations within reasonable commute time
- Public and jurisdictional support for existing and expanded public transit services
- 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
- Ability to build on improved relations between management and union leadership
- Expansion of bus-only lanes and other transit prioritization
- Open source and open data community connections
- Increase safety and security community partnerships and strategies on the system
- Other integrated mobility options may help address “first- and last-mile” challenges
- 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
- Regional and local growth policies that support transit
- Further expand diversity of TriMet employees and contractors
- Light rail fleet replacement and remanufacturing
- Advances in battery and hydrogen technology

Challenges

- Need to increase ridership
 - Changes in commuting behavior
 - Perceptions of lack of safety and security onboard and at stops and stations
 - Disruptive behavior by some on board and at stops and stations
- 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
- Increased vandalism to passenger facilities and vehicles
- Ongoing needs for asset maintenance and replacement
- Further reducing carbon footprint
- Uncertainty in hydrogen 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
- High customer expectations for service levels, capacity, and customer information technology
- Changing political and regulatory environment
- Cybersecurity threats
- Maintaining consistent coordination with local partners to help transit operate more efficiently with less delay
- Waning public trust in government and large institutions
- 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
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making

Premises

Agency	<ul style="list-style-type: none"> ▪ TriMet vision, mission, and values continue to guide TriMet ▪ TriMet will continue to emphasize strengthening its culture of safety ▪ TriMet, along with the community, will continue to work to ensure equity and prevent systemic racism
Requirements	<ul style="list-style-type: none"> ▪ TriMet will meet or exceed all regulatory obligations at federal, state, and local levels
Cost effectiveness	<ul style="list-style-type: none"> ▪ All proposed actions will be informed by the need to ensure cost effectiveness and risk mitigation
Growth	<ul style="list-style-type: none"> ▪ Ridership demand and service needs will be impacted for multiple years by the rapid expansion of telecommuting opportunities and overall shifting of travel patterns ▪ Population growth continues in the same general pattern using Metro’s projections
Economy	<ul style="list-style-type: none"> ▪ Regional growth will continue in the long run ▪ Renewable energy will continue to become more affordable compared to fossil-derived fuels, driven by advancing technology, a growing market, and by regulations
Financial	<ul style="list-style-type: none"> ▪ TriMet will continue to use state funding provided by HB2017 to provide for the low-income fare program. 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 ▪ Emphasis on state of good repair needs to continue ▪ TriMet maintains its excellent bond rating
Sustainability	<ul style="list-style-type: none"> ▪ Increasingly urgent need to support communities with services and projects to help them reduce carbon emissions
Service	<ul style="list-style-type: none"> ▪ Service will respond to changing demographics in various communities in the region
Vehicle technology	<ul style="list-style-type: none"> ▪ Fleet mix – TriMet continues to operate mostly 40-foot buses; TriMet has added 60-foot, articulated (“bendy”) buses for the Division Transit Project and will be testing articulated buses for other service ▪ TriMet continues to pursue the Non-Diesel Bus Plan¹ with adjustments as necessary due to financial capabilities and technological developments and performance

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

Strategic Priorities

Rebuild and earn new **Ridership**

Enhance our focus on **Safety** for riders and employees

Emphasize **Inclusion, Diversity, Equity, and Access** for riders, employees, and community members

Create a welcoming environment for **Employees and Employee Experience**

Seek more opportunities by earning trust with **Community and Partnerships**

Support ability to deliver on priorities through **Financial Stewardship and Capacity**

Update on Progress and Performance

IDEA Strategy




During FY2023, TriMet took a big step supporting the Strategic Priority to “Emphasize **Inclusion, Diversity, Equity, and Access** for riders, employees, and community members.”

In 2023, TriMet’s General Manager established TriMet’s first ever Office of Inclusion, Diversity, Equity and Access (IDEA). The new office is led by TriMet’s newly appointed Chief Equity Officer who will lead a team that includes TriMet’s Civil Rights Program Manager, Diversity Equity and Inclusion Partner, Language Access Program Manager, and Disadvantaged Business Enterprise Program Manager, as well as other employees. The new group will be working across all of TriMet’s divisions to establish the agency’s first ever Diversity, Equity, Inclusion, and Accessibility Plan, and continue to grow and develop new and existing initiatives in support of TriMet’s riders, employees and community.

Update: Measures and Targets

This year continued to present challenges to our ability to meet Targets. Changes in ridership demand, challenges in filling vacation positions, and other issues 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	43	5	16
Percent of Measures ²	67 percent	8 percent	25 percent

Update: Progress on Objectives


At the time this was written, total ridership was about 60 percent of what it was pre-pandemic. However, people throughout the region, whether commuting to essential jobs, school, medical appointments, grocery shopping or to so many other places to meet

² Totals may not equal 100 percent due to rounding.

needs, still need reliable and relatively frequent 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 constrained 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.

Update: Key Strategic Actions

We made progress on many Key Strategic Actions and successfully completed or accomplished others. In other cases, efforts have become continual and they have been incorporated into regular business activity, and therefore the Key Strategic Action has met its purpose and been deleted.

Status	Number	Description
 Accomplished	26	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 in response to facts and evidence about the SARS-CoV-2 virus.

Commute patterns and travel demand have shifted due to the COVID-19 pandemic and the changes in work practices that occurred. These changes heavily informed TriMet’s Forward Together service planning. Ridership has climbed significantly compared to the early months of the pandemic, though we are still below pre-pandemic levels. Because of these changes, ridership will continue to be 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. In addition, 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. The redesigned home page makes it easier to ride, by incorporating the trip planner and other trip tools into the page and showing riders nearby buses and trains. 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.



Performance

The following are representative measures that reflect on TriMet’s strategic priorities. Additional measures are reported later.

<p>Ridership and rider experience</p> <p> Average weekly fixed-route boardings</p> <p>Up 17.6 percent (up about 162,000 weekly boardings) compared to same time previous year³ (Jan 2023)</p>	<p>Ridership and rider experience</p> <p> On-time performance (Bus)</p> <p>86.1 percent, FY2023 to date (Jan 2023)</p>	<p>Safety</p> <p> Collisions per 100,000 miles (Bus)</p> <p>2.6 percent, FY2023 to date (Jan 2023)</p>
<p>Safety</p> <p> Lost time injuries rate (per 200,000 hours worked)</p> <p>8.2 per 200,000 hours worked (calendar year 2022)</p>	<p>Inclusion, Diversity, Equity, and Access</p> <p> On-time performance – Lines serving areas with higher than average populations of persons of color and/or low income</p> <p><i>Performance within 5 percent, equal or better compared to other lines</i></p>	<p>Employee experience</p> <p> Turnover percentage (minus retirements) from agency overall</p> <p>9.8 percent over 12-month period (Nov 2022)</p>
<p>Financial Stewardship and Capacity</p> <p> Bus operating cost per vehicle hour</p> <p>7.2 percent increase, 12-month average compared to previous year (Jan 2023)</p>	<p> = on target  = caution  = off target</p>	

³ Represents an increase in ridership compared to last year, but still down compared to pre-COVID-19 ridership

Serving the Community with this Plan



TriMet’s robust community engagement efforts help us connect with the people we serve so we can better understand the needs and desires of our riders and the broader community. That feedback informs our service planning, budget, capital program, safety efforts, and this Business Plan. As we continue to engage the diverse communities across the tri-county service area, we are committed to seeking opportunities to improve 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 to share information and engage on various topics. These efforts include:

- **Newsletters.** Our electronic newsletters keep communities informed about TriMet’s services, projects and programs.
 - “TriMet on the Move” is sent to over 3,500 people each month.
 - “Equity on the Move,” which details TriMet’s equity and inclusion efforts, is sent to nearly 1,000 recipients every month.
- **Riders Club** includes over 63,000 members who receive regular emails with agency news, giveaways, discounts, and more. The club also provides a pool of people to survey about agency proposals and use as beta testers for new technology. This direct feedback helps ensure we are responsive to the needs of frequent riders. Riders Club is one of the largest and most successful online engagement programs in the transit industry.
- **Social media.** We regularly post on Facebook, Twitter and Instagram to reach tens of thousands of followers each week. The videos and photos we post get comments and reactions, are re-shared, and therefore result in greater reach.
 - Facebook: over 53,000 followers
 - Twitter: over 64,000 followers
 - Instagram: over 13,000 followers
- TriMet believes access to public transportation is access to opportunity. Through our **Access Transit Fare Programs**, we get free fares to riders with no or low incomes, students, seniors, veterans, and those with disabilities through partnerships with more than 160 community-based organizations, nonprofits and service providers. These partnerships have distributed more than \$12 million in transit aid since 2015 to those most vulnerable in our community. TriMet promotes these programs through advertisements, on-board signs, print and online information, and in-person events.



- **Advisory committees.** We convene a number of advisory committees that help inform our leadership’s decisions. In addition to project- and program-specific committees, this includes two critical standing committees:
- The **Committee on Accessible Transportation (CAT)** provides TriMet with ongoing input on topics related to accessibility. CAT also serves as a communications link with key stakeholder groups representing persons with disabilities and seniors. The committee’s advisory role broadly covers topics related to transportation accessibility and improvements; using member’s lived experience and practical familiarity with the Americans with Disabilities Act (ADA) to provide insight on important decisions impacting mobility for all riders.
- The **Transit Equity Advisory Committee (TEAC)** provides input and guidance to TriMet’s General Manager on issues of equity, access and inclusion. Members represent a diverse cross-section of community leaders, advocates, and liaisons for disadvantaged and historically underrepresented communities. TEAC has been instrumental in helping TriMet develop and implement our income-based fare program, decriminalize the citation process, and connect hundreds of nonprofit and community-based organizations with TriMet’s Access Transit program.

- **Multicultural outreach partnerships.** We partner with community-based organizations and other service providers to help us connect with people who have limited English proficiency, BIPOC (Black, Indigenous, and People of Color) populations and other traditionally underrepresented groups. Partners help share information, gather feedback and recruit participants for focus groups and events. In 2022, we invested in local partners including APANO (Asian Pacific American Network of Oregon), Rosewood Initiative, Slavic Center of Northwest, Latino Network, Division Midway Alliance, and Centro Cultural.
- **Sponsorships.** We also invest in and connect with our communities through sponsorships. In 2022, we sponsored or formed partnerships with more than 80 organizations and invested over \$233,000 into our communities.





Organizations can submit requests at trimet.org/sponsorships, and our sponsorship committee reviews submissions twice each month.

A highlight of community connection in 2022 was the grand opening of FX2-Division on September 17. The opening ceremony at PCC Southeast brought together elected officials, community partners, employees and others involved in the Division Transit Project. Community celebrations were held at three festival locations along the route, each featuring local food and culture, live entertainment, exclusive giveaways and more. Visitors participated in a paint-by-numbers mural activity at each festival site, which was joined together and installed on the Cascadia Health building at SE 42nd and Division. Free rides were provided on FX buses to about 4,000 people, and the events drew an estimated 8,000 attendees.

Another community engagement milestone in 2022 was Forward Together – the redesign of our bus system to better serve the community, after travel patterns changed coming out of the COVID-19 pandemic. Based on the most comprehensive analysis of our bus network in agency history, we put our ideas for better service together into a service concept and asked the public to share their thoughts and ideas as well. That public engagement resulted in over 4,500 responses to our Forward Together survey and some 500 participants in eight open house events.

We also continue to create opportunities for community input and connection by tabling at community events. During 2022, we staffed over 50 events to share information about TriMet and hear from the communities we serve.

TriMet’s Business Plan is included in outreach and engagement efforts as well. The Draft Business Plan is typically released at the January Board of Directors meeting, with a comment period following until the end of February, followed by the release of the Final Business Plan at the March Board of Directors meeting.



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

Our Strategy Map gives structure to the Goals of the Business Plan in the long-run. Strategic Priorities define our focus now. 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 more 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

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 all	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				

People and Innovation						
Goals	7	Ensure a culture of safety	8	TriMet is where diverse and talented people want to come, stay, and thrive	9	Foster service excellence and innovation
Objectives	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		

Financial						
Goals	10	Fiscally sound and compliant	11	Manage assets to ensure safety and optimize value, performance, and resiliency	12	Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan
Objectives	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 FY2023





Performance Measures – Customers Goals 1 through 3



Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
Customers Measures			
Goal 1: Satisfied riders			
Average weekly fixed-route boardings	Higher than previous year	★ Up 31.8 percent compared to same time previous year ⁴ (Feb 2022)	★ Up 12.7 percent (up about 162,000 weekly boardings) compared to same time previous year ⁵ (Dec 2022)
Customer complaints about personal safety and security per 100,000 boardings (Bus and MAX combined)	2.8 or fewer per 100,000 boardings	⬡ 3.8 per 100,000 boardings during FY2022 through Mar 2022	⬢ 4.1 per 100,000 boardings during FY23 through Feb 2023
<i>Measures of equitable service – Lines serving areas with higher than average populations of persons with low incomes:</i>			
All measures: <ul style="list-style-type: none"> Revenue hours Vehicle loads On-time performance Service availability Bus and MAX vehicle assignments Bus stop infrastructure (seating, lighting, elevators, digital displays, shelters, signs, maps, schedules, and waste receptacles) 	Within 5 percent, equal, or better compared to other lines	★ Within 5 percent, equal, or better compared to other lines (Spring 2021)	★ New data not available until after publication of Business Plan (to be updated in online version when available)

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⁴ Represents an increase in ridership compared to the previous year, but it was still down almost 50 percent in Feb 2022 compared to pre-COVID-19 ridership

⁵ Represents an increase in ridership compared to last year, but still down almost 40 percent compared to pre-COVID-19 ridership

Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
<i>Measures of equitable service – Lines serving areas with higher than average populations of persons of color, compared to other lines:</i>			
Revenue hours	Within 5 percent, equal, or better	 System average and MAX within 5 percent, equal, or better but bus is greater than 10 percent (Spring 2021)	 New data not available until after publication of Business Plan (to be updated in online version when available)
All other measures: <ul style="list-style-type: none"> ▪ Vehicle loads ▪ On-time performance ▪ Service availability ▪ Bus and MAX vehicle assignments ▪ 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 (Spring 2021)	 New data not available until after publication of Business Plan (to be updated in online version when available)

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Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
Goal 2: Satisfied community stakeholders and employers			
Percent of diesel consumption that came from renewable sources	Greater than, or equal to, 80 percent	★ All diesel fixed-route buses fueled by R99 renewable diesel starting Dec 2021 (close to 90 percent of all diesel use at TriMet)	★ All diesel fixed-route buses, LIFT diesel buses, and WES fueled by R99 renewable diesel (over 95 percent of all diesel use at TriMet) during FY2023
Cost per boarding ride on LIFT service	At or below targeted budget	☆ Decreased 27.8 percent, 12-month average (Feb 2022) compared to previous year	⬛ Increased 14.9 percent, 12-month average (Jan 2023) compared to previous year
<i>Percent of <u>employment</u> within walking distance of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	⬛ 7.0 percent reduction	⬛ 30.2 percent (2.4 percent reduction)
...MAX stations	Equal to or greater than previous year	⬛ 10.9 percent reduction)	★ 27.7 percent (0.9 percent increase)
...FX2–Division Transit Project	Equal to or greater than previous year	⬛ 13.1 percent reduction	★ 1.6 percent (6.6 percent increase)
...All transit	Equal to or greater than previous year	⬛ 6.2 percent reduction	⬛ 92.2 percent (1.1 percent reduction)
Percent of retail services accessible by all transit	Equal to or greater than previous year	⬛ 2.0 percent reduction	⬛ 96.5 percent (2.5 percent reduction)

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Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
<i>Percent of housing within walking distance of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	☆ 0.9 percent increase	★ 38.2 percent (1.6 percent increase)
...MAX stations	Equal to or greater than previous year	▽ 0.6 percent decrease	★ 14.6 percent (3.4 percent increase)
...FX2 - Division Transit Project	Equal to or greater than previous year	☆ 0.3 percent increase	★ 3.9 percent (1.2 percent increase)
...All transit	Equal to or greater than previous year	☆ 0.5 percent increase	★ 85.3 percent (0.5 percent increase)
Goal 3: Supportive broader community			
Approval rating for TriMet in public survey	Rating between 70 and 75 percent (combined riders and non-riders)	☆ 73 percent favorable (Fall 2019)	★ 72 percent favorable (Apr 2022)

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Performance Measures – Internal Business Practices Goals 4 through 6















Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
Internal Business Practices Measures			
Goal 4: Deliver safe, efficient, and equitable service			
<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	★ 1.7 per 1,000,000 boardings, annual average (Mar 2022)	★ 1.7 per 1,000,000 boardings, annual average (Feb 2023)
Collisions per 100,000 miles (Bus)	2.6 collisions per 100,000 miles or fewer, annual average	★ 2.4 collisions per 100,000 miles, one year average (Feb 2022)	★ 2.6 collisions per 100,000 miles, one year average (Jan 2023)
Collisions per 100,000 miles (MAX)	1.3 collisions per 100,000 miles or fewer, one year average	⬡ 1.5 collisions per 100,000 miles, one year average (Feb 2022)	⬢ 1.7 collisions per 100,000 miles, one year average (Jan 2023)
Collisions per 100,000 miles (WES)	Fewer than 1 collision per 100,000 miles, one year average	★ 0.0 collisions per 100,000 miles, year to date (Feb 2022)	⬢ 2.1 collisions per 100,000 miles (1 total collision), fiscal year to date (Feb 2023)
Collisions per 100,000 miles (LIFT)	1.3 collisions per 100,000 miles or fewer, one year average	★ 0.7 collisions per 100,000 miles, one year average (Feb 2022)	★ 1.3 collisions per 100,000 miles, one year average (Jan 2023)
<i>On-time performance...</i>			
On-time performance (Bus)	85 percent or greater	★ 90.0 percent, FY2022 to date (Feb 2022)	★ 86.1 percent, FY2023 to date (Jan 2023)
On-time performance (MAX)	90 percent or greater	⬡ 88.4 percent, FY2022 to date (Feb 2022)	⬢ 81.3 percent, FY2023 to date (Jan 2023)
On-time performance (WES)	95 percent or greater	★ 98.7 percent, FY2022 to date (Feb 2022)	★ 96.8 percent, FY2023 to date (Jan 2023)
On-time performance (LIFT)	93.5 percent or greater	⬡ 90.6 percent, FY2022 to date (Feb 2022)	⬢ 89.4 percent, FY2023 to date (Jan 2023)
			

Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
<i>Availability and quality of service...</i>			
Number of miles of Frequent Service bus ⁶	Greater than, or equal to, previous year	☆ 230.7 miles (0.7 percent increase)	★ 234.5 miles (1.6 percent increase)
Capacity – Peak period average weekday percentage of overloaded trips	2 percent or less overloaded weekday peak trips	☆ Less than 2 percent	★ 0.3 percent
Speed of travel – average miles per hour including passenger stops (Bus system wide)	Greater than, or equal to, previous year	▽ 14.0 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
Goal 5: Design and deliver successful projects			
Percent of fares collected through Hop Fastpass®	85 percent or more	☆ 86.2 percent of fixed-route fares 12-month avg (Mar 2022)	★ 86.7 percent of fixed-route fares 12-month avg (Jan 2023)
Number of enhanced transit corridor (“Better Bus”) and/or hotspot projects completed and in development	At least five	▽ Four complete during FY2022 (one expected in FY2022 was not actually finished until start of FY2023)	★ Seven complete or on-schedule for completion during FY2023 so far (Dec 2022)
Goal 6: Business practices that create value and spur innovation and continuous improvement			
Milestones for strategy to leverage current TriMet assets for increased financial resources	Accomplished milestones	☆ TOD potential sites inventories and prioritization underway	★ TOD potential sites prioritization on schedule for completion during FY2023













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⁶ TriMet added new Frequent Service Lines since the last analysis, increasing the Frequent Service coverage area

Performance Measures – People and Innovation Goals 7 through 9

Measure	Target	Previous Year Performance (FY2022)	FY2023 Performance
People and Innovation Measures			
Goal 7: Ensure a culture of safety			
Lost time injuries rate (per 200,000 hours worked)	5.4 or fewer	 7.0 per 200,000 hours worked (calendar year 2021)	 8.2 per 200,000 hours worked (calendar year 2022)
Goal 8: TriMet is where diverse and talented people want to come, stay, and thrive			
Turnover percentage (minus retirements) from agency overall	No more than 5 percent	 9.5 percent over 12-month period (Feb 2022)	 10.2 percent (calendar year 2022)
Training and development costs (including tuition reimbursement) as a percentage of payroll	4 percent or greater	 Estimated 4.0 percent during FY2022	 Estimated 4.1 percent during FY2023 (through Dec 2022)
Percent of non-union employees within their predicted compensation range (within 1.5 percent above or below the predicted compensation)	90 percent or higher	 95 percent (Jan 2022)	 99.5 percent (Dec 2022)
<i>Employee participation...</i>			
Participation in employee volunteer events	Positive growth trend compared to previous years	 306 participants total across 4 community events and 12 COVID-19 clinics	 655 participants total including volunteer Ride Guides
Participation in Employee Town Halls	Positive growth trend compared to previous years	 Average 221 participants during 21 Employee Town Halls	 Average 262 participants during 12 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	 306 participants total across five opportunities	 Average 896 participants across 12 opportunities











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Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
<i>TriMet Affirmative Action Plan⁷ goals...</i>			
Utilization rate – race	22.1 percent or better	 28.8 percent during FY2022 (Jul 2021)	 30.2 percent during FY2023 (Jul 2022)
Utilization rate – gender	29.1 percent or better	 25.3 percent during FY2022 (Jul 2021)	 26.0 percent during FY2023 (Jul 2022) *
Utilization rate – veteran	6.4 percent or better	 2.4 percent during FY2022 (Jul 2021)	 12 percent during FY2023 (Jul 2022) *
Utilization rate – persons experiencing disability	7 percent or better	 1.4 percent during FY2022 (Jul 2021)	 0.8 percent during FY2023 (Jul 2022) *
Time to fill positions (from requisition approval to acceptance of offer)	60 days or less	 63 days on average FY2022 (Sep 2021)	 73 days on average FY2023 (Jan 2023)
Goal 9: Foster service excellence and innovation			
Implementation steps of recognition, encouragement, and training practices for innovation and process improvement	Substantial progress	 Recognition system implemented	 Recognition system in use across divisions









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⁷ trimet.org/equity/pdf/affirmative-action-plan.pdf

Performance Measures – Financial Goals 10 through 12

Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
Financial Measures			
Goal 10: Fiscally sound and compliant			
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	 \$1,451 per covered employee average (Sep 2021)	 \$1,433 per covered employee average (FY 2023)
Goal 11: Manage assets to ensure safety and optimize value, performance, and resiliency			
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
Goal 12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan			
Annual percentage of new service enhancement	On hold while workforce and COVID-19 restrictions resolve	 Service hours reduced (too few operators also had impact)	 Service hours reduced due to lack of sufficient operators
Fare recovery (passenger revenue/system cost) on fixed-route	25 percent or better	 10.5 percent passenger revenue/system cost for fixed-route service, FY2022 to date (Feb 2022)	 10.4 percent passenger revenue/system cost for fixed-route service, FY2023 to date (Jan 2023)

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Measure	Target	Previous Year (FY2022) Performance	FY2023 Performance
Bus operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 8.6 percent increase, 12-month average compared to previous year (Feb 2022)	 7.2 percent increase, 12-month average compared to previous year (Jan 2023)
MAX operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 2.4 percent increase, 12-month average compared to previous year (Feb 2022)	 3.0 percent increase, 12-month average compared to previous year (Jan 2023)
WES operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 21.0 percent increase, 12-month average compared to previous year (Feb 2022)	 25.6 percent increase, 12-month average compared to previous year (Jan 2023)
LIFT operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 18.3 percent decrease, 12-month average compared to previous year (Feb 2022)	 14.9 percent increase, 12-month average compared to previous year (Jan 2023)

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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

FY2023 RESULTS and PROGRESS

- ✓ Reimagining safety and security process improvements underway with new positions now operating on the system and substantial hiring completed
- ✓ Forward Together concepts developed and shared with public and stakeholders for engagement and feedback. Survey and other methods of engagement led to adjustments in routing, schedules, and lines with general support for balance of ridership and productivity with coverage and an equity approach
- ✓ More than doubled target set for hiring operators: 291 operators hired during calendar year 2022, with training classes of 30 now operating and typically full
- ✓ Training on de-escalation techniques included in bus and rail operator recertification training and future recertification classes will include annual emphasis on core concepts of de-escalation
 - Training on microaggressions:
 - ✓ provided to all non-union employees
 - ✓ provided to union employees in Maintenance and Rail Operations
 - on track for remainder of union employees to be completed during FY2023
 - Substantial increases in presence on the system for safety and security:
 - Safety response team more than doubled during first half of FY2023
 - Customer safety supervisor team more than doubled during first half of FY2023

✓ = Key Strategic Actions accomplished or substantially complete

Goal 1. Satisfied riders [Customers]

FY2023 RESULTS and PROGRESS

- Lighting updates now provide dramatically brighter and more visible locations such as Gateway P&R
- Updated security cameras to higher quality and resolution at locations across the service district
- Ongoing communications to the media, employers, and community organizations about our efforts to ensure safety and security for our riders and the communities in which we operate
- Agency-wide customer experience training developed with all materials complete and in learning management system. Duration and timeline for deployment in development as of February 2023
- Annual equity review of service, vehicle assignments, and passenger infrastructure underway and on track for completion before end of FY2023
- Outreach and engagement regarding Service Plan, Business Plan, and Budget continues
- Language Access Plan implementation continues
- Installed large LED (light-emitting diode) screens at stations and stops to replace old Solari passenger information screens
- Missions by Transit Police continue with emphasis on public safety
- Monthly detail cleanings of vehicles impacted by lack of staff availability caused by tight employment market
- Scalable cleaning plan for passenger facilities developed and in operation in response to availability levels of staff and resources
- Ridership recovery plan committee first phase completed tasks toward restoring and improving ridership. Currently developing structure for new ridership committee and actions for longer-term efforts including more focus on operations and maintenance
- Service changes for Forward Together will begin in FY2024
- Began marketing and awareness campaigns to increase ridership and participation with employer pass and reduce fare program participants during second half of FY2023
- Received American Public Transportation Association award for new trimet.org website in category of Best Marketing and Communications to Support Ridership – Electronic Media
- New attitude and awareness survey of public support for TriMet to be fielded around March 2023, a little too late for results to be reflected in this year’s Business Plan
- Updated scripts for all on-board stop announcements and finalization and recording underway with deployment planned by end of FY2023. Bus on-board text displays of every stop in implementation
- Developed scope for accessible bus stops analysis with completion of accessibility criteria and strategy planned for FY2024

Goal 1. Satisfied riders [Customers]

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on ridership, especially:

- Using results of Forward Together to begin service improvements most likely to result in higher ridership
- Presence on the system with TriMet employees and contracted employees supporting safety and security on-board and at facilities

Primary strategic priority addressed: **Ridership**

Strategic Priority	Goal/Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Ridership; Safety	1A	1	Transportation; TS&AS/Training	Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management	●	●	●	●	●
Ridership; Safety	1A	2	Safety & Security	Hire and train additional employees and contracted personnel to provide more presence on the system	●	●			
Ridership	1B	3	GM; COO	Develop and implement strategy and actions to achieve goals identified by Ridership Steering Committee	●	●	●	●	●
Ridership	1B	4	COO; Transportation	Implement Forward Together as developed through engagement with riders, public, and other partners	●	●	●	●	●
Ridership	1B	5	COO	Put into service first two years of multi-year Forward Together implementation	●	●			
Ridership	1B	6	COO	As part of Forward Together implementation, add weekend and evening service on lines with higher potential ridership	●	●	●	●	●
Ridership	1B	7	COO	Expand Forward Together to review and potentially enhance service on MAX Light Rail	●	●			
Ridership	1B	8	COO	Conduct analysis and develop cost-efficiency informed recommendations as appropriate to address potential passenger demand and overloads using larger, 60' articulated (“bendy”) buses	●	●			

Goal 1. Satisfied riders [Customers]

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Ridership	1B	9	Public Affairs	Deliver marketing and information to encourage ridership through current pass and sales channels to attract riders back to TriMet (including former commuters, new residents, tourism, limited English proficient riders, etc.)	●				
Ridership; Safety	1C	10	Maintenance	Clean all vehicles daily with monthly detail cleanings	●	●	●	●	●
Ridership; Safety	1C	11	Maintenance	Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources	●	●	●	●	●
Ridership	1C	12	COO	Analyze causes of stops and delays in service, develop mitigations, and implement	●	●	●	●	●
Ridership	1C	13	Safety & Security	Implement actions to reduce trip delays due to unpredictable behavioral issues with presence on the system	●	●			
Ridership	1C	14	Public Affairs	Deliver enhanced customer experience training to all TriMet employees	●	●			
Ridership	1C	15	Public Affairs	Deliver customer information enhancements such as onboard announcement improvements, new video and e-paper service information signs	●	●			
Inclusion, Diversity, Equity, and Access	1C	16	COO; Transportation	Research and explore on-demand service trial to improve access	●	●			

Goal 1. Satisfied riders [Customers]

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Ridership	1D	17	COO	Using TriMet’s Pedestrian Plan ⁸ 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	18	COO; Public Affairs; Finance & Admin Svcs	Actively encourage accessibility improvements by jurisdictions, including supporting search for grants or other funding sources		●	●	●	●

⁸ <http://trimet.org/walk>

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 all
- 2C. Support economic opportunity for all 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

FY2023 RESULTS and PROGRESS

- ✓ TriMet **reduced its operational greenhouse gas emissions by nearly 70 percent:**
 - ✓ All diesel LIFT paratransit buses and WES commuter rail now operating with R99 renewable diesel (as of May 2022)
 - ✓ All fixed-route buses with diesel engines continued operating with R99 renewable diesel (since December 2021)
 - ✓ All MAX and TriMet-owned and operated facilities continued operating under renewable electricity programs, reducing overall agency carbon emissions operations and fuel/electricity delivery (since summer 2021)
- ✓ Climate Action Plan completed and in implementation stages for various actions.
- ✓ Training procedures in place for operators signing battery electric bus service blocks
- ✓ Sustainability Team active and providing input and guidance for projects while tracking Climate Action Plan tasks
- ✓ On schedule to complete transit-oriented development assessment of potential sites
- ✓ Completed analysis with PSU (Portland State University) of bus vehicle emissions to help guide future zero-emission bus deployment sequencing
 - Created new division, called Transit Systems and Asset Support (TS&AS) to address maintenance and system processes and asset management, training, zero-emissions asset leadership, and more
 - Created position to formalize decision-making structure for zero-emission bus
 - New attitude and awareness survey of public support for TriMet to be fielded around March 2023, too late for results to be reflected in this year's Business Plan

✓ = Key Strategic Actions accomplished or substantially complete

Goal 2. Satisfied community stakeholders and employers [Customers]

FY2023 RESULTS and PROGRESS

- Additional 24 battery electric buses on order with delivery anticipated in 2024
- Completed first phase of battery electric bus charger installations at Powell garage
- Pursuing grants and federal funding for hydrogen fuel infrastructure to support hydrogen-powered fixed-route buses
- On-track to have purchased the following during FY2023: three more fully-electric non-revenue vehicles and 21 hybrid electrics
- Continuing to encourage eligible riders to sign up for low-income fare
- On schedule during FY2023 to operate optional same-day on-demand paratransit service pilot with standard LIFT fare up to a certain distance but additional costs for longer trips
- Extensive community engagement for Forward Together and for A Better Red MAX Line project
- Received American Public Transportation Association award for FX2-Division public celebration event in the category of Best Marketing and Communications to Support Ridership- Special Event
- TriMet continues to work with community stakeholders and to allocate state transportation improvement funds to support shuttles in areas where fixed-route buses would not be cost-effective
- HollywoodHUB project progressing with substation infrastructure portion of project in engineering and planned for completion in late calendar 2024, with groundbreaking on housing projected in 2025
- Agreements in place for development of Multnomah County library on Gresham City Hall park and ride lot site, with the remainder of the land slated for other transit-oriented development in the future.

FY2024 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	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
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	●	●	●	●	●

Goal 2. Satisfied community stakeholders and employers [Customers]

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Community and Partnerships	2A	2	TS&AS; 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 with attainable technology	●	●	●	●	●
Community and Partnerships	2A	3	Maintenance; TS&AS; Transportation	Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate		●	●	●	●
Community and Partnerships	2B	4	Public Affairs	Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82 nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects	●	●	●	●	●
Community and Partnerships	2C	5	Transportation; COO	Continue to provide and, when feasible, enhance service that provides access to economic opportunity guided by Forward Together and future annual service plan engagement processes	●	●	●	●	●
Community and Partnerships	2D	6	Legal	Complete project development and construction of HollywoodHUB ⁹ project including TriMet infrastructure changes necessary for project and affordable housing	●	●	●	●	
Community and Partnerships	2E	7	Eng, Constr, & Planning; COO; IT	Continue to seek opportunities with jurisdictions to implement transit priority to reduce delays during peak traffic periods	●	●	●	●	●

⁹ hollywoodhubpdx.com

Goal 3. Supportive broader community [Customers]

Objectives:

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

FY2023 RESULTS and PROGRESS

- Engagement with community along the Division Transit Project alignment peaked with grand opening celebration
- Engaging community and stakeholders for service planning, Business Plan, and Budget [see section on engagement near the beginning of this document]
- State Transportation Improvement Fund process completed for this two-year cycle with enhancements in oversight and engagement planned for next cycle
- Fielding attitude and awareness survey of general public (including riders and non-riders) to understand level of support and interests

FY2024 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	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Community and Partnerships	3A	1	Public 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	●	●	●	●	●
Community and Partnerships	3B	2	COO; Finance & Admin Svcs	Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements	●	●	●	●	●

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

FY2023 RESULTS and PROGRESS

- ✓ On target to have completed all 21 identified action items in reimagining safety and security process by early calendar 2023. Now fully in implementation and operation, with continuing efforts to fill all available positions
- ✓ IT Governance process underway with clearly-defined reporting and decision tools, including dashboard, project tracking list, and project prioritization support tools
- ✓ Hired about 291 bus operators during calendar year 2022, more than double the target.
 - Recruitment continues as well as larger training classes and onboarding programs to retain very recent hires and ease transition to work
 - Focusing attention on operator retention, morale, and engagement
 - Increased retention efforts with bonus for current operations employees to go with signing bonus for new operators
 - Completed multiple trainings for security staff related to design. Crime prevention through environmental design training and studies at multiple locations have led to lighting upgrades, vegetation changes, and other adjustments to increase visibility and security at TriMet facilities
 - Service delivery preparing for enhancement in software for scheduling, operator sign up, and assignments to streamline and simplify process of assigning runs to operators
 - 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
 - Forward Together concept development, including public and stakeholder engagement, completed in FY2023. First service changes to occur during May and August, 2023.

✓ = Key Strategic Actions accomplished or substantially complete

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

FY2023 RESULTS and PROGRESS

- Type 6 light rail vehicles began arriving from manufacturer. These include “internet of things” (IOT) devices to support rail operations optimization technology
- Other factors also impacted the number of available bus operators. Although many new bus operators were hired, some previous operators were hired into other positions (e.g., safety response team), some transferred to be rail operators, some retired, and some left for other jobs, meaning the net total change was smaller than the total number of hires
- Maintenance Service Worker/Helper attrition is outpacing hiring, with vacant positions rising to 30 percent as of December 2022, up from 21 percent the year before
- IT service desk implementation underway with new staff
- IT cybersecurity roadmap updated with risk-informed priorities
- IT cybersecurity risk-reducing activities underway including training and awareness campaigns

FY2024 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	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Employees and Employee Experience	4A	1	Safety & Security; Eng, Constr, & Planning; Maintenance	Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers	●	●	●	●	●

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

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Employees and Employee Experience	4A	2	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	3	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	4	Transportation; LR/HR; TS&AS/ Training	Hire and retain operators to preserve and expand service	●				
Ridership	4B	5	Maintenance; LR/HR; TS&AS/Training	Hire and retain service workers and mechanics to preserve and expand service	●				
Financial Stewardship and Capacity	4B	6	IT	Extend Information Technology Governance process to include setting risk tolerance, monitoring cybersecurity risk posture, defining service objectives, and monitoring key performance indicators	●	●			
Financial Stewardship and Capacity	4B	7	IT	Implement modern workforce management software for Transportation	●	●	●		
Financial Stewardship and Capacity	4B	8	IT	Continue aggressive reduction of technical debt by a combination of: 1) business-driven projects that are scoped and executed so as to meet business needs while also reducing associated technical debt to the greatest extent possible, and 2) IT-sponsored projects to modernize core architecture as a foundation for future improvements	●	●	●	●	●

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

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Financial Stewardship and Capacity	4B	9	IT	Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity	●	●	●		
Financial Stewardship and Capacity	4B	10	IT	Deliver fully functional service desk and implement at least two documented and repeatable groups of processes that deliver new or enhanced capabilities	●				
Financial Stewardship and Capacity; Ridership	4B	11	Finance & Admin Svcs; Maintenance	Replace fareboxes for better customer service	●	●			
Ridership; Safety	4C	12	Maintenance; IT	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	13	IT	Implement cybersecurity roadmap to achieve an improvement over the FY2023 CMMI (Capability Maturity Model Integration) maturity baseline level by +0.8 by the end of FY2024	●				

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

FY2023 RESULTS and PROGRESS

- ✓ FX2-Division began public service, completing multiple years of public engagement, engineering, and construction with the Division Transit Project
- ✓ TriMet became the first transit agency in North America to install and operate new generation cloud-based transit signal priority system (meeting standards from NTCIP [National Transportation Communications for Intelligent Transportation Systems Protocol]) with bus-only lanes and bus-only signals as part of the Division Transit Project, now in service as FX2-Division
 - Powell garage project completed with all new maintenance, fuel, wash, and administrative space after multiple years of design and construction
 - Planning and alternatives analysis underway for 82nd Ave bus rapid transit FX line
 - Working with ODOT and other jurisdictions to explore opportunity for new generation transit signal priority on non-FX bus lines
 - TriMet continues working with the City to deploy more “Rose” (bus priority) lanes
 - Better Bus project underway to develop more bus priority treatments across the region
 - As of February 2023, A Better Red MAX Line project was more than 50 percent complete, with main structure of bridge over I-84 completed and construction underway on all segments. The project is on budget and on schedule for having all segments in operation by fall 2024
 - Type 6 light rail vehicles (to replace the original Type 1 vehicles from the mid-1980s) have begun to arrive
 - Multiple track rehabilitation and replacement projects completed, especially on key portions of the oldest MAX tracks
 - Restarted blue line station rehabilitation (BLSR) projects to modernize original Blue Line stations
 - TriMet continues to work with partner jurisdictions on Interstate Bridge Replacement Project led by Washington and Oregon state Departments of Transportation with a preferred alternative that includes light rail

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Continue and/or complete current major projects on-time and on-budget

Primary strategic priority addressed: **Ridership**

✓ = Key Strategic Actions accomplished or substantially complete

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

Strategic Priority	Goal/Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Ridership	5A	1	Eng, Constr & Planning	Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines	●	●			
Ridership	5A	2	Eng, Constr & Planning	Develop 82nd Ave bus project, potentially as a new FX bus rapid transit line	●	●	●	●	●
Ridership; Community and Partnerships	5B	3	Eng, Constr & Planning	Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners	●	●	●	●	●
Ridership	5C	4	Eng, Constr & Planning; Maintenance	Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project	●	●			
Financial Stewardship and Capacity; Safety	5C	5	Eng, Constr & Planning; Maintenance	Deliver budget-approved state of good repair projects on-time and on-budget	●	●	●	●	●
Ridership; Community and Partnerships	Goal 5 overall	6	Eng, Constr & Planning; Public Affairs	With partners, pursue opportunities for potentially viable transit infrastructure projects	●	●	●	●	●
Ridership; Community and Partnerships	Goal 5 overall	7	Eng, Constr & Planning	Enhance project planning, scoping, and cost estimating to support successful future projects	●	●			
Ridership	Goal 5 overall	8	Eng, Constr & Planning	Complete master plan for Columbia site and conduct NEPA (National Environmental Policy Act) review	●	●			

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

FY2023 RESULTS and PROGRESS

- ✓ Original Hop Fastpass® project is fully implemented. The solution is now in software operations and maintenance phase, with over 85 percent of all fixed-route fares collected through Hop Fastpass® sales channels. Continued product improvements and feature enhancements are underway to provide a better customer experience
- TriMet continues connecting with small business contractors and associations to support disadvantaged business enterprises (DBEs). Contracting approach includes reviewing and reconfiguring contracts in ways that allow more disadvantaged and small firms to compete
- As of the end of calendar 2022, over 55 contracts were awarded to Disadvantaged Business Enterprises (DBE) and Minority Business Enterprise and Women Business Enterprise firms for the Division Transit Project. About 22 percent of design work has been awarded to DBE firms and overall, a total of 80 percent of project construction work has been awarded to DBE firms.
- Continuing to track grant opportunities at federal, state, and regional level in alignment with capital budget needs

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Enhance inclusion, diversity, equity, and access

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

✓ = Key Strategic Actions accomplished or substantially complete

Goal 6. Business practices that create value and spur innovation and continuous improvement

[Internal Business Practices]

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Inclusion, Diversity, Equity, and Access	6A	1	Finance & Admin Svcs; Inclusion, Diversity, Equity, and Access	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	●	●	●	●	●
Inclusion, Diversity, Equity, and Access	6A	2	Inclusion, Diversity, Equity, and Access; Eng, Constr, & Planning	Use equity lens framework in support of TriMet projects and programs	●	●	●	●	●
Financial Stewardship and Capacity	6B	3	Finance & Admin Svcs	Continue to overlay grant funding opportunities with TriMet’s Capital Improvement Plan and other initiatives to identify and apply for funding	●	●	●	●	●
Financial Stewardship and Capacity	6B	4	Public Affairs; Finance & Admin Svcs	Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants	●	●	●	●	●

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

FY2023 RESULTS and PROGRESS	
<ul style="list-style-type: none"> State safety oversight office has approved SMS implementation approach Filled manager position to champion SMS implementation 	

FY2024 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	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Safety; Employees and Employee Experience	7A	1	Safety & Security	Implement 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

FY2023 RESULTS and PROGRESS

- ✓ TriMet and the Amalgamated Transit Union Local 757 reached agreement to extend Working and Wage Agreement into 2024
- ✓ Implemented organizational recommendations to create office of inclusion, diversity, equity, and access
- ✓ Completed strategic review of compensation approach and policy and implemented needed changes
- ✓ Completed project to give consistent and coherent look and feel for information to applicants and new employees
- ✓ Responded to COVID-19 cases and risks as circumstances and case rates changed, with appropriate work rules and standard operating procedures. Advanced Planning Group personnel and procedures now established for any similar future issues and challenges
- ✓ New employee onboarding improvements implemented, leading to coordinated communications with new and recent hires and more consistent guidance for new employees
 - Permanent teleworking policy updated and refined with more in-office days for most non-operations employees to support collaboration and coordination; most operations employees have duties that have required being at work 100 percent of the time throughout the pandemic and this will continue
 - New staff in place to support and enhance process to make leave opportunities clearer and reduce absenteeism
 - Completed employee engagement survey and developed division-specific strategies to address issues with sense of engagement and inclusion
 - Multiple employee resource groups active, helping create a sense of community and belonging through employee-led, voluntary activities, information sharing, and events
 - Implementing Paid Leave Oregon program
 - ROSE portal continues, allowing recognition of colleagues in all departments and divisions

✓ = Key Strategic Actions accomplished or substantially complete

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

FY2023 RESULTS and PROGRESS

- Early new employee onboarding program put in place during FY2023, providing early introduction to TriMet in advance of space being available in operator training classes
- Held Family Fun Day with food and activities for employees and their families
- Implementing IT project to consolidate multiple processes needed for new hires into a single entry system
- Learning management system (LMS) implemented and now has more content available for training of various employees in multiple topics including safety and customer service
- Developing leadership skills for employees that work with riders and the public with pilot planned for spring 2023
- TriMet's cross-divisional mentoring program continued into its fourth year
- Career development training series for all employees in planning for implementation in 2023
- Enhanced E3 internal learning program to support professional development and leadership skills
- Transportation division increasing active participation in Washington State Transportation Alliance (also covers northwest Oregon), which includes extensive leadership program
- Exit interviews for LIFT operators indicate the majority left to become TriMet fixed-route operators
- Executive team members participate in Ride Guide and other volunteer opportunities to interact with employees and customers
- Employee volunteer opportunities included holiday meals for operations and maintenance, holiday bus visits to employees on medical leave, toy drive, winter clothing drive, and more

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on employee experience:

- Continue building collaborative relationship with ATU
- Provide all employees with development opportunities
- Celebrate and recognize employee contributions

Primary strategic priority addressed: **Employee Experience**

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

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 - FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Employees and Employee Experience	8A	1	LR/HR	Engage with ATU and other stakeholders to develop initiatives to cover in negotiations for new Working and Wage Agreement	●	●			
Employees and Employee Experience	8B	2	Transportation; Public Affairs; LR/HR	Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public	●	●	●	●	●
Employees and Employee Experience	8C	3	Transportation	Reintroduce Roadeo and large-scale employee celebrations	●				
Employees and Employee Experience	8C	4	LR/HR	Conduct and act on results from employee engagement survey:	●	●	●	●	●
Employees and Employee Experience	8C	4.1	LR/HR; Public Affairs	Conduct survey annually and work with employee communications for employee awareness and engagement	●	●	●	●	●
Employees and Employee Experience	8C	4.2	LR/HR	Implement Human Resources-related initiatives, especially those that are agency-wide	●	●	●	●	●
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	8D	5	LR/HR	Continue to develop Affirmative Action Plan, track performance, and implement actions as appropriate	●	●	●	●	●
Employees and Employee Experience	8E	6	LR/HR	Continue recruiting activities appropriate for vacant positions as needed	●	●	●	●	●

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

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Employees and Employee Experience	8F	7	TS&AS /Training; LR/HR	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	8	LR/HR	Develop and implement succession program	●	●	●		
Employees and Employee Experience; Inclusion, Diversity, Equity, and Access	8F	9	LR/HR	Develop and begin implementation of strategies to support potential for employees to enhance performance and earn promotion	●				
Employees and Employee Experience	8F	10	Transportation; Maintenance	Support leadership and skills development in transportation and maintenance management positions	●	●			
Employees and Employee Experience	Goal 8 overall	11	LR/HR; 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

FY2023 RESULTS and PROGRESS

- On schedule to complete mobility data platform with grant-funded project that allows capture, consolidation, and analysis of data to assist in improving transit vehicle arrival time estimation for customer service information and to better understand complete end-to-end trips while still keeping rider behavior anonymous and confidential. The platform coordinates data such as boarding counts, open trip planner requests, LIFT rides, and anonymous origin-destination data from Hop

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on innovation that supports ridership priorities

Primary strategic priority addressed: **Ridership**

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Ridership	9A	1	IT	Develop regional trip planning capability to support more seamless transfers with other transit providers	●	●			

Key Strategic Actions: Financial

TriMet is a public agency, funded by regional taxes, funds from federal and state government, and fares paid by riders. 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

FY2023 RESULTS and PROGRESS

- ✓ On track to meet all six Strategic Financial Plan guidelines for FY2023
- ✓ Pension fully funded for both union and non-union employees to meet anticipated future financial liabilities in retirements
 - AAA bond rating reaffirmed for fifth straight year (Kroll Bond Rating Agency). However, the financial industry is putting transit ridership and fare collection under more scrutiny and seeing greater risk to this element of the evaluation than in past years
 - Other post-employment benefits (OPEB) trust fund established to begin funding anticipated future financial liabilities for health and other post-employment needs of retirees

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

Focus on sustainable budget and managing asset replacement for long-term financial stability

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

Strategic Priority	Goal/Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Financial Stewardship and Capacity	10A	1	Finance & Admin Svcs	Manage and align financial performance and decision-making with the Strategic Financial Plan	●	●	●	●	●

Goal 10. Fiscally sound and compliant [Financial]

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Financial Stewardship and Capacity	10A	2	Finance & Admin Svcs	Assuming pension plans are fully funded at or above 93 percent, make every effort to aggressively fund the OPEB (other post-employment benefits) trust	●	●	●	●	●
Financial Stewardship and Capacity	Goal 10 overall	3	Finance & Admin Svcs	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic and economic impacts	●	●	●	●	●

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

FY2023 RESULTS and PROGRESS

- ✓ Transit Asset Management Plan completed on schedule before federal deadline of October 1, 2022
- ✓ On schedule to finish construction on stores inventory facility at Columbia site and implement hub-and-spoke parts storage and delivery agency-wide
 - Comprehensive review of maintenance practices and procedures underway
 - New Transit Systems and Asset Support (TS&AS) division created to focus on maintenance control, asset management, key performance indicators, zero-emissions program leadership, training, document control, and other needs
 - First new Type 6 MAX Light Rail vehicles to begin replacing Type 1 vehicles from the mid-1980s arrived in December 2022. More vehicles expected over the following year-plus until TriMet receives enough vehicles from the manufacturer to replace all Type 1 vehicles and to operate additional service on the Red Line when A Better Red Line MAX Project is complete in 2024
 - Manufacturer contracted to perform Type 2 and Type 3 light rail vehicle overhauls has run into multiple staffing and supply chain issues so work is well behind originally-defined schedule
 - Applied for large federal grant to replace Type 2 light rail vehicles when they are ready for retirement
 - Multiple improvements to current maintenance practices, such as newly updated light rail wheel truing procedure that will reduce costs and extend life of the wheels; this, in turn, reduces frequency of light rail vehicle truck overhauls, further reducing costs and employee time taken from other maintenance needs
 - Departments in maintenance setting up to use enterprise content management system and make other improvements in documentation and document handling and retention
 - REM training process improved to allow more straight-forward work earlier after appropriate training, leading to hands-on productive work and positive experience earlier in the training cycle
 - Enterprise asset management system (EAMS) readiness checklists developed and many action items underway to improve maintenance data and processes and prepare for EAMS

✓ = Key Strategic Actions accomplished or substantially complete

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

FY2023 RESULTS and PROGRESS

- Pursuing use of existing maintenance management information system (MMIS) by bus maintenance as an interim step to full EAMS implementation in a few years
- EAMS positions and early procurement funding in budget process for FY2024

FY2024 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	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
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; replace and retire Type 1 light rail vehicles as Type 6 vehicles go into service and are operating reliably	●	●			
Financial Stewardship and Capacity	11A	2	Finance & Admin Svcs	Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives	●	●	●	●	●
Financial Stewardship and Capacity; Employees and Employee Experience	11A	3	GM; COO; TS&AS	Implement 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	4	GM; COO; Maintenance; TS&AS; 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	●	●	●	●	●

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

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Financial Stewardship and Capacity; Safety	11A	5	GM; COO; Maintenance; TS&AS; IT	Initiate multi-year EAMS project for all departments and groups including defining scope and schedule	●	●	●	●	●

Goal 12. Financial capacity to advance regional expectations for service growth and quality as represented in 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

FY2023 RESULTS and PROGRESS

- Engaged with riders and public related to potential fare increase starting in January 2024
- LIFT implementing assignment and routing procedure and equipment improvements to improve service and efficiency
- Completed first internally-approved five-year Capital Improvement Plan to inform FY2024 budget

FY2024 STRATEGIC PRIORITY FOCUS FOR THIS GOAL

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

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

Strategic Priority	Goal/ Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Financial Stewardship and Capacity	12A	1	Finance & Admin Svcs; Maintenance; Eng, Constr, & Planning; Transportation; COO	Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan. The upcoming fiscal year will be fully defined and funded with years two through five allocated at approximately 70 percent of anticipated available resources	●				
Financial Stewardship and Capacity	12B	2	Safety and Security; Finance & Admin Svcs; Transportation; COO	Implement plans to decrease fare evasion by 5 percent in FY24 from baseline survey data with further decreases in the following 5 years	●	●	●	●	●

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

Strategic Priority	Goal/Objective	KSA Number	Lead Division	FY2024 – FY2028 KEY STRATEGIC ACTIONS	FY24	FY25	FY26	FY27	FY28
Financial Stewardship and Capacity	12B	3	Finance & Admin Svcs; Public Affairs; Inclusion, Diversity, Equity, and Access	If adopted by TriMet Board of Directors, implement fare increase in FY2024	●				
Financial Stewardship and Capacity	12B	4	Finance & Admin Svcs; Public Affairs; Inclusion, Diversity, Equity, and Access	Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. TANF, DHS, VA, Medicare, Public Housing)	●	●	●		

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 will continue to actively seek the right balance of a multi-year strategic focus with necessary nimble adjustments to better fit changing circumstances.

TriMet's management uses the 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.

We will continue to develop and expand on key initiatives and projects on the horizon 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
- A Better Red Line MAX Project

We work together toward 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

ADA – Americans with Disabilities Act – Federal law which protects the rights of people with disabilities and requires public services to be accessible

ATU – Amalgamated Transit Union – The union to which most TriMet employees belong

A Better Red Project – A light rail construction project to extend MAX Red Line service by adding 10 stations on the west side from Beaverton Transit Center to Fair Complex/Hillsboro Airport station and to improve tracks between Gateway and the Portland International Airport to improve service

BIPOC – Stands for Black, Indigenous, and People of Color

BRT – Bus Rapid Transit – Transit industry term for enhanced bus service on a specific line typically with bus priority treatments and defined stations (also see FX)

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

CMMI – Capability Maturity Model Integration – A measure of cybersecurity maturity

COO – Chief Operating Officer – The position reporting to the General Manager which leads operations; also the division within TriMet led by that position

COVID-19 – CoronaVirus Disease 2019 – The disease caused by SARS-COV-2 (Severe Acute Respiratory Syndrome COronaVirus 2)

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

EAMS – Enterprise Asset Management System – Software system for maintenance, inventory, and asset management

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

FX – Frequent Express – New BRT (bus rapid transit) service from TriMet, now operating on FX2-Division

FY – Fiscal Year – The fiscal operating period used by TriMet and other public agencies in Oregon, which runs from July 1 through June 30 of the following calendar year and is named based on the calendar year in which it ends; e.g., FY2024 is from July 1, 2023, through June 30, 2024

GM – General Manager – The leader of TriMet, hired by the TriMet Board of Directors; also a division within TriMet headed by that position

Goals – Defines areas in which TriMet aims to make substantial progress during the five years of the Business Plan; Goals are grouped by category (Customers, Internal Business Practices, People & Innovation, and Financial) and the Goals 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 (bus, MAX, LIFT, and WES), 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

IDEA – Inclusion, Diversity, Equity, and Accessibility – Newly created Office at TriMet

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.

IT – Information Technology – A division within TriMet

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

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

LR/HR – Labor Relations/Human Resources – A division within TriMet

Measures – Quantitative or qualitative methods of identifying the status or performance for a specific issue

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

NTCIP – National Transportation Communications for Intelligent Transportation Systems Protocol – Protocol for new generation transit signal priority that helps buses reduce delays at intersections

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

OPEB – Other Post-Employment Benefits – Benefits other than pension, such as health care, that TriMet must pay to support retirees

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

PSU – Portland State University – A public university with its main campus in downtown Portland

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

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 inclusion, diversity, equity, and access

TS&AS – Transit Systems and Asset Support – New division in TriMet charged with maintenance control, document control, asset management, key performance indicators, zero-emissions program leadership, training and more

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