



TRIMET

BUSINESS PLAN

FY2025 – FY2029

DRAFT
January 2024

Safety
Inclusivity
Equity
Community
Teamwork

TriMet's Purpose in the Region

This Business Plan is intended to guide our focus and efforts to benefit current and future residents, communities, 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 Pillars (next page).

- Our *Vision* is to reach 120 million boardings per year in 2030
- *What* we intend to do is described in our *Mission* (page 3)
- *How* we conduct ourselves and work together to do great work is in our *Values* (page 3)

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 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 are less reliant on driving, especially during rush hours
- **Provide mobility for all:** Provide a critical service for people experiencing disability, older adults, young people 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 developments 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

DRAFT

Vision 2030

120 million boardings per year by 2030

Connecting People to a Better Life!

A. Ridership	B. Community	C. People	D. Infrastructure	E. Resources
A1. Safety and security	B1. Relationships	C1. Recruitment/retention	D1. Service improvements and expansion	E1. Stewardship of existing resources
A2. Equitable Service	B2. Presence	C2. Training/development performance	D2. Zero emissions buses	E2. Identifying new resources
A3. Experience	B3. Reputation	C3. Total rewards/communication and career advancement	D3. Information technology	E3. Efficiencies
			D4. State of good repair	



DRAFT

Introduction



*Sam Desue, Jr.
General Manager*

By 2030, we are aiming for 120 million boardings per year – almost double what we had in fiscal year 2023. We call this Vision 2030, and it shows our renewed commitment to our riders and our region.

TriMet connects people to opportunity. We want to serve our communities and our region and provide the benefits of transit as widely as possible. When our ridership grows, we connect more people to a better life!

This Business Plan is for FY2025 through FY2029, the five fiscal years starting July 1, 2024. You'll see how we've honed the Plan and focused on Vision 2030 as the central organizing principle for our next five years.

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.

The Business Plan is updated every year in advance of TriMet's Board adoption of the annual Budget in order to prepare for the start of the new fiscal year on July 1. Anyone can review the current Business Plan at any time at <http://trimet.org/businessplan/>.

Mission and Values

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

Values: Safety, Inclusivity, Equity, Community, and Teamwork

DRAFT

Table of Contents

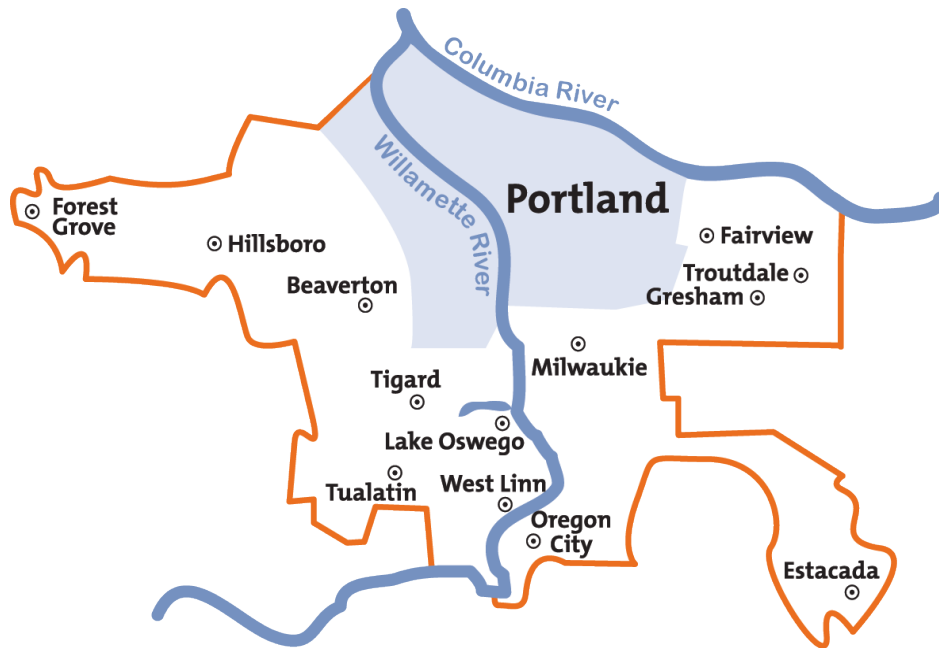
	Page
TriMet’s Purpose in the Region	1
Vision 2030	2
Introduction	3
Mission and Values.....	3
Table of Contents.....	4
About TriMet.....	5
Measures, Targets, and Performance	14
Strategy: Pillars and Focus Areas.....	19
Ridership Pillar: Actions to Increase Ridership.....	20
Community Pillar: Actions to Serve and Connect to Community.....	25
People Pillar: Actions to Support TriMet Team Members	27
Infrastructure Pillar: Actions to Maintain and Build Transit Infrastructure	30
Resources Pillar: Actions to Steward and Optimize Resources	33

DRAFT



DRAFT

About TriMet



About Us

- Transit district created by State of Oregon serving approximately 1.7 million people in the 533-square-mile Portland Metro area
- Primarily funded by an employer/employee payroll tax, self-employment tax, fare revenues, and federal, state, and local grants
- Governed by a seven-member board of directors, who each represent a geographical district where they must also reside

Mobility Information for Riders

- TriMet.org includes **next generation multimodal trip planner** which integrates rail, bus, bike, walking, and bike/scooter/ride sharing
- **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/

DRAFT

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

- 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, 1969.
- 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 sharing transit data. 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 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, commuter rail line connecting the cities of Beaverton, Tigard, Tualatin, 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.

DRAFT

- 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**.
TriMet is first transit agency in North America to use a **450 kilowatt in-route battery electric bus charger**.
- 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 completed and certified by Federal Rail Administration.
TriMet becomes first transit agency in North America to use **virtual reality for light rail operations training**.
- 2021** TriMet begins purchasing **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, WES commuter rail, and diesel-powered LIFT paratransit vehicles on **renewable diesel**, reducing greenhouse gas emissions and local particulate emissions. Together with renewable electricity, these changes **cut operating greenhouse gas emissions by nearly 70 percent!**
- 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 system wide 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.

DRAFT

Strengths, Weaknesses, Opportunities, and Challenges

Each year, we refresh our understanding of our current circumstances. These are included in our thinking when developing our Actions.

Strengths

- System safety is a value at TriMet
- Employees share common mission
- 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 and open data with good supporting information technology infrastructure
- Support from Congressional delegation and State leadership
- Ability to maintain highest bond ratings from Moody's (Aaa), S&P (AAA) and Kroll (AAA)
- Demonstrated desire to work across departments and divisions
- 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 unable to afford standard fare
- High level of pension funding
- Close working relationship with jurisdictional partners to address safety and community mental health issues
- Reputation for large project delivery success

Weaknesses

- Have not yet fully achieved a consistent culture of safety
- Employee shortages throughout the agency as retirements and employee attrition outpaces hiring
- Competitive hiring environment
- Ongoing competing needs for capital and operating resources
- Reduced financial resources due to COVID-19 impacts and changing travel demand patterns
- Workload, expectations, and staff capacity not consistently well-matched
- Barriers to informal communication across departments and divisions
- Inconsistent internal understanding of what it means to provide excellent customer service
- Dispersed and not fully coordinated data collection, management, and document sharing
- Employee training continues to be a gap for all staff including front line and administrative staff
- Incomplete internal resources for communicating with our riders and communities with limited English proficiency
- Capital asset maintenance and replacement needs
- Still developing succession planning and technical capacity

DRAFT

Opportunities

- Opportunity to increase frequency, improve connections, and increase available destinations within reasonable travel 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
- 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 mobility options may help address “first- and last-mile” challenges
- 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 for bus propulsion

Challenges

- Need to increase ridership
 - Staffing challenges contributing to reliability issues
 - Perceptions of lack of safety and security onboard and at stops and stations
 - Disruptive behavior by some on board, at stops, and at stations
 - Economic and societal issues negatively impacting community and transit experience
 - Camping near or in TriMet rights-of-way and service corridors
- Enhancing safety of employees who provide direct service to customers
- High volume of vandalism to passenger facilities and vehicles
- Ongoing needs for asset maintenance and replacement
- Further reducing carbon footprint
- Uncertainty in hydrogen timing and reliability introduces risks in adoption
- Portions of service area lack sidewalks or have 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

DRAFT

Serving the Community with this Plan

TriMet’s robust engagement efforts help us connect with the communities we serve so we can better understand the needs and desires of our riders and the broader region. 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 or represented to share information and engage on various topics. These efforts include:

- **Riders Club** includes over 65,000 members who opt in to 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 engagement programs in the transit industry.
- **Social media.** We regularly post on Facebook, X (formerly 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 54,000 followers
 - X (formerly Twitter): over 64,000 followers
 - Instagram: over 19,000 followers
 - YouTube: over 4,000 subscribers, some videos with over 100,000 views
- **Newsletters.** Our email newsletters share information about TriMet’s services, projects and programs.
 - “TriMet on the Move” is sent to over 1,800 people each month.
 - “Equity on the Move,” which details TriMet’s equity and inclusion efforts, is sent to over 5,000 recipients every month.

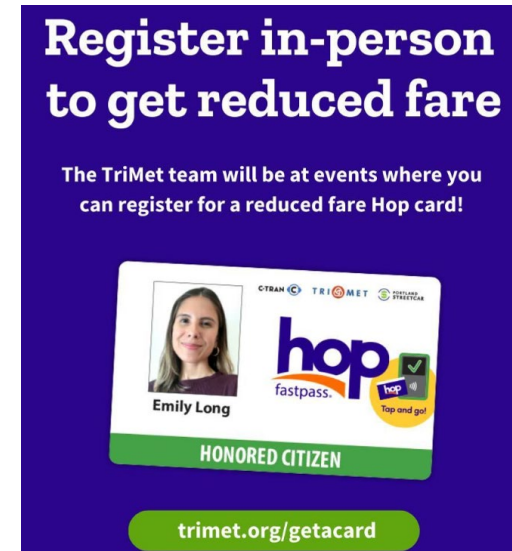
TriMet believes access to public transportation is access to opportunity.

- 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. TriMet promotes these programs through advertisements, on-board signs, print and online information, and in-person events.



DRAFT

- Engagement efforts included connecting with eligible riders to encourage them to **register for reduced fare Hop Cards**, including events across the region.
- TriMet conducted a **public engagement campaign** about the fare increase proposal. Over the course of the outreach and engagement efforts, TriMet partnered with 66 community based organizations to get the word out about the fare increase proposal and to create spaces to gather feedback. The outreach included in-person, online, and partner-led community events. By working with 10 community partners, TriMet was able to provide outreach across the following languages: Arabic, Burmese, Cambodian, Chinese, Farsi, Filipino, Japanese, Korean, Napoli, Rohingya, Russian, Somali, Spanish, Swahili, Taiwanese, Ukrainian, and Vietnamese. In addition to in-person and online open houses TriMet used social media and survey tools to gather feedback, including Facebook ads in English and Spanish, LinkedIn, Instagram, X (formerly Twitter), and TriMet & Equity on the Move email newsletters. In total, the events allowed TriMet and partner staff to interact with over 1,550 community members and the surveys gathered almost 5,700 responses.
- **Advisory committees.** We convene 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)** serves as a 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).
 - 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 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. We provided financial support for local partners including Asian Pacific Islander Community Coalition of Oregon (APICCO), Korean Association of Oregon, Rosewood Initiative, Slavic Center of Northwest, Latino Network, Division Midway Alliance, Muslim Educational Trust, Somali American Council of Oregon (SACOO), Community for Positive Aging, VIVE NW, and Centro Cultural.



DRAFT

- **Sponsorships.** In calendar year 2023, we sponsored or formed partnerships with more than 70 organizations and invested over \$300,000 into our communities. Organizations can submit requests at trimet.org/sponsorships, and our sponsorship committee reviews submissions twice each month.

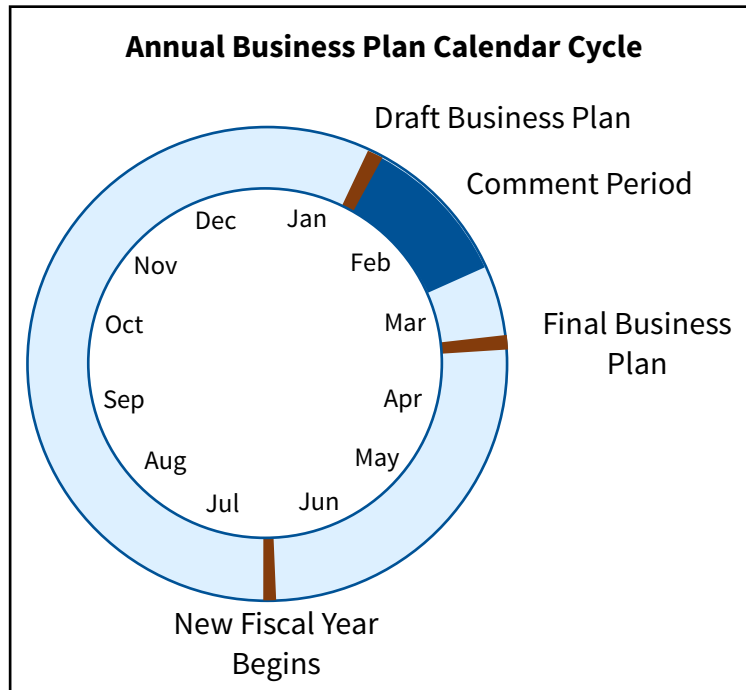
Engagement Outcomes:

One highlight of the past year was TriMet’s “sneak peek” of the new Type 6 MAX light rail trains that are being received and are being readied for service. In October 2023, TriMet held an event at the SE Park Ave MAX station for the general public to view and explore the trains. The event included tours, T-shirts, and poster giveaways, and the chance to ask questions of our engineering team. Over 1,000 members of the public attended.



This year, TriMet continues implementation of Forward Together – the redesign of our bus system to better serve the community motivated by changes in travel patterns after 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. That public engagement resulted in over 4,500 responses to our Forward Together survey and some 500 participants in eight open house events. Now, we use Forward Together as the guide for proposed service changes in our Annual Service Plan engagement.



We also continue to create opportunities for community input and connection by tabling at community events. During 2023, we staffed over 100 events to share information about TriMet and hear from the communities we serve. We connected with over 25,000 individuals.

The Business Plan

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.

DRAFT

Measures, Targets, and Performance

Vision 2030

TriMet provides tens of millions of rides every year to people throughout the region we serve. We are striving to connect people to a better life, whether that's access to opportunity, work, and education, connection to medical and other services, or connecting people to family, friends, and community. With a bold new vision to deliver more benefits to more people, TriMet has created a vision for growth called Vision 2030. We will strive to reach 120 million boardings per year by 2030. This will take focus and the effort has informed a number of changes in this Business Plan to help provide greater focus on this target.

COVID-19 and Working from Home

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 focus throughout this Business Plan and is one of the five pillars identified to support Vision 2030.

Update: Measures and Targets

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

DRAFT

Measures, Targets, and Performance during FY2024

Measure	Target	Previous Year (FY2023) Performance	FY2024 Performance
Ridership Pillar			
Annualized Boardings ¹	Annual increases; aiming for 120 million by 2030	☆ 53,529,000 up 22.7% from same date in the previous year (Nov 2023)	★ 61,245,000 up 14.4% from same date in the previous year (Nov 2023)
Customer complaints about personal safety and security per 100,000 boardings (Bus and MAX combined)	2.8 or fewer per 100,000 boardings	⬡ 4.1 per 100,000 boardings during FY23 through Feb 2023	⬢ 3.4 per 100,000 boardings during FY24 through Dec 2023
<i>Percent of <u>employment</u> within walking distance of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	⬡ 30.2 percent (2.4 percent reduction)	★ 35.2 percent (16.6 percent increase)
...FX bus line	Equal to or greater than previous year	☆ 1.6 percent (6.6 percent reduction)	★ 1.6 percent (same)
...MAX stations	Equal to or greater than previous year	☆ 27.7 percent (0.9 percent increase)	★ 27.4 percent (1.1 percent reduction)
...All transit	Equal to or greater than previous year	⬡ 92.2 percent (1.1 percent reduction)	★ 92.9 percent (0.8 percent increase)
Percent of retail services accessible by all transit	Equal to or greater than previous year	⬡ 96.5 percent (2.5 percent reduction)	★ 96.5 percent (same)
<i>Percent of <u>housing</u> within walking distance of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	☆ 38.2 percent (1.6 percent increase)	★ 41.2 percent (7.9 percent increase)
...FX bus line	Equal to or greater than previous year	▽ 3.9 percent (0.1 percent decrease)	★ 3.9 percent (same)

¹ Includes fixed-route bus, MAX, LIFT, ADA cab, and WES boardings, rounded to the nearest 1,000





DRAFT

Measure	Target	Previous Year (FY2023) Performance	FY2024 Performance
...MAX stations	Equal to or greater than previous year	★ 14.6 percent (3.4 percent increase)	★ 14.6 percent (same)
...All transit	Equal to or greater than previous year	★ 85.3 percent (0.5 percent increase)	⬛ 84.8 percent (0.6 percent decrease)
Community Pillar			
Favorable or very favorable rating for all respondents (Attitude & Awareness Survey)	Rating between 70 and 75 percent (combined riders and non-riders)	★ 72 percent favorable (Apr 2022)	▼ 68 percent (2023)
Percent of diesel consumption that came from renewable sources	Greater than, or equal to, 80 percent	★ All diesel fixed-route buses, LIFT diesel-powered buses, and WES fueled by R99 renewable diesel (over 90 percent of all diesel use at TriMet) during FY2023	★ All diesel fixed-route buses, LIFT diesel-powered buses, and WES fueled by R99 renewable diesel (over 90 percent of all diesel use at TriMet) during FY2024
Percent reduction in operational greenhouse gas emissions compared to baseline	Reduced at least 60% from baseline by 2022 and on target for at least 70% reduction by 2030	★ 64% reduction from 2019 baseline (FY 2022)	★ Data under analysis; to be reported in Final Plan
People			
Lost time injuries rate (per 200,000 hours worked)	5.4 or fewer	⬛ 8.2 per 200,000 hours worked (calendar year 2022)	⬛ 6.4 per 200,000 hours worked (calendar year 2023)
Turnover percentage (minus retirements) from agency overall	No more than 10 percent	⬛ 10.2 percent (calendar year 2022)	★ 7.4 percent (average FY24 through Sep 2023)

















 = on target
 = caution
 = off target
   = Hollow symbols are previous year performance

DRAFT

Measure	Target	Previous Year (FY2023) Performance	FY2024 Performance
Percent of non-union employees within their predicted compensation range (within 1.5 percent above or below the predicted compensation)	90 percent or higher	☆ 99.5 percent (Dec 2022)	★ 100 percent (Sep 2023)
Acceptance-to-Offer Ratio (non-union positions)	75 percent or higher	☆ 81.1 percent average fiscal year to date (Feb 2023)	★ 85 percent average fiscal year to date (Sep 2023)
<i>Personal safety for customers, the public, and employees...</i>			
Collisions per 100,000 miles (Bus)	2.6 collisions per 100,000 miles or fewer, annual average	☆ 2.6 collisions per 100,000 miles, one year average (Jan 2023)	⬛ 3.1 collisions per 100,000 miles, one year average (Nov 2023)
Collisions per 100,000 miles (MAX)	1.3 collisions per 100,000 miles or fewer, one year average	⬜ 1.7 collisions per 100,000 miles, one year average (Jan 2023)	⬛ 2.0 collisions per 100,000 miles, one year average (Nov 2023)
Collisions per 100,000 miles (WES)	Fewer than 1 collision per 100,000 miles, one year average	⬜ 2.1 collisions per 100,000 miles (1 total collision), fiscal year to date (Feb 2023)	★ 0.1 collisions per 100,000 miles, one year average (Nov 2023)
Collisions per 100,000 miles (LIFT)	1.3 collisions per 100,000 miles or fewer, one year average	☆ 1.3 collisions per 100,000 miles, one year average (Jan 2023)	⬛ 1.8 collisions per 100,000 miles, one year average (Nov 2023)
Infrastructure			
<i>Quality of service...</i>			
Speed of travel – average miles per hour including passenger stops (Bus system wide)	Greater than, or equal to, previous year	☆ 14.1 miles per hour (Jan 2023 previous 12-month average)	★ 14.1 miles per hour (Nov 2023 previous 12-month average)

 = on target
 = caution
 = off target
   = Hollow symbols are previous year performance

DRAFT

Measure	Target	Previous Year (FY2023) Performance	FY2024 Performance
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 (Jan 2023 previous 12-month average)	 17.9 miles per hour (Nov 2023 previous 12-month average)
On-schedule for delivering A Better Red Line project	Completion of major construction by end of FY2024 to be ready for service beginning Fall 2024	 On schedule	 On schedule
Number of enhanced transit corridor (“Better Bus”) and/or hot spot projects completed and in development	At least five	 Seven complete or on-schedule for completion during FY2023 (Dec 2022)	 Three hot spot improvements in FY2024
Resources			
Annual alignment with Strategic Financial Plan guidelines	Meet at least five of six	 All six met	 To be reported in Final
Bus operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 7.2 percent increase, 12-month average compared to previous year (Jan 2023)	 11.5 percent increase, 12-month average compared to previous year (Nov 2023)
MAX operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 3.0 percent increase, 12-month average compared to previous year (Jan 2023)	 28.6 percent increase, 12-month average compared to previous year (Nov 2023)
WES operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 25.6 percent increase, 12-month average compared to previous year (Jan 2023)	 0.8 percent decrease, 12-month average compared to previous year (Nov 2023)
LIFT operating cost per vehicle hour	Annual increase equal to or less than budgeted (considering inflation)	 14.9 percent increase, 12-month average compared to previous year (Jan 2023)	 15.6 percent increase, 12-month average compared to previous year (Nov 2023)

 = on target
 = caution
 = off target
   = Hollow symbols are previous year performance

DRAFT

Strategy: Pillars and Focus Areas

In support of 2030, five Pillars depicted in the table below define our approach to the next five years. TriMet will focus in on these five pillars and define a limited number of focus areas within each. Actions define our planned activity to achieve success in each Pillar and Focus Area.

Connecting People to a Better Life!				
A. Ridership	B. Community	C. People	D. Infrastructure	E. Resources
A1. Safety and security	B1. Relationships	C1. Recruitment/retention	D1. Service improvements and expansion	E1. Stewardship of existing resources
A2. Equitable Service	B2. Presence	C2. Training/development performance	D2. Zero Emissions Buses	E2. Identifying new resources
A3. Experience	B3. Reputation	C3. Total rewards/communication and career advancement	D3. Information Technology	E3. Efficiencies
			D4. State of good repair	

DRAFT

Ridership Pillar: Actions to Increase Ridership

A. Ridership

- A1. Safety and security
- A2. Equitable service
- A3. Experience

FY2024 RESULTS and PROGRESS

- ✓ Provided marketing and information to encourage ridership through current pass and sales channels to attract riders back to TriMet. Additional ridership promotion continues in the last quarter of FY2024 during spring 2024
- ✓ Hired and trained additional employees and contracted personnel to provide more presence on the system
 - Hiring of Operators has increased sufficiently to increase total number of Rail and Bus Operators available to provide service
 - Implementing new service guided by Forward Together as feasible given personnel shortages
 - Analyzing potential options for MAX service enhancement given current system capacity for consideration in future Annual Service Plans when Rail Operator availability can support additional service
 - Completed analysis of heavily-loaded trips and identified potential for 60-foot buses to address capacity needs of individual trips
 - Increased marketing and communications to encourage ridership; also provided campaign to encourage safe and courteous riding
 - HollywoodHUB project continues with reconstruction of ramp starting in January 2024; housing component expected to begin construction in FY2025
 - Providing customer service training for bus, MAX, and LIFT Operators
 - Safety and security positions more than 90%-filled and active to provide more presence on the system and support for riders and for those needed additional services
 - Bus safety doors installed in all fixed-route buses in service before end of FY2024
 - Conducting training on crime prevention and security through environmental design (CPTED) for safety and security, construction, and engagement staff
 - Security Operations Center established to provide greater coordination, reporting, and analysis for safety and security issues or incidents
 - Inventorying accessibility of bus stops on multiple bus lines to identify potential opportunities to address and improve accessibility in the future
 - Conducted broad outreach and engagement regarding proposed fare increase and service changes, with extra emphasis on getting

DRAFT

FY2024 RESULTS and PROGRESS

eligible riders signed up in low-income fare program and for Honored Citizen passes

- Continuing to strive to meet vehicle and station cleaning goals while dealing with shortage of available staff
- Improved e-paper customer service information panels at stops and stations and evaluating additional sites
- Working toward implementation of on-demand service in one service area
- Awarded contract for replacement of fareboxes on buses with delivery and installation expected before end of calendar year 2025
- Making progress toward CMMI (Capability Maturity Model Integration) target in cybersecurity
- Updating training and curricula for mechanic training programs
- New Type 6 light rail vehicles (LRVs) are equipped with intelligent system platform, including an “internet of things” (IOT) device and mobile router to enhance vehicle information available, supporting additional monitoring and analysis of efficiency and maintenance

A. Ridership Actions

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
A	1	GM; COO	Continue to fully develop and implement strategy and actions to achieve Vision 2030	●	●	●	●	●
A	2	COO; Transportation	Implement Forward Together as developed through engagement with riders, public, and other partners	●	●	●	●	●
A	3	COO	Continue to broaden ridership markets served by adding more weekend and evening service on lines with higher potential ridership	●	●	●	●	●
A	4	COO	Expand Forward Together to review and potentially enhance service on MAX Light Rail	●	●	●	●	
A	5	COO	Complete long-range plan (Forward Together 2.0) for growth in bus and MAX service that would help meet TriMet’s and the region’s goals for transit ridership if additional operations funds are identified	●	●			
A	6	COO	Address passenger demand and overloads by purchasing and using larger, 60' articulated (“bendy”) buses	●	●	●		

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
A	7	Legal	Complete project development and construction of HollywoodHUB ² project including TriMet infrastructure changes necessary for project and affordable housing	●	●	●		
A	8	Legal	Support the delivery of the strategic vision for re-development of the Gresham City Hall Park & Ride	●	●	●	●	
A1	9	Transportation; TS&AS/Training	Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management	●	●	●	●	●
A1	10	Safety & Security; Eng & Construction; 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	●	●	●	●	●
A1	11	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	●	●	●	●	●
A1	12	IT	By the end of FY2025, improve the Nationwide Cybersecurity Review (NCSR) maturity by a 1.5 CMMI (Capability Maturity Model Integration) maturity increase over the original NCSR baseline performed in 2022	●				
A2	13	COO	Using TriMet’s Pedestrian Plan ³ 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	●	●	●		
A2	14	COO; Public Affairs; Finance & Admin Svcs	Actively encourage accessibility improvements by jurisdictions, including supporting search for grants or other funding sources	●	●	●	●	●

² hollywoodhubpdx.com

³ <http://trimet.org/walk>

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
A2	15	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	●	●	●	●	●
A2	16	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	●	●	●	●	●
A3	17	Maintenance	Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings	●	●	●	●	●
A3	18	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	●	●	●	●	●
A3	19	COO	Analyze causes of stops and delays in service, develop mitigations, and implement	●	●	●	●	●
A3	20	Safety & Security	Implement actions to reduce trip delays due to unpredictable behavioral issues with presence on the system	●				
A3	21	Public Affairs	Deliver enhanced customer experience training to all TriMet employees	●				
A3	22	Public Affairs	Deliver customer information enhancements such as onboard announcement improvements, new video and e-paper service information signs	●				
A3	23	Transportation; COO	Implement and monitor on-demand service with ADA-eligible and general purpose riders	●				
A3	24	Transportation; LR/HR; TS&AS/ Training	Hire and retain operators to preserve and expand service	●	●	●	●	●
A3	25	Maintenance; LR/HR; TS&AS/Training	Hire and retain service workers and mechanics to preserve and expand service	●	●	●	●	●
A3	26	Finance & Admin Svcs; Maintenance	Replace fareboxes for better customer service	●	●			

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
A3	27	Finance & Admin Svcs; Maintenance	TVM replacement for improved Hop card distribution and sales	●	●			
A3	28	Maintenance; IT	Implement rail operation optimization technology (ROOT): use new Type 6 MAX light rail vehicle capabilities in 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. Begin implementation steps for other current fleets with ITS capabilities, including Type 3 LRVs.	●	●	●		

DRAFT

Community Pillar: Actions to Serve and Connect to Community

B. Community

- B1. Relationships
- B2. Presence
- B3. Reputation

FY2024 RESULTS and PROGRESS

- Continuing to use renewable electricity for all MAX service and TriMet owned and operated facilities and stations
- Continuing to use renewable diesel for all fixed-route diesel bus service, all diesel-powered LIFT vehicles, and WES commuter rail trains
- Continuing to pursue grants and other opportunities to purchase additional zero emission buses
- Awarded several grants for zero emission technology support including \$3 million from Oregon Department of Transportation Carbon Reduction Fund
- 24 battery electric buses ordered and delivery began December 2023
- Updating Equity and Procurement policy and enhancing data reporting to track progress
- TriMet has been conducting open houses or summits with potential certified firms to enhance awareness and readiness for future TriMet projects
- Two TriMet Executive Directors appointed to Governor’s Task Force work groups to improve the region

B. Community Actions

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
B	1	Maintenance; Eng & Construction; Finance & Admin Svcs; Public Affairs; GM; COO	Deliver actions and changes called for in TriMet’s Climate Action Plan	●	●	●	●	●

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
B	2	TS&AS; Eng & Construction; 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	●	●	●	●	●
B	3	Maintenance; TS&AS; Transportation	Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate	●	●	●	●	●
B	4	Eng & Construction; COO; IT	Continue to seek opportunities with jurisdictions to implement transit priority to reduce delays	●	●	●	●	●
B1	5	Finance & Admin Svcs; Inclusion, Diversity, Equity, and Access	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	●	●	●	●	●
B2	6	Safety & Security	Work with partners and service providers to address needs of vulnerable populations and those in need of services	●	●	●	●	●
B3	7	Public Affairs	Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies	●	●	●	●	●

DRAFT

People Pillar: Actions to Support TriMet Team Members

C. People

- C1. Recruitment/ retention
- C2. Training/ development performance
- C3. Total rewards/ communication and career advancement

FY2024 RESULTS and PROGRESS

- ✓ Reintroduced Roadeo with TriMet-focused event in 2023 and International Bus Roadeo hosted in Portland planned for April 2024
 - State safety oversight office has approved safety management system (SMS) implementation approach
 - Safety management system materials developed and distributed to Operators
 - Filled manager position to champion SMS implementation
 - Updating Equity, Diversity, and Inclusion Plan before end of FY2024
 - Began negotiations with ATU December 2023, with several memoranda of agreement or side letters agreed upon to support ongoing operation ahead of negotiations
 - Employee engagement survey planned for later in FY2024
 - Supporting recruiting with additional connections through culturally-specific media and faith communities
 - Developing additional trip planning capabilities to support more seamless transfers with other transit providers and aiming for completion of development by end of FY2025
 - Adding self-paced leadership training for field staff expected to be launched in learning management system before end of FY2024
 - Succession planning continues and added position of Talent Development Partner to support succession planning and activities
 - Tracking and coordinating across divisions for clarity in the variety of protected leave available to make sure all employees are treated consistently with respect to protect leave time off
 - Maintenance and Transportation leadership staff have participated in leadership training
 - Elevator access control pilot successful so working to expand the functionality to other locations

✓ = Actions accomplished or substantially complete

DRAFT

C. People Actions

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
C	1	Inclusion, Diversity, Equity, and Access; Eng & Construction	Use equity lens framework in support of TriMet projects and programs	●	●	●	●	●
C	2	LR/HR	Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce	●	●	●	●	●
C	3	Transportation; Public Affairs; LR/HR	Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public	●	●	●	●	●
C	4	LR/HR	Increase retention of operators through employee experience committees	●	●			
C	5	LR/HR	Conduct and act on results from employee engagement survey:	●	●	●	●	●
C	6	LR/HR; Public Affairs	Regularly conduct employee surveys and work with employee communications for employee awareness and engagement	●	●	●	●	●
C	7	LR/HR	Implement Human Resources-related initiatives, especially those that are agency-wide	●	●	●	●	●
C	8	All	Engage with employees informed by results of engagement survey and initiatives developed as a result	●	●	●	●	●
C	9	Inclusion, Diversity, Equity, and Access	Continue to develop Affirmative Action Plan, track performance, and implement actions as appropriate	●	●	●	●	●
C1	10	LR/HR	Continue recruiting activities appropriate for vacant positions	●	●	●	●	●
C2	11	TS&AS /Training; LR/HR	Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees	●	●	●	●	●
C2	12	LR/HR	Develop and implement succession program	●	●			
C2	13	IT	Develop regional trip planning capability to support more seamless transfers with other transit providers	●				
C3	14	Transportation; Maintenance	Support leadership and skills development in transportation and maintenance management positions	●	●	●	●	●

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
C3	15	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	●				
C4	16	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	●	●			
C4	17	Safety & Security; Eng & Construction; Maintenance	Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers	●	●	●	●	●

DRAFT

Infrastructure Pillar: Actions to Maintain and Build Transit Infrastructure

D. Infrastructure

- D1. Service improvements & expansion
- D2. Zero-emission buses
- D3. Information technology
- D4. State of good repair

FY2024 RESULTS and PROGRESS

- A Better Red Line extension project is on-schedule and under-budget with service expected to begin by fall 2024
- As part of A Better Red, completed a new light rail bridge over I-84, removing a bottleneck for Red Line MAX and all MAX service through Gateway, thereby improving the capacity and reliability of the entire MAX system
- On-track for developing plan and design for Columbia (site of future bus garage) and conducting NEPA (National Environmental Policy Act) review
- TriMet continues to work with partners on transit elements of Interstate Bridge Replacement project
- Working with partners toward locally preferred alternative for 82nd Avenue where a new FX line is being considered
- Began plan for future FX lines, focused on defining the components of FX service and infrastructure and beginning to identify potential candidate lines
- Working on potential next generation signal priority (already implemented on Division for FX2) on Hawthorne Blvd in Portland and in McLoughlin Blvd in Clackamas County
- Project is underway to enhance workforce management software with procurement expected before the end of FY2024
- Fully functional IT service desk system now in operation for all employees and all issues
- Implementing backend system improvements to prepare for Microsoft 365 implementation in future years
- Multiple state of good repair construction projects on-time and on-budget
- New Type 6 LRVs are being delivered and old Type 1s are being shipped away for recycling or other uses
- Developing analysis and materials needed for procurement process to acquire and implement improved asset management system

DRAFT

D. Infrastructure Actions

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
D	1	Eng & Construction; Public Affairs	With partners, pursue opportunities for potentially viable transit infrastructure projects	●	●	●	●	●
D	2	Eng & Construction	Enhance project planning, scoping, and cost estimating to support successful future projects	●				
D	3	Eng & Construction	Complete master plan for future Columbia garage site and conduct NEPA (National Environmental Policy Act) review	●				
D1	4	Eng & Construction; Maintenance	Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project	●				
D1	5	Eng & Construction; Maintenance	Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program	●	●	●	●	●
D1	6	Eng & Construction	Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines	●				
D1	7	Eng & Construction	Develop 82nd Ave bus project, potentially as a new FX bus rapid transit line	●	●	●	●	●
D1	8	Eng & Construction	Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners	●	●	●	●	●
D2	9	Eng & Construction; Finance & Admin Svcs	Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses	●	●	●	●	●
D3	10	IT	Extend Information Technology Governance process to include setting risk tolerance, monitoring cybersecurity risk posture, defining service objectives, and monitoring key performance indicators	●				
D3	11	IT	Implement modern workforce management software for Transportation	●	●			

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
D3	12	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	●	●	●	●	●
D3	13	IT	Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity	●	●			
D4	14	Finance & Admin Svcs	Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives	●	●	●	●	●
D4	15	Eng & Construction; Maintenance	Deliver budget-approved state of good repair projects on-time and on-budget	●	●	●	●	●
D4	16	Maintenance	Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail	●				
D4	17	GM; COO; Maintenance; TS&AS; IT	Procure and implement enterprise asset management system (EAMS) software	●	●	●	●	

DRAFT

Resources Pillar: Actions to Steward and Optimize Resources

E. Resources

- E1 Stewardship of existing resources
- E2 Identifying new resources
- E3 Efficiencies

FY2024 RESULTS and PROGRESS

- ✓ As adopted by TriMet Board of Directors, implemented fare increase for 2 ½-hour ticket and day pass, while holding constant the monthly and annual pass capped fare price
 - Continuing financial management consistent with Strategic Finance Plan
 - Funding other post-employment benefits (OPEB) trust to avoid future unfunded liabilities
 - Working with potential partners such as state for potential other funding and services that would support additional recipients of Access Transit support for free access to transit rides
 - Continuing to implement services and projects funded by State Transportation Improvement Fund (STIF) and beginning planning process with HB2017 committee to development FY2026-FY2027 STIF Plan
 - Pursuing larger grants for future replacement of Type 2 light rail vehicles when they reach useful life
 - Additional Customer Safety Supervisor positions added, supporting safe and secure rider experience and enforcing code compliance including fares

✓ = Actions accomplished or substantially complete

DRAFT

E. Resources Actions

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
E	1	Finance & Admin Svcs	Manage and align financial performance and decision-making with the Strategic Financial Plan	●	●	●	●	
E	2	Finance & Admin Svcs	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand	●	●	●	●	●
E	3	Finance & Admin Svcs; Maintenance; Eng, & Construction; 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	●	●	●	●	●
E	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)	●	●			
E1	5	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	●	●			
E1	6	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	●	●	●	●	●
E2	7	Finance & Admin Svcs; COO	Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements	●	●	●	●	●
E2	8	Finance & Admin Svcs	Continue to overlay grant funding opportunities with TriMet’s Capital Improvement Plan and other initiatives to identify and apply for funding	●	●	●	●	●

DRAFT

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
E2	9	Finance & Admin Svcs; Public Affairs	Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants	●	●	●	●	●
E3	10	Safety and Security; Finance & Admin Svcs; Transportation	Implement plans to decrease fare evasion	●	●	●	●	●

DRAFT

The Route Ahead

Vision 2030 is a bold target to dramatically increase our ridership and widen the benefits we provide to our region. The strategic Business Plan is a dynamic document because it has to be to make progress toward this bold target. 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 uses the Business Plan to assess and guide our actions 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:

- Focusing on attracting previous riders and earning the trust of new riders to increase our ridership
- Completing and putting into service A Better Red Line MAX Project
- Future improvements in service through Forward Together

We work together toward a bright future for this region and we are committed to connecting people to a better life.



DRAFT

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 Pillars, Focus Areas, Measures, Targets, and 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

Focus Areas – Specific areas of focus for analysis or Action within each Pillar

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

DRAFT

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., FY2025 is from July 1, 2024, through June 30, 2025

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

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 – A division within 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

Actions – Actions for agency-level planning and management in the Business Plan; these are specific actions identified to make progress toward Targets, in support of Pillars

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 and Metrics – 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

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

DRAFT

Pillars – Five categories of analysis, Measures, and Actions identified to make progress toward Vision 2030

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

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

Vision 2030 – A vision for dramatically increased ridership by FY2030, yielding more benefits for our region

DRAFT



DRAFT

TRIMET
How life moves®