WE BUILT THE MAX ORANGE LINE
Strengthening small businesses and communities while expanding regional transit
This report highlights how TriMet combined its experience on past light rail projects, strong relationships with project contractors, and careful monitoring and reporting to reach new levels of participation by businesses owned by people of color and women in design and construction of the Portland-Milwaukie Light Rail Transit Project—the new MAX Orange Line.
Congratulations to the thousands of hard-working people who built the MAX Orange Line! Working on the Portland-Milwaukie Light Rail Transit Project, they delivered a complex quality project on time and under budget. Many small and growing businesses in the region also contributed to this success. During the worst economic recession of our time, the light rail project provided good jobs when we most needed them.

As this report highlights, we saw a record level of diversity in the workforce. TriMet and our partner agencies have long been committed to offering all businesses the opportunity to compete for contracts on even ground— including businesses owned by women and people of color. With every MAX light rail project, we’ve been able to expand their presence and capacity, creating more opportunities and jobs in the region. We can all be proud of their success, while looking to future opportunities to accomplish even more.

At its core, the work of building transit infrastructure is all about the people—the people who ride it, the people whose neighborhoods and businesses are shaped and strengthened by light rail, and—so importantly—the talented and dedicated people whose hard work built the line. The diverse contractor pool and workforce of the Portland-Milwaukie Light Rail Transit Project is a tribute to our creative and dedicated prime contractors and their many subcontractors. They led the thousands of construction workers who built this great light rail line. The construction of the Orange Line has taken TriMet’s principles of fairness and equity to an exciting new level.
I was fortunate to get to know many of the owners and staffs of the DBE firms that successfully secured contracts on this light rail project. I saw these small businesses add new skills, build new capacities and expertise, increasing their potential to grow and thrive in the future. From the onset, we had the goal of furthering economic empowerment—a Transit Equity tenet at TriMet. This meant providing opportunity to new firms and strengthening capacities of those who’ve worked with us on past projects. This required whole team efforts, and I am so proud of the result. My time working with the companies and people that make our economy, our region and our communities stronger will be with me forever.

JOHNELL BELL
FORMER DIRECTOR, TRIMET DEPARTMENT OF DIVERSITY & TRANSIT EQUITY

The contribution the Orange Line will make to this region has no better expression than the faces of the workers and contractors who built it. This was a new experience for many—small businesses that may have never before worked on a large bridge; former apprentices taking on their first assignments as supervisors. Design and construction of this vital extension to the region’s transit system provided thousands of family-wage jobs. Successful partnerships worked diligently to ensure the project workforce reflected the diversity of our region, in the process strengthening businesses large and small, our economy, and our communities.

ROBERT J. BARNARD, AIA
PROJECT DIRECTOR,
PORTLAND-MILWAUKIE LIGHT RAIL TRANSIT PROJECT
Opening September 12, 2015, the MAX Orange Line is the most recent addition to the Portland region’s MAX light rail network. The Orange Line extends 7.3 miles from Portland State University in Downtown Portland to Milwaukie and North Clackamas County. Far more than the installation of light rail track, construction sites included streets, buildings, parking structures, and 10 new bridges, large and small, including Tilikum Crossing, *Bridge of the People*, Portland’s first new bridge across the Willamette River in more than 40 years.

TriMet encouraged small businesses, including many certified as disadvantaged business enterprises (DBEs), to participate in building the MAX Orange Line by working on the Portland-Milwaukie Light Rail Transit Project. Moreover, contractors were urged to employ an ethnically diverse workforce and to subcontract with DBEs when feasible.

TriMet’s approach to this challenge has evolved since the earliest MAX projects. This experience suggested ways to engage a greater number of diverse businesses and, workers and, most importantly, strategies to help these businesses and individuals develop new skills and greater earning capacity.

Growing local businesses that provide family-wage jobs boosts the regional economy and benefits each of the many jurisdictions that contributed funds to MAX Orange Line construction.
To get a sense of the project’s success in involving disadvantaged businesses, consider this: The construction price tag for the MAX Orange Line is twice that of its most recent predecessor, the MAX Green Line—while the dollar value of contracts with Orange Line disadvantaged businesses is three times the amount earned by DBE businesses on the Green Line.

COMMUNICATING OUR VALUES
TriMet’s top value is “Do the Right Thing.” In contracting, the “right thing” is to ask that small businesses—including businesses owned by women and ethnic minorities—are given the opportunity to compete for contracts. Equally important is urging contractors to hire workers and apprentices representative of the diversity of the Portland region.

Inclusiveness starts at the top with TriMet’s Board of Directors and is reinforced at every level.

And long before contracts are awarded, project staff make sure the contracting community is aware of the agency’s equity values and expectations. Diversity results are closely tracked and reported not only to project managers, but also to the Board of Directors and the Federal Transit Administration. This ensures that the project team meets, and even exceeds, the commitment to inclusivity.
WHY WE DO THIS

The Portland region needs strong and growing businesses to sustain a vibrant economy. And the investments in public infrastructure help fuel the region’s economic engine.

Small businesses and their workers have perhaps the most to gain and are possibly least ready to catch a ride on the rising economic tide. This is especially the case for small businesses owned by people of color and women—historically disadvantaged businesses in the larger marketplace.

By engaging and mentoring such businesses, agencies and contractors can help them acquire important business skills—such as accounting, estimating, bookkeeping, and human relations—as well as job-specific technical skills vital to increasing their viability and competitive position.
In the 1990s, the Westside MAX Blue Line project reached out to disadvantaged businesses and workers with diverse backgrounds. While planning was underway on the Interstate MAX Yellow Line, TriMet asked the community how we could engage more of its members in building the project.

North Interstate Avenue runs through a part of the city that historically has been home to Portland’s largest concentration of low income residents, including African-Americans and members of other ethnic minorities. Community members felt past major infrastructure projects such as Interstate 5 and Emanuel Hospital had eliminated community assets without providing new opportunities.

With these circumstances in mind, TriMet hired its first DBE director and designed a program to forge connections between local DBE businesses, local workers and light rail contractors. TriMet held four “lessons learned” workshops before construction began to hear directly from participants in earlier light rail projects, helping foster new partnerships.

TriMet committed to ensuring that the line would benefit those who lived in the community. And it did. The DBE program for the Yellow Line, which opened in 2004, employed innovative techniques to reach new levels of diversity. Those efforts were further expanded for the Green Line, opened in 2009, and now the Orange Line.

“Inclusive contracting is part of how we do business, and our prime contractors embrace that same vision to make sure DBE firms have a shot at these contracts.”

DANIEL W. BLOCHER, PE, TRIMET CAPITAL PROJECTS EXECUTIVE DIRECTOR

BUILDING ON EXPERIENCE
TriMet’s model DBE program also pioneered new procurement techniques that included the Construction Manager/General Contractor (CMGC) method, in which the contractor is involved during the design phase. The CMGC approach allows TriMet to work more closely with contractors than is possible through traditional low-bid contracting.

Yellow Line managers hosted pre-bid “mixers” to introduce potential DBE subcontractors to the entities vying for prime contractor roles. Bid packages were subdivided to include elements appropriate for small businesses, and then TriMet and general contractors offered technical assistance. General contractors and larger, established subcontractors were encouraged to mentor small business start-ups, including DBEs, to increase their capacity to perform on complex jobs. In this new arena, TriMet’s DBE team helped facilitate relationships between prime contractors and small subcontractors.

After the Yellow Line opened in 2004, TriMet turned to the Green Line and employed many of the same DBE/workforce strategies.
In May 2010, the U.S. Department of Transportation recognized TriMet’s innovative approach of dividing construction contracts into smaller packages. A letter signed by the Deputy Secretary of Transportation and sent to the nation’s transit agencies reported: “TriMet’s innovative approach...not only gave more DBE firms the opportunity to participate in the project and to support and train their workforces, it also provided multiple DBEs with exposure to, and the opportunity to become familiar with, the contracting process.”

**MAX ORANGE LINE—REACHING HIGHER**

Even with such a strong record on past projects, the Orange Line saw DBE participation jump to new heights. Out of 562 private sector firms engaged in Orange Line construction as of July 2015, 132 were certified disadvantaged businesses. By value, DBE contracts exceeded 25 percent ($174.8 million) of all contracts awarded on the project ($668.9 million). DBE contractors performed on engineering and design contracts as well as construction work.

A key strategy was to engage in frequent conversations with prime contractors, starting long before contracts were awarded, to make certain each prospective contender understood TriMet’s expectations. Additionally, bid documents required DBE subcontracting plans, along with local supplier plans and workforce training plans.

As part of a comprehensive set of traditional contract incentives regarding schedule, budget and impacts on neighbors, TriMet added inclusion of DBE firms. The agency made its expectations clear and set aside funds to encourage performance. On the three largest Orange Line contracts—west segment, bridge segment and east segment—incentives were offered if contractors exceeded their participation forecasts. Before awarding incentives, a committee reviewed performance compared to plan. Committee members included senior representatives from TriMet and the contractor, along with neutral outside experts.
Building on experience

Monthly compliance meetings were held for each project segment to present performance data. The meetings included contractor project managers and DBE liaisons and staff. TriMet senior managers and their contractor counterparts also met regularly to review progress and underscore the importance of achieving DBE targets.

TriMet worked closely with DBE firms to take this effort to the next level. A series of roundtable discussions and focus groups were held with participating DBEs. Participants offered suggestions for improving TriMet’s DBE program—such as training general contractors’ field managers and superintendents to understand DBE goals and TriMet’s collaborative spirit. Participants uniformly ranked TriMet’s efforts as the model for what a successful DBE program should be—and emphasized the importance of sharing this model with other agencies.

Throughout construction, TriMet’s diversity and equity team was on call to provide assistance, resolve issues and mediate relationships between prime contractors and subcontractors.

<table>
<thead>
<tr>
<th>Orange Line Contract Amount by DBE and Overall (Construction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Contract Amount</td>
</tr>
<tr>
<td>Orange Line - Park Avenue Park &amp; Ride (Skanska)</td>
</tr>
<tr>
<td>Orange Line - Ruby Junction Facility Expansion (Stacy and Witbeck)</td>
</tr>
<tr>
<td>Orange Line - Systems Installation (Siemens Industry, Inc.)</td>
</tr>
<tr>
<td>Orange Line - Moving Together (Hoffman)</td>
</tr>
<tr>
<td>Orange Line - East (Stacy and Witbeck)</td>
</tr>
<tr>
<td>Orange Line - Bridge (Klewitt)</td>
</tr>
<tr>
<td>Orange Line - West (Stacy and Witbeck/Mowatt)</td>
</tr>
</tbody>
</table>

June 2015
A workforce that mirrors our community
(AND THE DATA TO PROVE IT)

With any large infrastructure project, the resulting data tells the story. For the MAX Orange Line, it’s a great story.

To track DBE and workforce diversity on the Orange Line, TriMet used a web-based contract compliance reporting and management system developed by Elations Systems, Inc.

Data from Elations is reflected in TriMet’s monthly dashboard reports that provide regular snapshots of workforce utilization and disadvantaged business enterprise participation. The dashboard presents contract amounts by DBEs, subdivided by ethnicity. It also shows the ethnic breakdown of all DBE contracts and the number of DBE firms with contracts. Other displays include workforce total and apprentice hours by gender and ethnicity.

The dashboards feed other reports used to communicate with project partners and stakeholders. DBE and workforce performance is front and center in these reports.
A workforce that mirrors our community
(AND THE DATA TO PROVE IT)

DBE DASHBOARD FOR JUNE 2015

DBE Contracts by Value

Orange Line Contract Amount by DBE and Overall (Construction)

Orange Line Contract Amount by DBE and Overall (Final Design)

Project DBE Contracts Awarded to Date

Orange Line Apprentice Hours by Gender

Orange Line Workforce by Ethnicity

Orange Line Workforce by Gender
Along with setting records for DBE participation, the Orange Line has been noted for the diversity of its workforce.

Spending on the Orange Line provides family-wage jobs that are at the core of a strong economy. As of July 2015, the Orange Line produced 6,909 direct jobs. Of this total, 5,109 are on-site construction jobs created since construction began in April 2011. The remaining 1,800 are professional and technical jobs filled since preliminary engineering began in 2009.

In addition to directly creating jobs, the Orange Line indirectly supports suppliers of materials purchased for the project. Spending of project salaries on groceries, gas and other items also feeds the economy. Together, these effects account for 7,023 indirect and induced jobs related to Orange Line investment.

As the project reached 96 percent completion in July 2015, the number of direct and indirect Orange Line jobs reached 13,932—96 percent of the 14,500 total jobs forecast to be generated by the project.

As of July 2015, more than 2.58 million construction hours had been logged on the Orange Line. Of this total, 24.4 percent was performed by people of color and 8.5 percent by women. Women represented 11 percent of all workers on the job and 20 percent of apprentices. Participation by women in the Orange Line workforce significantly exceeds national averages.
To help build the workforce of the future, TriMet inserted workforce training and hiring requirements into contracts worth $200,000 or more for prime contractors and $100,000 or more for subcontractors. These requirements specified that a minimum 20 percent of labor hours in each trade with apprentices must be worked by state-registered apprentices.

Contractors were urged to do better, considering the nationwide trend of a diminishing number of qualified available trade craft workers in the construction industry. Contractors were expected to maximize apprenticeship opportunities, including opportunities for minorities, women and economically disadvantaged workers.

They also needed to demonstrate that they were Equal Employment Opportunity (EEO)-certified with a diverse workforce. Alternatively, they needed to demonstrate serious efforts to gather a workforce that reflected the diversity of regional jurisdictions and is reasonably consistent with the availability of qualified women and minorities, based on the most recent EEO data available.

If contractors failed to comply, they were subject to a monetary fine for each day of missed apprenticeship hours. These requirements had the effect project management hoped for—a workforce learning skills that can be utilized in the years ahead.
Many firms and individuals have contributed to the record-breaking success of the DBE program on the Portland-Milwaukie Light Rail Transit Project. Below are some examples of that commitment and hard work.

**STACY AND WITBECK—A DEDICATED LEADER**

In 2014 the DBE Champion of the Year Organizational Award was presented to prime contractor Stacy and Witbeck, Inc., whose commitment to inclusive contracting, according to TriMet Board Member Dr. T. Allen Bethel, is “part of its DNA.”

Dr. Bethel noted that Stacy and Witbeck has worked closely with TriMet on past light rail projects to help increase DBE firm participation. On the Orange Line, the company once again identified new opportunities for small firms and then helped build their capacities. Stacy and Witbeck helps DBE firms thrive on large projects by dividing scopes into manageable packages, providing training sessions on estimating, quality, safety, and contract administration, and mentoring at the craft level. All of these efforts increase the capacity of DBE firms for future work.

For the MAX Orange Line project, Stacy and Witbeck committed to 21.5 percent DBE subcontract participation on nearly $390 million worth of construction. That commitment was exceeded, with nearly $106 million worth of contracts awarded to DBE firms by Stacy and Witbeck, resulting in more than 27 percent DBE participation.

“Stacy and Witbeck is extremely proud of our DBE program and how it benefits the local communities where we live and work,” said Jim Abramson, Senior Vice President at Stacy and Witbeck. “We are committed to providing both opportunities and mentoring to the DBE community, giving them the experience to be successful long after our projects are complete.”
As it happens, Dr. Bethel was the first recipient of the agency’s DBE Champion of the Year award, presented in 2013 in recognition of his unwavering commitment to DBE advancement.

In December 2014, Dr. Bethel presented the 2014 Champion award to Daryle Low of Hoffman Construction. As project manager for Hoffman on the makeover of TriMet offices on Southeast 17th Avenue, Low helped strengthen the capacity of small businesses and achieved an extraordinarily strong participation rate for DBEs of more than 30 percent.

**LIBERTY STEEL ERECTORS—BUILDING NEW SKILLS ON TILIKUM CROSSING**

The Orange Line is Liberty Steel’s second TriMet light rail project. Based in northeast Portland, Liberty first worked on the MAX Green Line, which opened in 2009. The company is a certified disadvantaged business.

On the Orange Line, Liberty was given the opportunity to learn a new skill: steel post-tensioning. Post-tensioning is a method of strengthening concrete with high-strength steel strands or bars. Tilikum Crossing construction required post-tensioning the concrete used to form the bridge deck.

Liberty Steel’s owner, Gil Carreon, an experienced steel worker, said, “We do anything and everything. We do it all.”
His can-do attitude won the confidence of Kiewit, TriMet’s prime contractor for Tilikum Crossing. Kiewit engaged Liberty to perform post-tensioning services on the bridge project. In this way, Liberty acquired a new skill-set and performed work that was absolutely critical to timely and successful completion of the bridge.

Kiewit Infrastructure West Project Manager Ralph Salamie knew he had found the right firm for the job, noting, “Although Gil Carreon at Liberty had no experience in post-tensioning, he had good people who worked hard, and he was enthusiastic about doing the work.”

Before seeking construction bids, Kiewit invited Carreon to tour the site of another Kiewit bridge project in Montreal to see post-tensioning activity first hand and develop an understanding of the scope of work. Thus equipped, Carreon submitted a responsive bid and was awarded the job. At Salamie’s suggestion, Carreon engaged an associate with post-tensioning experience to come to the job site for the first few months and help mentor Liberty’s crew.

With the $2.5 million contract in hand, Carreon hired four new workers. Not only was Kiewit pleased with Carreon’s work, but now Liberty has a major new skill to bring to market.
KIEWIT CORPORATION—SHARING OPPORTUNITY

Kiewit Corporation served as the design-build contractor for Tilikum Crossing, the new bridge for the Orange Line, buses, streetcars, bicyclists and pedestrians. Kiewit awarded 24 subcontracts to DBE firms to assist with construction of the bridge, bringing these firms into the critical path work sequence for this vital, time-sensitive piece of the light rail project. Kiewit worked to teach the firms new skills, increasing their business viability for the future.

With professional management of the project and all of its subcontractors, Kiewit ensured Tilikum Crossing was completed on time and to the highest construction standards.

“TriMet selected Kiewit to build this cable-stay bridge based on our technical experience,” noted Kiewit Infrastructure West Project Manager Ralph Salamie. “We were impressed at the willingness of the DBE community to take on the work packages we could make available, even if it meant learning new skill sets.”
O’NEILL ELECTRIC—THE POWER OF APPRENTICESHIPS

O’Neill Electric, a certified disadvantaged business, was bringing in about $1 million annually in 2002. That year, the company was selected to provide ductbanks, grounding and cathodic protection for Interstate MAX and the Ruby Junction light rail vehicle maintenance facility expansion. O’Neill has worked on TriMet jobs ever since.

In 2014, O’Neill exceeded $14 million in revenue and is on track to add another $1-2 million in annual sales this year. The company now has close to 60 employees.

President Maurice Rahming is committed to advancing the participation of people of color and women in the workforce. The stories around two of his workers testify to Rahming’s success with this mission. Both of these men played huge roles on the Orange Line.

Born in Guadalajara, Mexico, Camilo Marquez was a farmworker until about nine years ago, when he joined the electrical workers’ apprenticeship program. O’Neill hired him as an apprentice. A few years later, Marquez was tapped to supervise all the electrical work on Tilikum Crossing—including the complicated art lighting that changes with conditions in the Willamette River.

Another O’Neill standout, Miriel Aguirre came from his birthplace in Michoacán, Mexico, to work in low-paying fast food jobs in the U.S. Some seven years ago, Aguirre also joined the electricians’ apprenticeship program and went to work for O’Neill. He has supervised electrical work, including all the duct banks and conduit, on the Orange Line’s east segment. Aguirre appreciates having a challenging job with a good salary and benefits.

These stories reveal the underlying benefit of giving support to small, minority-owned businesses: They are helping workers move from poverty into family wage jobs, buy homes and pay taxes. This is the best kind of economic development.
MZLA—GROWING OPPORTUNITY

Marianne Zarkin had more than 10 years experience in landscape architecture, working for the public and private sectors, when she founded her own business in 2006. Marianne Zarkin Landscape Architects, MZLA, offers a broad range of project management, design and public involvement skills.

Certified as a disadvantaged business, MZLA was grateful to receive a contract on the Orange Line west segment final design, working as subcontractor to CH2M. “With MZLA’s involvement on the Orange Line, we finally had the opportunity to show what we can do, which is to provide a full range of landscape architecture services in a competent and professional manner,” Zarkin said.

CH2M’s James McGrath noted, “She earned the trust of all the task leads and the client group and has become a preferred landscape architect for CH2M’s Portland transportation business group.”

MZLA is responsible for the innovative eco-track vegetated section of the Orange Line trackway on Southwest Lincoln Street. The firm also created a planting strip combining several treatments—impervious pavements, tree wells and stormwater capture facilities.

With MZLA’s experience on the Orange Line and status as a disadvantaged business, the firm now competes for more and larger projects. “The opportunities to work with larger consulting firms have increased. It has been fantastic to be able to expand,” Zarkin said.
AFFORDABLE ELECTRIC — SPARKING THE GROWTH OF A SMALL ENTERPRISE

Jean Malary, owner of Affordable Electric, has come a long way — both geographically and professionally — to find success in the world of construction. After his journey from Haiti led him to Portland, he began working as an electrician. He joined the International Brotherhood of Electrical Workers union and learned how to subcontract on large construction projects. His is a certified disadvantaged business.

Malary was awarded a contract for work vital to the operation of the MAX Green Line—ductbanks, the underground conduits that supply wiring and electric power for the MAX system.

Success on his first MAX job led to another contract on the Orange Line. Affordable Electric works as a subcontractor for Siemens, installing electrical systems along the line. Malary also worked on lighting inside the recently-remodeled TriMet offices at Southeast 17th Avenue and Center Street.

Along the way, Affordable Electric caught the attention of Howard S. Wright, the prime contractor for the award-winning Edith Green-Wendall Wyatt federal building remodel in Portland. The small but dynamic company polished its skills installing state-of-the-art lighting control systems.
C.O.A.T. FLAGGING—WOMEN WORKING THE TRADES

If you notice women flaggers on an Orange Line job site, chances are they are part of C.O.A.T. Flagging.

Val Solorzano is paving the way in the tough field of construction for small businesses owned by women and people of color. In 2005, Solorzano founded Chick of All Trades (C.O.A.T.), focused on small home improvement projects. In 2007 she launched C.O.A.T. Flagging, which specializes in traffic control and flagging services for construction. Both companies are certified disadvantaged businesses.

The impetus for creating C.O.A.T. Flagging was TriMet’s Green Line MAX project. Solorzano found additional opportunities on the Orange Line, as well as opportunities in other states.

A member of the Laborers International Union of North America Local #320, Solorzano does all she can to get more women and people of color into the union.
VALLEY GROWERS—BRINGING GREEN TO THE MAX ORANGE LINE

Vicqui Guevara’s business, Valley Growers, has produced a lot of vegetation for TriMet since providing erosion control seedlings for the Yellow Line.

“In 2002, when we went to work on Interstate Avenue, the business probably earned below $1 million per year,” Guevara said.

“Back then we had maybe six field workers. Now we have a nursery and we’re up to 20 employees,” Guevara said.

Valley Grower’s biggest TriMet contract involved WES Commuter Rail in Washington and Clackamas counties. “We did planting, erosion control, wetlands, trees, shrubs and culverts on five or six sites.” Valley Growers also provided landscaping, irrigation and plantings for the Ruby Junction MAX maintenance facility in 2002.

For the Orange Line, Valley Growers is providing erosion control on the west side of the Willamette River and full greenscape construction services on the longer east segment.

“Without TriMet it would have been hard for a little business like mine to climb and go to the next level,” Guevara said.

A crew member plants shrubs near the Orange Line SE Park Ave MAX Station in North Clackamas County.
While planning is underway on the Powell/Division Bus Rapid Transit project and in the high-capacity transit Southwest Corridor between downtown Portland and Tigard and Tualatin, TriMet is involving contractors and DBEs to update older stations, structures and systems components.

On the one hand, such smaller projects require fewer subcontractors. On the other hand, these projects can provide opportunities for DBE firms to manage them as the prime contractors.

For example, TriMet is replacing old MAX fare machines with electronic fare equipment. Stacy and Witbeck, CMGC for validator construction and installation, is mentoring a DBE firm eager to gain CMGC experience. With oversight from Stacy and Witbeck, Raimore Construction is hiring subcontractors and managing electronic fare work on some 40 platforms.

TriMet envisions the possibility of regional jurisdictions coming together to offer coordinated trainings for prospective DBE contractors in skills they will need for success—including estimating, bidding, paperwork, insurance, and government regulations.

Meanwhile, TriMet is reaching out to other governments in the region to share experiences recruiting and helping small businesses, including those owned by minorities and women. In June 2015, TriMet and others met with regional leaders for a candid conversation regarding ways jurisdictions can partner to strengthen support for DBE and small business firms.

The recent success awarding over $174 million to more than 130 DBE firms on the Orange Line has helped build new capacity. As Orange Line work comes to an end, the future success of these firms depends on a collective, regional approach.
Looking Ahead
TRIMET’S VISION, MISSION AND VALUES

VISION
To do our part in making our community the best place to live in the country.

MISSION
To provide valued transit service that is safe, dependable and easy to use.

VALUES
Do the right thing, by being responsive, inclusive and accountable.