

Appendix A -- Performance Expectations and Plan

Expectation	Goal	Deliverable
<p>Legend</p> <p>Deliverable Complete </p> <p>Deliverable in Progress & within Deadline </p>		
<p>Expectation</p> <p>1. Improve Communications, collaboration and community input regarding TriMet policy and budget</p>	<p>Goal</p> <p>a. <u>Town hall meetings</u>. To build on the constructive conversations with stakeholder groups we have had in the past few weeks, the General Manager will schedule and hold seven town hall meetings in the next 90 days following his appointment – one in each TriMet board member’s district. TriMet’s board members will be asked to participate in the meeting in their respective districts. The General Manager will provide a report to the board on the public input received.</p> <p>b. <u>Budget workshops</u>. We heard interest in having a more participatory budget process. The agency is currently developing a plan for the implementation of HB2017, the new state transit-funding program, which will affect the agency’s budgets for the next five years or more. This is an opportune time to seek broad-based community input on the spending priorities that the agency should consider over the coming years as they relate to service expansion, bus electrification, improving safety and security and other issues. To facilitate meaningful community engagement in this process, the General Manager will hold four half-day workshops across the region, assisted by multi-cultural outreach experts, to gather information from as wide an array of users and stakeholders as possible.</p>	<p>Deliverable #1: Hold seven community town hall meetings within 90 days after appointment. </p> <ul style="list-style-type: none"> • Deadline: 6/4/18 <p><i>The community town hall meetings were renamed to GM Listening Sessions and seven were held in each Board Member’s District. Most were well attended and provided a unique opportunity to engage community members. (See GM Listening Sessions Summary for more details.)</i></p> <p>Deliverable #2: Hold four half-day HB2017 budget priority workshops with multi-cultural participation within 120 days. </p> <ul style="list-style-type: none"> • Deadline: 7/4/18 <p><i>Five Workshops were held in East Portland, Milwaukie, Hillsboro, and N. Portland. A 5th Workshop was added due to popular demand. Over 250 community members participated including a large number of low-income, minority, and transit dependent riders. This was a very successful engagement effort, in part due to IRCO and community partners that helped design and facilitate them. In no particular order, the top priorities heard from the community include:</i></p> <ul style="list-style-type: none"> • Expand service coverage • More frequent service • On-street amenities

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		<ul style="list-style-type: none"> • <i>Physical improvements at Transit Centers</i> • <i>Additional security staff</i> <p><i>Public participation for an annual budget process will begin this Fall.</i></p>
<p>2. Improve the diversity of TriMet’s management workforce and improving equity outcomes related to TriMet fare and code enforcement:</p>	<p>c. <u>Outreach staff.</u> To improve communication and opportunities for engagement, particularly for low income, historically underrepresented, and vulnerable communities the General Manager will add an additional outreach position to work specifically with these transit dependent communities regarding TriMet policy and budget. TriMet will engage stakeholders from these communities in the recruitment and selection process.</p>	<p>Deliverable #3:</p> <p>Hire staff within 100 days. </p> <ul style="list-style-type: none"> • Deadline: 6/14/18 <p><i>Three outreach positions will be added to the Diversity and Transit Equity Department. One position has been filled and the selection process for the other positions are underway.</i></p>
	<p>a. <u>Equity Council.</u> To ensure the agency and the Board have the benefit of an equity and diversity perspective on a wide range of issues, the General Manager will establish an Equity Council made up of key community leaders from social service providers who support transit dependent riders from the low income, historically underrepresented, youth and other vulnerable communities. The Council will review and provide input to the agency on issues such as management, workforce diversity, safety and security, equity outcomes of TriMet fare and code enforcement activities, and customer complaints regarding equitable treatment by TriMet or contract employees.</p>	<p>Deliverable #4:</p> <p>Establish council within 90 days </p> <ul style="list-style-type: none"> • Deadline: 6/4/18 <p><i>The Equity Council was renamed to Expanded TEAC. TEAC has been expanded by 8 organizations and the first meeting was held on May 17th.</i></p> <p>Develop work plan within 150 days </p> <ul style="list-style-type: none"> • Deadline: 8/3/18 • Status: <p><i>The Work Plan has been developed and it will be finalized in July.</i></p>

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	<p>b. <u>Workforce diversity</u>. To ensure that TriMet’s management workforce reflects the diversity of the available applicant pool as set forth in TriMet’s published affirmative action plan the General Manager, working with the Equity Council, will compare the current level of diversity in TriMet’s management ranks to the region’s workforce availability; assess compensation characteristics to identify any disparity in compensation for women and historically underrepresented employees; and, to the extent gaps exist, identify ‘best practices’ for the external recruitment, internal development and retention of a diverse management workforce and close any identified compensation gaps. Working with the Equity Council, TriMet will issue a report of findings, including commitments for short- and long-term steps to close any gaps identified. The report will be submitted to the Equity Council, presented to the Board, and released to the public.</p>	<p>Deliverable #5: Complete external review release report by August 1, 2018. ✓ <ul style="list-style-type: none"> • Deadline: 8/7/18 <i>A first draft of the report has been sent to external consultants in preparation for a working session on June 29th.</i></p> <p>Close identified diversity gaps within TriMet’s Executive Team within 18 months. ✓ <ul style="list-style-type: none"> • Deadline: 8/28/18 <i>Based upon updated affirmative action statistics effective April 15, 2018, there is technically no placement goal for women or minorities on the executive team. For women the availability rate is 24.9% while utilization is 20%. However, the 80% rule is used, so there is no AAP goal. However, when compared to a sample of “West Coast 11” comparators or to a sample of public entities in the Portland area for women executives/managers/professionals, TriMet’s utilization compares unfavorably.</i></p> <p><i>For minority executives, availability is 12.7% while utilization is 20% (it will be 30% once Maurice starts). When compared to a sample of West Coast 11 comparators for a broader group including minority executives/managers/professionals, TriMet’s utilization is somewhat lower than the West Coast 11, but on par with public entities in the Portland area. TriMet has AAP goals in only three of the 12 categories that comprise executives/managers/professionals. In the Mgrs</i></p>

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		<p><i>& Officials Job Group for minorities, TriMet's utilization is 11.8% while availability is 23.4%. In the Supervisors Job Group for women, TriMet's utilization is 8.6% while availability is 12.5%. In the Professionals: Engrs & IT Job Group for minorities, TriMet's utilization is 15.8% while availability is 20.1%.</i></p> <p>Close identified compensation gaps within 36 months, subject to budget availability for compensation changes. </p> <ul style="list-style-type: none"> • Deadline: 2/18/21 <p><i>A monthly tracking mechanism is in place to track those below predicted compensation. Overall, the average ratio of actual to predicted compensation is 103%. For those under predicted compensation, the average is 95%. 44% of non-union employees are under the predicted compensation. Money is in the FY19 budget dedicated to reducing the compensation gap – between that and appropriate use of salary recovery money, we gap should be closed by April 2019.</i></p>
	<p>c. <u>Safety and security</u>. Working with the Equity Council, the General Manager will form a broad-based advisory committee of community stakeholders to explore ways to improve safety and security and overall “presence” on the TriMet system while also addressing concerns about equitable treatment of low income, historically underrepresented groups, youth or other vulnerable populations. As part of the committee’s work, the General Manager will:</p>	

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	<p>i. Examine the possibility of adding customer liaison or rider advocate positions to the mix of safety and security personnel staffing the transit system.</p> <p>ii. Commission an update to the Portland State University equity analysis of TriMet's fare and code enforcement activities, identify any disparities and produce a road map for eliminating any disparities that are identified.</p> <p>iii. In consultation with the Equity Council, develop a dashboard that allows the public to assess the agency's ongoing performance as it relates to safety, security and equity of enforcement.</p> <p>iv. Working with the Equity Council, the General Manager will create a forum for discussing and resolving issues related to safety, security and equitable outcomes of TriMet fare and code enforcement activities conducted by TriMet or contract employees. The forum will produce a report for the Equity Council and the board, providing advice and guidance for</p>	<p>Deliverable #6: Produce recommendation within 120 days ✓ • Deadline: 7/4/2018 <i>Staff have requested a review of the previous Rider Advocate program and additional potential model approaches are being considered to present to the Safety and Security Advisory committee.</i></p> <p>Deliverable #7: External equity analysis initiated within 120 days ✓ • Deadline: 7/4/18 <i>PSU Professor, Brian Renauer, was contracted to review and update the 2015 Racial Equity analysis. The analysis is complete and staff are currently reviewing the findings.</i></p> <p>Deliverable #8: Establish equity dashboard. Delivery date TBD after consulting with Equity Council. ✓ • Deadline: TBD <i>A draft Equity Dashboard is under development and will be reviewed with the Safety and Security Advisory Committee at July meeting.</i></p> <p>Deliverable #9: Recommendations and action plan within 180 days ✓ • Deadline: 9/2/18 <i>A TEAC Safety and Security Committee was established and the first meeting was held on</i></p>

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	enhancing safety and security, ensuring equitable outcomes related to fare and code enforcement and making the transit system attractive and welcoming to all customers.	<i>June 14th. Staff are developing the framework for the Safety and Security action plan to support the conversation at the Safety and Security Advisory committee.</i>
3. Improve collaboration and communication regarding implementation of Hop Fastpass program.	a. <u>Slow transition away from paper tickets.</u> To ensure community based organizations and our riders are fully prepared for the transition to the Hop program, the General Manager will work with our retail ticket outlets to continue selling paper tickets at major retail outlets for the time being. The General Manager will develop a plan to work with our community service partners to make 20,000 free Hop cards available to low income individuals and provide information regarding the expanded number of retail outlets that will service Hop cards, including many areas that previously lacked any access to TriMet passes.	Deliverable #10: Hop transition outreach, education and free card distribution plan within 60 days.  <ul style="list-style-type: none"> • Deadline: 5/5/18 <i>Marketing and outreach has been underway including education campaigns, free Hop card giveaways, and opportunities for the community to convert paper tickets to Hop. We will resume the transition away selling paper tickets in major grocery store chains beginning in August.</i>
4. Provide opportunities for front-line employee communication and collaboration.	a. <u>Actively engage with front-line employees.</u> To provide face-to-face opportunities for front-line employees to provide feedback and advice, and ask questions, the General Manager will hold five employee town hall meetings at the various TriMet facilities and provide employees paid time to attend. The town halls will be open to all represented and non-represented employees to provide direct input regarding any top-of-mind issues, including budget priorities, general safety and security items, staffing levels, etc.	Deliverable #11: Hold five front-line town halls and report to the Board within 120 days.  Note: Town Hall meetings will be ongoing. <ul style="list-style-type: none"> • Deadline: 7/4/18 <i>Eleven Employee Town Halls were held at all garages and some other facilities, including Merlo Garage, the TriMet Ticket office, Portland Streetcar, Elmonica Garage, Harrison Square, Powell Garage, Ruby Garage, WES, Center Street, and at the Clackamas County Public Safety Center with the Transit Police Department. (See Employee Town Halls Summary for more details.)</i>
5. Develop External Strategic Outreach	a. <u>Meet and connect (person or call) with regional and legislative partners.</u> To ensure partners are informed and to understand their needs as it relates to improving transit within the region.	Deliverable#12: Meet with regional partners, legislative partners, and community leaders  <ul style="list-style-type: none"> • Deadline: Ongoing

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6. Review organizational structure	a. <u>Identify any needed reorganizational changes by key departments and any key succession issues.</u> To ensure maximum agency effectiveness.	Deliverable #13: Announce and implement changes and review with Board President. <ul style="list-style-type: none"> • Deadline: Fourth quarter 2018 
7. Assess Risk Registry Strategy	a. <u>Develop an approach and implementation plan for a Corporate-level risk registry.</u>	Deliverable #14: Introduce corporate level approach and Implementation Plan and present for Board of Directors approval <ul style="list-style-type: none"> • Deadline: Fourth quarter 2018 
8. Develop High Level Ridership Improvement Plans	a. <u>Develop a plan to grow ridership after completing a more detailed assessment.</u>	Deliverable #15: <ul style="list-style-type: none"> • Deadline: Fourth quarter 2018 
9. Initiate Chief Operating Officer/Deputy GM Replacement Recruitment	a. <u>Initiate and complete hiring for the following Executive Team Roles: COO/DGM and ED Maintenance.</u>	Deliverable #16: <ul style="list-style-type: none"> • Deadline: First quarter 2019 <i>Roland Hoskins is TriMet's new Executive Director of Maintenance and Maurice Henderson is TriMet's new Chief Operating Officer.</i> 