Expanding Mobility & Opportunity for All

General Manager Objectives for Fiscal Year 2022 (October 2021 – June 30, 2022) Status as of June 30, 2022

Business Plan Objective	Deliverable	Measure (How do we know it's complete?)	Status
Customers			
Provide Safe Service	 Implement the Reimagining Public Safety Recommendations Training for all employees in cultural competency, mental health de-escalation, and anti-racism Crisis intervention team 	 Training: Complete training on micro- aggressions for 100% of non-union staff and majority of union staff by end of FY2022 with remaining union staff training complete by early FY2023 	95% Complete
		 All security staff trained in de-escalation Crisis intervention: Deploy team before end FY2022 	Completed Completed
	 Develop and implement operating strategies to increase TriMet safety and security presence on the system and customer education around the low income fare program and how to use Hop. 	Increase total number of customer safety supervisors, reimagine public safety response team members, and contracted security by at least 20% compared to the beginning of the fiscal year	In Process Additional 19 approved pending recruitment
	 Provide safe service related to the global pandemic Provide for a safe onboard experience for riders (masks, hand sanitizer, cleaning) 	Implement end-of-line based cleaning and mask and hand sanitizer refills	Completed

Business Plan Objective		Deliverable	Measure (How do we know it's complete?)	Status
Increase Ridership	•	Develop specific ridership recovery strategies. • Complete Comprehensive Service Analysis (CSA) to understand current and future travel demands as impacted by	 Comprehensive Service Analysis (CSA): Complete community engagement before end of FY2022 	Analysis Complete
		 COVID (aka Forward Together) Implement plan to achieve agency's basic cleanliness standards (linked to ridership recovery) 	 Cleanliness: Implement platform cleaning reassignment and end-of-line based cleaning 	Completed
		 Launch marketing initiatives to bring riders back to the system 	 Marketing: Launch new trimet.org and complete Attitude and Awareness survey 	Completed
	•	Develop an accessibility plan and timeline to advance the physical accessibility of the overall system	Assign staff, procure consultant, and launch plan during FY2022 for completion of plan in following year	Deferred to FY23 - Staffing Constraints
Ensure equitable distribution of services and resources across the TriMet system	•	Implement Equity Lens utilizing all feedback from community partners	Implement Equity Lens on at least <u>one</u> significant decision or project	Completed – used in implementing Reimagine Safety
Improve customer information and services	•	Implement agency-wide customer service training to support ridership use and growth.		In Process due to staff change
Help shape the future of cities and our region in line with Metro 2040 Growth Concept	•	Develop Phase 1 of TriMet regional TOD strategy as identified in TOD Guidelines.	Provide completed Draft TOD Plan for public and stakeholder review	Completed
	•	Advance Hollywood HUB project	 Secure Portland Housing Bureau funding Launch design process 	Completed Completed

Business Plan Objective	Deliverable	Measure (How do we know it's complete?)	Status
Ease congestion by providing attractive travel options during peak periods	 Complete FTA requirements and approval to begin construction on Better Red MAX Line project. Bus on shoulder discussions with ODOT 	 Red Line: Broke ground September 2021 Bus on shoulder: Begin work with other jurisdictions to consider bus on shoulder operation 	Completed No viable projects at this time
Improve environmental	 Test in service the first 60-foot articulated bus conversion from diesel to battery electric. 	Test in revenue service before end of FY2022	In Process
sustainability and stewardship	 Initiate construction on 12 additional bus chargers as Powell garage. 	Begin construction	Underway
	• Test in service five additional battery electric buses.	Test in revenue service before end of FY2022	Completed
	Transition diesel bus fleet to renewable diesel	100% of fixed-route buses operating on renewable diesel	Completed
	 Begin implementation of plan to transition Non Revenue Vehicles (NRV) fleet to electric 	Proposed budget for FY2023 to include sufficient funds for EV NRV (for feasible vehicles)	In Process
Ensure strong support for transit and TriMet	 Build positive relations with senior FTA, state officials, and key Oregon elected delegation members 	Scheduled periodic meetings with key elected representatives and officials	Completed
	 Build relationships and enhance continuous two- way communication with the business leaders and key elected local and state officials 	Scheduled periodic meetings with stakeholders, business leaders, and local and state officials	Completed
Internal Business Pr	octices		
Increase Personal Safety	 Implement changing COVID-19 strategies to ensure employee safety. Provide necessary means to keep employees safe (PPE, safety panels, vaccines) 	Appropriate PPE provided to all employees at all times	Completed

Business Plan	Deliverable	Measure (How do we know	Status
Objective		it's complete?)	
	 Identify and make physical infrastructure safety improvements including: At-grade pedestrian safety crossings Complete a Crime Prevention through Environmental Design (CPTED) review of stations and address <u>three</u> (as outlined in Reimagining) 	 Crossings: Complete first review and prioritized list of crossings CPTED: Complete review of 3 stations/TCs (Gateway, Parkrose, Gresham Central TC) 	In Process – Multi-Year Grant Funded Effort In Process
	 Improve lighting at <u>three</u> MAX stations (as outlined in Reimagining) 	 Lighting: Complete station lighting audit on 9 locations (Parkrose, 82nd, 60th, Sunset, Elmonica, Willow Creek, Gresham TC and garage, Gresham City Hall/P&R, Clackamas TC garage and platform) and implement changes at 3 locations during FY2022. 	Completed
Provide reliable performance	 Implement key elements of first year of Information Technology (IT) Strategic Plan, including changes in internal oversight and hiring for key positions. Establish strategic governance 	 ○ Strategic governance: Re- constitute IT Committee as all Executive level 	Completed
	 Address technical debt 	 Technical debt: Begin inventory of technical debt and planning to retire it. Propose first two projects for consideration in the FY2023 budget 	Initial Plan Completed- One project approved – two proposed

Business Plan	Deliverable	Measure (How do we know	Status
Objective	Maintain on-time performance	it's complete?) • Bus: 85% or better average	Bus 89.5%
		for FY2022 o MAX: 90% or better average for FY2022	Max 88.4%
Develop higher- capacity bus services	Continue on-time, on-budget delivery of the Division Transit Project and prepare for its opening in September 2022.	Achieve substantial completion of construction on-time during FY2022 to stay on schedule for FY2023 start of revenue service	Completed Service Starts September 2022
	 Identify future high-capacity transit corridors like TV Highway and 82nd Avenue 	 Launch TV Hwy transit corridor project in partnership with ODOT, Metro, Washington County, and cities to develop transit alternatives. Work with Metro to kick off the Equitable Development Strategy in coordination with the transit project 	Completed Completed
Improve existing MAX infrastructure	Implement Lloyd District switch replacement project	· · ·	Completed
for reliability and capacity	Develop climate resiliency plan	 Climate resilience: Budget for and begin resiliency alternatives assessment and prioritization of mitigations and/or projects 	In Process- Initial Review Completed
	 Replace sections of Overhead Catenary System (OCS) needed to maintain reliability of MAX service 	 OCS: Implement repair and replacements identified as priorities in recent OCS assessment 	Completed
Reduce TriMet's Carbon Footprint	Develop a carbon reduction strategy.	Complete Climate Action Plan by Earth Day 2022	Completed

Business Plan Objective	Deliverable	Measure (How do we know it's complete?)	Status
	 Finalize carbon lens policy and design and implement a pilot project. 	Complete carbon lens and begin pilot project	In Process Draft Completed
	Develop further climate actions with the FTA's Sustainability Challenge commitment as a guide	Pursue and execute (if appropriate) long-term renewable electricity agreement with PGE	Completed Renewal Agreement with PGE and Pacific Power
People & Innovation			
Invest wisely in people	Strengthen two-way communication with the ATU	 ATU: Monthly meetings between GM and ATU 	Completed
	 Establish Work Roles and Relationships Guides for all Employees 	 Establish and document work roles and relationship guides 	Completed
	 Implement an enhanced onboarding experience program 	Implement new on-boarding program before end of FY2022	Completed
	 Implement a robust program to recruit and retain staff and operators 	Implement new strategies and incentives	Completed
	Continue refinement and overall evolution of a system to reward performance and accountability		Completed
Achieve agency Affirmative Action goals	 Utilizing the equity lens policy development, conduct comprehensive review of internal policies and resources for employees who are persons of color, women, LGBTQIA, and persons with disabilities. 	Launch comprehensive review	Completed
	 Develop and deliver training, investments, and supports related to improving equity and internal culture for employees. 	Complete training on micro- aggressions for 100% of non- union staff and majority of union staff by end of FY2022 with remaining union staff training complete by early FY2023	Completed

Business Plan Objective	Deliverable	Measure (How do we know it's complete?)	Status
	 Continue deliverables from Diversity Report: Review/ revise HR complaint process; confirming that policies and practices are equitable and fair, and equally accessible to all employees 	 HR complaint: Implement consultant recommendations for HR complaints 	Partial Completion
	 Establish a workplace committee to review practices and policies to ensure diversity and inclusion is a key focus 	 Workplace committee: Establish committee and begin regular meetings and actions 	In Process
	 Deliver a refresher workshop for the Executive Team in the area of unconscious bias and cultural sensitivity 	 Refresher workshop: Complete workshop 	Completed
	 Assess and create plan for agency governance of diversity, equity, and inclusion 	 Complete assessment and plan 	Completed
Pursue Growth for Employees	 Continue delivering on recommendations of Diversity Report: Provide micro aggression training to remaining employees who have not taken the training FY22 provide micro-aggression training for all organizational supervisors and support union staff FY 23 – all other employees 	Complete training on micro- aggressions for 100% of non- union staff and majority of union staff by end of FY2022 with remaining union staff training complete by early FY2023	95% Complete
Financial		Dran and ultimately sain	Completed
Manage financial performance within Strategic Financial Plan guidelines	 Develop budget for FY2023 that anticipates likely ranges of economic impact from ongoing COVID-19 and economic consequences and provides/maintains safe and reliable levels of service 	Propose and ultimately gain approval of budget for FY2023	Completed
	 Develop and implement asset management/replacement plans that are fiscally sustainable and maintain safety and reliability 	Define asset management/ replacement needs within CIP budget	Completed

Business Plan	Deliverable	Measure (How do we know	Status
Objective		it's complete?)	
Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost	 Initiate and complete exploration regarding increases in fares for potential adoption for FY2023 Budget. Explore other revenue options. 	Determine with guidance from Board	In Process

TriMet