



Business Plan Objective	Deliverable	Measure (How do we know it's complete?)	Status
Increase Ridership	<ul style="list-style-type: none"> <li>• Develop specific ridership recovery strategies.               <ul style="list-style-type: none"> <li>○ Complete Comprehensive Service Analysis (CSA) to understand current and future travel demands as impacted by COVID (aka Forward Together)</li> <li>○ Implement plan to achieve agency's basic cleanliness standards (linked to ridership recovery)</li> <li>○ Launch marketing initiatives to bring riders back to the system</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Comprehensive Service Analysis (CSA): Complete community engagement before end of FY2022</li> <li>○ Cleanliness: Implement platform cleaning reassignment and end-of-line based cleaning</li> <li>○ Marketing: Launch new trimet.org and complete Attitude and Awareness survey</li> </ul>	<p>Analysis Complete</p> <p>Completed</p> <p>Completed</p>
	<ul style="list-style-type: none"> <li>• Develop an accessibility plan and timeline to advance the physical accessibility of the overall system</li> </ul>	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	<ul style="list-style-type: none"> <li>• Implement Equity Lens utilizing all feedback from community partners</li> </ul>	Implement Equity Lens on at least <u>one</u> significant decision or project	Completed – used in implementing Reimagine Safety
Improve customer information and services	<ul style="list-style-type: none"> <li>• Implement agency-wide customer service training to support ridership use and growth.</li> </ul>		In Process due to staff change
Help shape the future of cities and our region in line with Metro 2040 Growth Concept	<ul style="list-style-type: none"> <li>• Develop Phase 1 of TriMet regional TOD strategy as identified in TOD Guidelines.</li> </ul>	Provide completed Draft TOD Plan for public and stakeholder review	Completed
	<ul style="list-style-type: none"> <li>• Advance Hollywood HUB project</li> </ul>	<ul style="list-style-type: none"> <li>• Secure Portland Housing Bureau funding</li> <li>• Launch design process</li> </ul>	<p>Completed</p> <p>Completed</p>

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Ease congestion by providing attractive travel options during peak periods	<ul style="list-style-type: none"> <li>Complete FTA requirements and approval to begin construction on Better Red MAX Line project.</li> <li>Bus on shoulder discussions with ODOT</li> </ul>	<ul style="list-style-type: none"> <li>Red Line: Broke ground September 2021</li> <li>Bus on shoulder: Begin work with other jurisdictions to consider bus on shoulder operation</li> </ul>	<p>Completed</p> <p>No viable projects at this time</p>
Improve environmental sustainability and stewardship	<ul style="list-style-type: none"> <li>Test in service the first 60-foot articulated bus conversion from diesel to battery electric.</li> </ul>	Test in revenue service before end of FY2022	In Process
	<ul style="list-style-type: none"> <li>Initiate construction on 12 additional bus chargers at Powell garage.</li> </ul>	Begin construction	Underway
	<ul style="list-style-type: none"> <li>Test in service five additional battery electric buses.</li> </ul>	Test in revenue service before end of FY2022	Completed
	<ul style="list-style-type: none"> <li>Transition diesel bus fleet to renewable diesel</li> </ul>	100% of fixed-route buses operating on renewable diesel	Completed
	<ul style="list-style-type: none"> <li>Begin implementation of plan to transition Non Revenue Vehicles (NRV) fleet to electric</li> </ul>	Proposed budget for FY2023 to include sufficient funds for EV NRV (for feasible vehicles)	In Process
Ensure strong support for transit and TriMet	<ul style="list-style-type: none"> <li>Build positive relations with senior FTA, state officials, and key Oregon elected delegation members</li> </ul>	Scheduled periodic meetings with key elected representatives and officials	Completed
	<ul style="list-style-type: none"> <li>Build relationships and enhance continuous two-way communication with the business leaders and key elected local and state officials</li> </ul>	Scheduled periodic meetings with stakeholders, business leaders, and local and state officials	Completed
<b>Internal Business Practices</b>			
Increase Personal Safety	<ul style="list-style-type: none"> <li>Implement changing COVID-19 strategies to ensure employee safety. <ul style="list-style-type: none"> <li>Provide necessary means to keep employees safe (PPE, safety panels, vaccines)</li> </ul> </li> </ul>	Appropriate PPE provided to all employees at all times	Completed

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	<ul style="list-style-type: none"> <li>• Identify and make physical infrastructure safety improvements including:               <ul style="list-style-type: none"> <li>○ At-grade pedestrian safety crossings</li> <li>○ Complete a Crime Prevention through Environmental Design (CPTED) review of stations and address <u>three</u> (as outlined in Reimagining)</li> <li>○ Improve lighting at <u>three</u> MAX stations (as outlined in Reimagining)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Crossings: Complete first review and prioritized list of crossings</li> <li>○ CPTED: Complete review of 3 stations/TCs (Gateway, Parkrose, Gresham Central TC)</li> <li>○ Lighting: Complete station lighting audit on 9 locations (Parkrose, 82<sup>nd</sup>, 60<sup>th</sup>, Sunset, Elmonica, Willow Creek, Gresham TC and garage, Gresham City Hall/P&amp;R, Clackamas TC garage and platform) and implement changes at 3 locations during FY2022.</li> </ul>	<p>In Process – Multi-Year Grant Funded Effort In Process</p> <p>Completed</p>
Provide reliable performance	<ul style="list-style-type: none"> <li>• Implement key elements of first year of Information Technology (IT) Strategic Plan, including changes in internal oversight and hiring for key positions.               <ul style="list-style-type: none"> <li>○ Establish strategic governance</li> <li>○ Address technical debt</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Strategic governance: Re-constitute IT Committee as all Executive level</li> <li>○ Technical debt: Begin inventory of technical debt and planning to retire it. Propose first two projects for consideration in the FY2023 budget</li> </ul>	<p>Completed</p> <p>Initial Plan Completed- One project approved – two proposed</p>



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	<ul style="list-style-type: none"> <li>Finalize carbon lens policy and design and implement a pilot project.</li> </ul>	Complete carbon lens and begin pilot project	In Process Draft Completed
	<ul style="list-style-type: none"> <li>Develop further climate actions with the FTA's Sustainability Challenge commitment as a guide</li> </ul>	Pursue and execute (if appropriate) long-term renewable electricity agreement with PGE	Completed Renewal Agreement with PGE and Pacific Power
<b>People &amp; Innovation</b>			
Invest wisely in people	<ul style="list-style-type: none"> <li>Strengthen two-way communication with the ATU</li> <li>Establish Work Roles and Relationships Guides for all Employees</li> </ul>	<ul style="list-style-type: none"> <li>ATU: Monthly meetings between GM and ATU</li> <li>Establish and document work roles and relationship guides</li> </ul>	Completed  Completed
	<ul style="list-style-type: none"> <li>Implement an enhanced onboarding experience program</li> </ul>	Implement new on-boarding program before end of FY2022	Completed
	<ul style="list-style-type: none"> <li>Implement a robust program to recruit and retain staff and operators</li> </ul>	Implement new strategies and incentives	Completed
	<ul style="list-style-type: none"> <li>Continue refinement and overall evolution of a system to reward performance and accountability</li> </ul>		Completed
	Achieve agency Affirmative Action goals	<ul style="list-style-type: none"> <li>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.</li> </ul>	Launch comprehensive review
<ul style="list-style-type: none"> <li>Develop and deliver training, investments, and supports related to improving equity and internal culture for employees.</li> </ul>		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

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	<ul style="list-style-type: none"> <li>• Continue deliverables from Diversity Report:               <ul style="list-style-type: none"> <li>○ Review/ revise HR complaint process; confirming that policies and practices are equitable and fair, and equally accessible to all employees</li> <li>○ Establish a workplace committee to review practices and policies to ensure diversity and inclusion is a key focus</li> <li>○ Deliver a refresher workshop for the Executive Team in the area of unconscious bias and cultural sensitivity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ HR complaint: Implement consultant recommendations for HR complaints</li> <li>○ Workplace committee: Establish committee and begin regular meetings and actions</li> <li>○ Refresher workshop: Complete workshop</li> </ul>	<p>Partial Completion</p> <p>In Process</p> <p>Completed</p>
	<ul style="list-style-type: none"> <li>• Assess and create plan for agency governance of diversity, equity, and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Complete assessment and plan</li> </ul>	<p>Completed</p>
Pursue Growth for Employees	<ul style="list-style-type: none"> <li>• Continue delivering on recommendations of Diversity Report:               <ul style="list-style-type: none"> <li>○ Provide micro aggression training to remaining employees who have not taken the training                   <ul style="list-style-type: none"> <li>▪ FY22 provide micro-aggression training for all organizational supervisors and support union staff</li> <li>▪ FY 23 – all other employees</li> </ul> </li> </ul> </li> </ul>	<p>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</p>	<p>95% Complete</p>
<b>Financial</b>			
Manage financial performance within Strategic Financial Plan guidelines	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<p>Propose and ultimately gain approval of budget for FY2023</p>	<p>Completed</p>
	<ul style="list-style-type: none"> <li>• Develop and implement asset management/replacement plans that are fiscally sustainable and maintain safety and reliability</li> </ul>	<p>Define asset management/ replacement needs within CIP budget</p>	<p>Completed</p>

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Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost	<ul style="list-style-type: none"> <li>Initiate and complete exploration regarding increases in fares for potential adoption for FY2023 Budget. Explore other revenue options.</li> </ul>	Determine with guidance from Board	In Process

### TriMet ###