

General Manager Deliverables for FY2023

Progress Updates 8/1/2023

Organized by Strategic Priorities

This year’s objectives for the General Manager focus on fundamental and foundational needs to set TriMet on the right path for future success. Ridership recovery and growth, customer experience, staffing challenges, and long-term financial stability require focused effort now. By strengthening TriMet’s fundamental infrastructure and services, the General Manager intends to ready TriMet for future growth and improvements to support our region.

Strategic Priorities

The deliverables reflect the Strategic Priorities, as presented in the FY2023 Business Plan

Safety	Ridership	Inclusion, Diversity, Equity, and Access
	Financial Stewardship and Capacity	
	Employees and Employee Experience	
	Community and Partnerships	

Deliverables

#	Strategic Priority	Deliverable	Business Plan KSA # reference	Measure	Target	Progress as of 8/1/2023
Ridership						
1	Ridership	Implement ridership recovery strategies and coordinate collaboration across divisions to <u>attract previous and new riders</u> , including new arrivals to the region	2023-01B-03	Ridership growth as of June 2023 (compared to previous year)	Improve ridership by 3% – 8% depending on circumstances beyond TriMet’s control	Successfully completed. As of June 2023, weekly system boardings are up 16% compared to the previous year.
2	Ridership	<u>Address operator shortage:</u> Hire and retain operators to preserve service with a target of at least 130 new operators hired during calendar year 2022	2023-04B-05	Number of operators hired by June 2023	At least 130 operators hired during calendar year 2022	Successfully completed. Hired 291 Operators during calendar year 2022.
3	Ridership; Safety	Using the structure developed as part of reimagining security efforts, increase hiring, training, and deployment of <u>customer safety supervisors and safety response team members to provide presence on the system</u>	2023-04A-01	Percent of identified needed positions filled by June 30	Fill 80% of 19 newly-added supervisor positions and 80% of 22 newly-added safety response team members.	Successfully completed. Filled all positions (with subsequent attrition, numbers as of end of March 2023 were at 35 total supervisors on staff (94% of the planned increase), and 46 Safety Response Team members on staff (100% of the planned increase).
4	Ridership	Successfully manage delivery of <u>Division Transit Project</u>	2023-05A-01.1	Completion and opening of regular service to riders	Open for revenue service Sept 2022	Successfully completed. Opened on time with popular opening celebration and ongoing operation.

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5	Ridership	Improve access to transit: Using the Pedestrian Plan as a start, conduct planning process to analyze the current state of accessible 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	2023-01D-10.1	Begin plan and be on schedule for FY2024 completion	Actively working on plan by end of FY2023	Successfully completed. Project has begun and active work is underway during FY2023.
Safety						
6	Safety; Employees and Employee Experience	Begin implementation of <u>safety management system</u> (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees	2023-07A-01	Completion of FY2023 milestones of SMS implementation Plan	Accomplish 6 of 9 FY2023 targeted deliverables in Plan by end of June 2023	Successfully completed. Target met and exceeded (8 of the 9 deliverables have been met). The final target will be met in 2024.

#	Strategic Priority	Deliverable	Business Plan KSA # reference	Measure	Target	Progress as of 8/1/2023
7	Financial Stewardship and Capacity; Safety	<u>Enhance maintenance:</u> Conduct a comprehensive evaluation of current state of maintenance at TriMet to determine program efficacy, needs, and opportunities. Focus will be on best practices, regulatory compliance, timelines, performance, tracking, and developing a roadmap to fill gaps.	2023-11A-05	Completion of review and initial identification of opportunities for improvement and enhancement	Complete assessment by end of June 2023	Successfully completed. Analysis complete and actions underway by end of FY2023.
Inclusion, Diversity, Equity, and Access						
8	Inclusion, Diversity, Equity, and Access	Use <u>Equity Lens Framework</u> in support of TriMet projects and programs	2023-06A-03	Use of Equity Lens framework in procurement and contracts	Equity Lens Framework for procurement and contracts ready for implementation by end of FY2023	Successfully completed. Equity lens used for contracting policy to advance equity in TriMet contracting and increase the utilization of Certified Firms through TriMet's supply chain.
Employees and Employee Experience						
9	Employees and Employee Experience	<u>Engage with ATU and other stakeholders</u> to develop initiatives to cover in negotiations for new Working and Wage Agreement	2023-08A-01	Completion of ATU Contract extension	Completed before end of FY2023	Successfully completed. New Working and Wage Agreement completed and runs through late calendar 2024.

#	Strategic Priority	Deliverable	Business Plan KSA # reference	Measure	Target	Progress as of 8/1/2023
Community and Partnerships						
10	Community and Partnerships	Plan for and create more opportunities and venues for GM and public affairs staff to <u>build relationships and collaborate</u> with local, regional, and state jurisdictions and agencies and business and community leaders	2023-03A-01	Number of GM engagements	At least one GM engagement per TriMet Board district in FY2023	Successfully completed. Many opportunities and venues created and/or in planning in the region and at state and federal level. Multiple engagements completed in each Board member district.
11	Community and Partnerships	<u>Zero-emission bus progress:</u> Complete installation of first phase of bus chargers at Powell garage	2023-02A-02	Completion of installation	Complete by end of FY2023	Successfully completed. Chargers are installed and operating.
Financial Stewardship and Capacity						
12	Financial Stewardship and Capacity	Manage and align financial performance and decision-making with the Strategic Financial Plan	2023-10A-01	Adoption status of FY2024 Budget	Complete adoption of a balanced budget for FY2024 that meets Oregon Budget Law and TriMet Strategic Financial Plan goals by June 2023	Successfully completed. Board adopted Budget at May 2023 meeting.

#	Strategic Priority	Deliverable	Business Plan KSA # reference	Measure	Target	Progress as of 8/1/2023
13	Financial Stewardship and Capacity	Further develop a <u>fiscally sustainable 5-year Capital Improvement Plan</u> approved by internal management by June 30, 2023	2023-12A-01	Number of capital projects with more fully developed information to support sustainable 5-year Plan	A minimum of 12 projects by June 30, 2023	Successfully completed. Target completed and exceeded. Full 5-year balanced CIP was internally approved with first year to be adopted in FY2024 Budget.
14	Financial Stewardship and Capacity	Develop and implement cybersecurity roadmap, define baseline, and deliver new capabilities called for during the first year	2023-04B-08	Status of cybersecurity roadmap	Completed first year initiatives from the Cybersecurity Initiatives Roadmap by June 30, 2023	Successfully completed. All first year initiatives from Cybersecurity Initiatives Roadmap completed.