

General Manager Deliverables for FY2025 (July 1, 2024 – June 30, 2025)

UPDATED 7/17/2025

#	Deliverable	Business Plan Action # reference	Target	Status	Responsible Division(s) L=Leader; CL=Co-leader
1	Continue to fully develop and implement strategy and actions to achieve Vision 2030	A #1	<ul style="list-style-type: none"> • Increase service consistent with continued implementation of Forward Together 1.0 • Hold a Board Strategy Session on Vision 2030 • Continue to develop strategies and actions to provide opportunities for funding needed to reach goals • Vision 2030 Executive Steering Committee will further develop the master list of priorities and add new assignments and timelines to work groups • Work toward ridership target for year as defined by Vision 2030 	Complete. <ul style="list-style-type: none"> • Complete: Service enhanced in August 2024, December 2024, March 2025 and June 2025. • Complete: Board session held in January 2025. • Complete for year then continuing: Strategies and actions to provide opportunities for funding needed to reach goals continue. • Complete for year then continuing: TriMet 2030 has defined goals, strategies, and targets. • Complete for year then continuing: TriMet 2030 includes updated ridership target and actions to achieve it. 	GM; Strategy & Planning Sam (L)
2	Enhance safety through presence on the system	A3 #20	<ul style="list-style-type: none"> • Meet target of 228 Transit Security Officers and maintain that level within 10% once the target is reached • Deploy enough security personnel to cover more than 70% of revenue service MAX trains • Increase fare enforcement activity measured by number of checks by 10% over F2024 	Complete. <ul style="list-style-type: none"> • Complete: As of June 2025, 266 Security Officers, 102 Customer Safety Officers, and 81 Safety Response Team staff. • Complete: Security personnel staffing levels able to cover 75%-plus of trains and MAX platforms as of the end of June 2025. • Complete: Number of fare enforcement activity checks increased by over 56% over FY2024. 	Safety and Security Andrew (L)
3	Enhance cleanliness on fixed-route bus, MAX and WES, stations, and transit centers	A3 #17	Maintain cleaning standards as follows: <ul style="list-style-type: none"> • Bus <ul style="list-style-type: none"> • 95% of buses cleaned during fueling • 95% of buses with IC (deep clean) performed every 60 days • MAX <ul style="list-style-type: none"> • 95% of light rail vehicles deep cleaned every 30 days • Stations <ul style="list-style-type: none"> • 95% of all stations get daily cleaning twice per day • 90% of all stations get monthly deep clean (pressure wash) • Transit Centers <ul style="list-style-type: none"> • 95% daily cleaning one time per day • 95% Monthly deep clean (sweeper truck) 	<ul style="list-style-type: none"> • Complete: 100% of buses cleaned during fueling. • Complete: At least 95% of buses getting deep cleaned at least every 60 days. • Complete: 95% of light rail vehicles being deep cleaned every 30 days by end of FY2025. • Complete: 96% of stations getting cleaned twice per day; 100% getting cleaned once a day. • Complete: Average 92% of stations getting pressure washed monthly. • Complete: 100% of transit centers cleaned once a day. • Complete: 100% of Transit Centers cleaned with sweeper truck. 	Maintenance John W (L)

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4	Hire and increase retention of operators, service workers, mechanics, and other staff to preserve and expand service	A3 #27 and A3 #28	<p>Hiring:</p> <ul style="list-style-type: none"> Hire at least 300 Operators Hire at least 75 Service Workers Increase hiring for qualified technician positions within Maintenance by 10% compared to FY 2024 Improve training graduation rates by five percentage points compared to FY 2024 <p>Retention:</p> <ul style="list-style-type: none"> Hire retention manager Improve retention for new bus Operators by three percentage points compared to FY2024 	<p>Complete.</p> <ul style="list-style-type: none"> Complete: Fully staffed for Operators by March 2025 (after having hired 400 Operators in calendar 2024 and more than 290 Operators in FY 2025). Functionally complete: Staffed at 95% for Service Workers by June 2025. Functionally complete: MOW is fully staffed. Bus Mechanics staffed at 94% by end of FY2025. REM technician positions hiring increased by more than 10% compared to FY2024. Complete: Improved graduation rates by nine percentage points for FY2025 compared to FY2024. Complete: Retention manager hired and active. Complete: Retention for new bus Operators improved by 4.9 percentage points compared to FY2024. 	Transportation; Maintenance; LR/HR; TS&AS/ Training Kim (L) John W (CL) Inessa (CL) Dan (CL)
5	Successfully manage delivery of A Better Red Line MAX Project	D1 #4	Complete A Better Red Line MAX Project on time and on budget and open for public service 8/25/2024	<p>Complete.</p> <p>Completed on time and under budget.</p>	Engineering and Construction Sean (L)
6	Complete project development and begin construction of HollywoodHUB project	A #7	Complete construction of Phase 1 (ramp and public access) which will enable start of construction on 200+ affordable housing units.	<p>Complete.</p> <ul style="list-style-type: none"> Completed construction of Phase 1. Groundbreaking for Phase II (affordable housing) occurred January 17, 2025. 	Legal Shelley (L)
7	Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, Language Access Plan, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects	A2 #15	<ul style="list-style-type: none"> At least one public engagement event in each district Engage with six or more community partners / organizations/educational institutions Engage with six or more business organizations within the TriMet district Complete Title VI update including Language Access Plan for Board review 	<p>Complete.</p> <ul style="list-style-type: none"> Complete: Target met in August 2024 and as February 2025, TriMet had already participated in at least eight events in each district. Complete: Engaged with dozens of community partners/ organizations/ education institutions. Complete: Engaged with more than a dozen business organizations. Update complete: Presented to Board on Title VI including Language Access Plan and completed engagement with community partners, reaching over 3,000 non-English speaking individuals. Language Access and Title VI update to be presented to Board in July. 	Public Affairs; Inclusion, Diversity, Equity, and Accessibility JC (CL) John G (CL)
8	Complete commissioning and operate regular service with Type 6 light rail vehicles	D4 #16	<p>Start of revenue service targets:</p> <ul style="list-style-type: none"> 6 Type 6 vehicles in revenue service by 12/31/24 12 Type 6 vehicles in revenue service by 06/30/25 	<ul style="list-style-type: none"> Complete: Twelve in revenue service as of 5/27/2025. 	Eng and Constr; Maintenance Sean (L) John W (CL)

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9	Manage and align financial performance and decision-making with the Strategic Financial Plan	E #1	<ul style="list-style-type: none"> Meet with the Board twice during FY2025 to propose updates to the Strategic Financial Plan and have all final edits ready for adoption by the board by June 30, 2025. Fully develop and document a fare strategy that maintains financial sustainability and pricing that keeps pace with costs of service. Prepare and submit to the Board for “adoption” the FY2026 budget that is balanced and complies with Oregon Budget Law. 	Complete: <ul style="list-style-type: none"> Complete: Board amended Strategic Financial Plan at June 2025 meeting. Complete: Completed as part of Strategic Financial Plan. Complete: Proposed Budget that is balanced and complies with Oregon Budget Law was approved by the Board March 2025 and adopted in May 2025. 	Finance and Administrative Svcs Nancy (L)
10	DBE Program and Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan	Multiple	<ul style="list-style-type: none"> Conduct at least two events for DBE’s to educate, inform, and remove barriers to increasing DBE and other certified firm participation across TriMet contracting opportunities Conduct one Board Briefing or Education Session on DBE efforts and results Support the first year implementation of “Making Connections” (TriMet’s DEIA Strategic Plan) across each of TriMet’s Divisions 	Complete: <ul style="list-style-type: none"> Complete: Two events held, one with Oregon Association of Minority Entrepreneurs and another with Portland Business Development Group. Complete: Completed Board Education Sessions on DBE Program and results to date in November 2024. Complete: Each of TriMet’s Divisions have received a “Making Connections” Plan and have been working with the Divisions on year one efforts, TriMet’s Employee Resource Groups continue to grow and currently consist of about 600 individual members (176 union) across 9 groups, with 3 more employee resource groups underway. 	John G (L)
11	Recognize and celebrate employees	C	<ul style="list-style-type: none"> Deliver at least four agency-wide events, such as local Roadeo, Operator Choice Awards, ROSE week, and Family Fun Day 	Complete. <ul style="list-style-type: none"> Family Fun Day completed 9/7/2024. Operator Choice, Maintenance, and Going the Extra Mile (GEM) Awards during Family Fun Day 9/7/2024. ROSE week completed first full week of September 2024. Local Roadeo completed 9/13/2024. Agency-wide holiday meals served for all shifts 12/12/2024. Transit Driver Appreciation Day (TDAD) 3/18/2025. 	Kim (L); Inessa (CL); Shelley (CL)

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12	Succession Planning (sustainability)	C2 #12	<ul style="list-style-type: none"> Hire and integrate into the executive team Chief Strategy Officer Hire and integrate into executive team Executive Director of Engineering and Construction Succession: <ul style="list-style-type: none"> Recognizing a majority of the Executive Team will be passing the baton within the next 5 years, work with HR to utilize the succession plan tool to identify: at least three internal executives who could serve as interim and/or future GM, and rate them as “ready now” or “ready soon”; for each executive who is “ready soon”; identify and begin steps to make them “ready now” Identify at least one internal candidate for each executive position who could fill that position in the future; rate them as “ready now” or “ready soon”; identify and begin steps to make them “ready now” 	Complete or underway. <ul style="list-style-type: none"> Complete: Chief Strategy & Planning Officer hired and integrated into Executive Team. Underway: Recruitment process under way for Executive Director of Engineering and Construction. Complete: Succession: Identification and rating for interim and/or future GM is complete and candidates for executive positions identified and rated. In FY25, TriMet continued to expand the implementation of Leadership Competencies to all leadership roles through several channels of communication, workshops and classes to help leaders adopt the competencies in their respective areas. In addition, the Succession Planning Program has been implemented at the executive director and GM levels and has made significant progress in all divisional leadership roles as well as expanding to the director level in some departments. 	Sam (L)
13	General Manager Outreach (shaping and influencing)	B1	<ul style="list-style-type: none"> Build strong personal relationships with multiple partners to further establish TriMet as a leader in the region and its initiatives Meet with at least 10 regional leaders. For example: Community groups, local business leaders, FTA, US Senators, US Representatives, Governor, ODOT, Metro, IBR, PBOT, local mayors 	Complete and exceeding. <ul style="list-style-type: none"> Many partner meetings building relationships. Reached 10 by December 2024 and continued with more. 	Sam (L)
14	Maintain Positive Board Relations (vision and direction alignment)	Multiple	<ul style="list-style-type: none"> Schedule monthly meetings with Board President, quarterly meetings with rest of board members Execute at least one Board Retreat Provide at least three opportunities for Board to mingle with each other, executive team in an informal setting Execute at least one Board strategy session around current Agency issues Execute at least three board education sessions around current Agency issues Provide at least one site inspection of facilities Provide weekly written updates to the Board on current Agency issues 	Complete. <ul style="list-style-type: none"> Regular meetings with President and Board members scheduled and occurring. Board retreat conducted 1/29/2025 Three events for Board and executive team to converse in informal setting achieved. Strategy session occurred April 30, 2025. Completed four Board education sessions as of December 11, 2024 with more scheduled. Site tour of OCC, Center Admin, SOC tour for Directors Graham and Flowers occurred April 18. All Board members at July Board reception July 24, 2024 and got tour of Board room etc. Columbia event and site visit. Holladay accessibility office tour. Weekly updates continue to be sent. 	Sam (L)
15	Personal Development (leadership)	Multiple	<ul style="list-style-type: none"> Continue Executive Coaching through monthly 1:1 executive coaching sessions with special focus on strategic execution Serve on APTA board of directors to influence transit policy on a national level 	Complete. <ul style="list-style-type: none"> Executive coaching continues with average of more than one session per month. Actively serving on APTA Board of Directors. 	Sam (L)