



TRI  MET

BUSINESS PLAN

FY2022 – FY2026

FINAL

March 2021



TriMet: A History of Mobility Leadership, Innovation, and Service

From our beginning, TriMet has delivered many “firsts” in our drive to strengthen the communities and the metropolitan region we serve.

- 1969** Private transit service in the Portland area faced flagging ridership and losses—threatening cuts in service. Civic and business leaders came together to find a solution and **TriMet was born**. The first TriMet buses began service on December 1.
- 1973** TriMet identifies strategies to increase bus ridership by simplifying and concentrating downtown service on the **5th and 6th Avenue Transit Mall** and expanding its bus fleet.
- 1975** TriMet begins service that later becomes **TriMet LIFT**, well in advance of the Americans with Disabilities Act of 1990.
- 1982** **A grid of bus lines** with some running every 15-minutes or less all day is introduced to Portland’s eastside. This provided for better cross-town direct trips without downtown transfers. It set the stage for future Frequent Service and transit network improvements.
- 1986** The eastside **Banfield Light Rail Project** begins service as **MAX**.
- 1998** **Westside MAX Blue Line** introduces **low-floor, easy-entry light rail vehicles** to North America.
- 2001** **Airport MAX Red Line** (the West Coast’s first train to plane) and the modern **Portland Streetcar** opens.
- 2004** **Interstate MAX Yellow Line** opens ahead of schedule with improvements to connecting bus service. **TransitTracker™**, one of the first real-time arrival information systems in the nation, starts.
- 2005** TriMet and Google develop the **GTFIS (General Transit Feed Specification)**, now a worldwide standard for transit apps. TriMet is the first transit system on Google Transit.
- 2009** **I-205/Portland Mall MAX Green Line** to Clackamas Town Center and PSU opens on time, upgrading the Portland Mall and adding light rail service north-south in downtown Portland.
TriMet opens **WES Commuter Rail**, a 14.7 mile, suburb-to-suburb commuter rail line with service between Beaverton and Wilsonville.
TriMet introduces **Open Trip Planner**, an online trip planner that includes transit, biking, and walking options. This open-source trip planner is now used at many systems around the world.
- 2013** TriMet introduces its **Mobile Ticketing App**. Use of this app overtakes cash payments on buses by 2017.
- 2015** TriMet opens the **Portland-Milwaukie MAX Orange Line**, which includes **Tilikum Crossing, Bridge of the People**, the first multimodal bridge of its kind in the U.S. It carries MAX, streetcar trains, buses, bicyclists, and pedestrians.
- 2017** TriMet introduces **Hop Fastpass®**, the next generation of electronic fare systems.
- 2018** TriMet pioneers virtual card on mobile devices for **Hop Fastpass®**.
TriMet **introduces low-income fare**.
- 2019** In what is believed to be a United States transit industry first, all-electric buses introduced on Line 62 are **powered by 100 percent wind energy**.
TriMet **commits to multiple efforts to reduce carbon footprint**.
TriMet releases the **next generation multimodal trip planner** integrating bikesharing, ridesharing and e-scooters with transit, biking and walking delivering a complete open trip planning platform.
- 2020** TriMet **positive train control** safety improvements on WES complete and certified.
- 2021** TriMet becomes first transit agency in North America to use **virtual reality for light rail operations training**

Introduction



Sam Desue, Jr
General Manager

TriMet provides essential transit services and other mobility choices to help people move around our growing region. This Business Plan presents how we serve our customers – our riders, our stakeholders and taxpayers, and our broader community.

We face this new fiscal year with determination and hope that it will see the COVID-19 pandemic coming to a close and a quickly recovering economy. TriMet’s services, projects and dedicated staff are here to support that recovery and help bring the entire region to new levels of prosperity and equity.

We update the strategic Business Plan annually. This Business Plan is for FY2022 through FY2026. As always, we track specific Measures and Targets, report our performance, and learn how to improve using Key Strategic Actions.

Regardless of any future challenges, we will continue to provide transit and mobility options to do what we can to help keep people safe and keep our community moving.

Throughout FY2021, our team has worked diligently to keep service running and to maintain and clean vehicles, stations, and stops to create a safe and comfortable environment for our riders and our employees.

We led community engagement to define a reimagining of public safety for TriMet, and this year the Business Plan includes new or updated Key Strategic Actions to help bring that new vision to a reality, where all riders and employees feel safe and included.

TriMet took quick action to adjust service levels to match demand and received critical support in the form of emergency funding from our federal government. With the current significant and challenging economic conditions, TriMet plans to meet service levels within any approved Budget for FY2022. To meet this challenge will require continued belt-tightening to seek efficiencies. But beyond that, it is up to the speed of the economic recovery and the return of more riders to our service. Because resources will be tight, it is more critical than ever to use this Business Plan to focus our efforts on what is most effective and efficient to meet our mission to connect people with valued mobility options that are safe, convenient, reliable, accessible, and welcoming for all.

Let's move. Let's progress. And let's connect—people, places and opportunity. Let's lift each other up and help each other out. Let's navigate the here and now as we all **move** toward then and there. Because where we're going isn't just found on a map. It's found in a common vision. One driven by an uncommon passion for helping our community and each other. So let's go all in. For our team. For our riders. For this incredible place we call home. For a future that's brighter, cleaner, and better for everyone. Let's remember that life is a road we travel **together**. And that it's a road to great things.

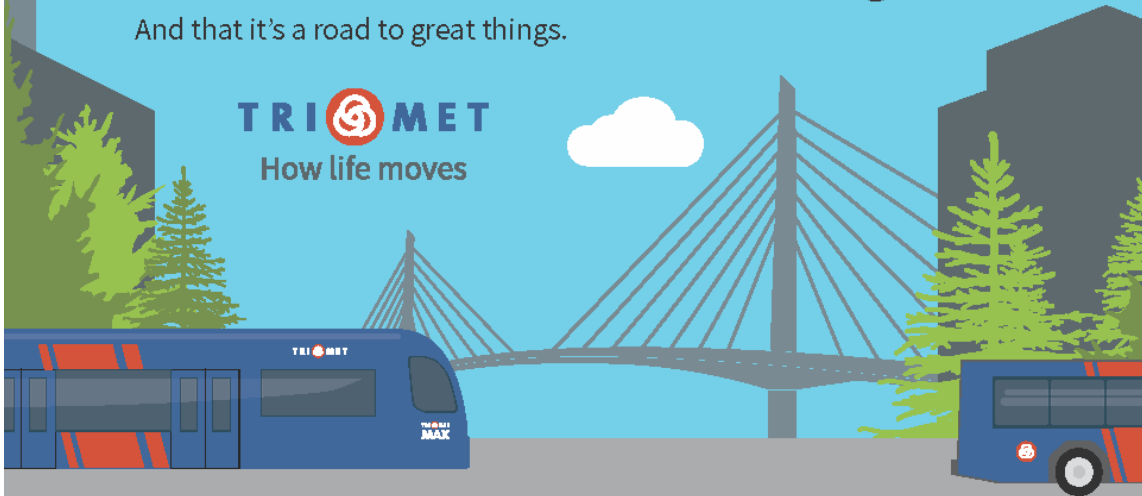
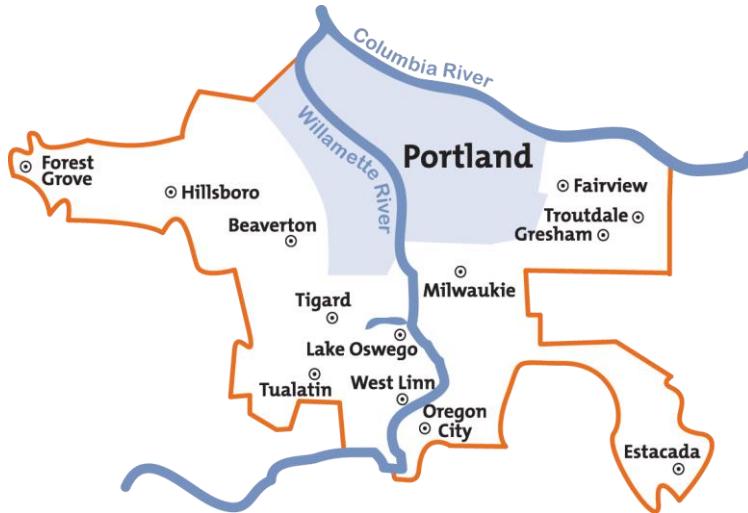


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About TriMet



About Us

- Transit district created by State of Oregon serving over 1.6 million people in a 533-square-mile area
- Funded by an employer payroll tax, self-employment tax, employee payroll tax, fare revenues, and some federal, state, and local grants
- Governed by a seven-member board of directors, who each represent a geographical district where they must reside

Mobility Information for Travelers

- **Next generation multimodal trip planner** integrating rail, bus, bike, walking, bike sharing, scooter sharing, ridesharing, and combined options: available now at trimet.org
- **Rider Support:** 503-238-RIDE(7433) call or text; 1-844-MyHopCard(694-6722); hello@trimet.org; [@trimethelp](https://twitter.com/trimethelp); [@myhopcard](https://twitter.com/myhopcard)

- **When the next train or bus will arrive at any stop:** trimet.org or by text: send stop ID # to 27299
- **Service alerts:** trimet.org/alerts and [@trimetalerts](https://twitter.com/trimetalerts)
- **Social media accounts:** [Facebook.com/trimet](https://facebook.com/trimet); [@trimet](https://twitter.com/trimet); [@ridetrimet](https://instagram.com/ridetrimet); [YouTube.com/trimet](https://youtube.com/trimet)

About this Business Plan

- Anyone can review the Business Plan at any time at trimet.org/businessplan
- This is a Five-Year Strategic Plan, spelling out Goals, Objectives, and Key Strategic Actions for the five fiscal years starting July 1, 2021
- The Business Plan is updated in the winter every year in advance of TriMet's consideration of the annual Budget in the spring in preparation for the start of the new fiscal year on July 1



TriMet's Primary Roles in the Region

This Business Plan is intended to improve alignment among all TriMet team members to deliver benefits to current and future residents, businesses, and public services in our growing region. Every element of the Business Plan drives us toward that alignment. The big picture of what we are driving toward is described by our Primary Roles (this page) and by our Strategy Map (next page).

- **Who** we want to be is in our Vision
- **What** we intend to do is described in our Mission
- **How** we conduct ourselves and work together to do great work is in our Values

We believe these are compelling statements and they drive us toward both alignment and continuous improvement of our efforts. The best motivation, though, is to remind ourselves of the underlying reasons *why* we do what we do.

- **Why** we strive to fulfill our Vision, Mission, Values, and Goals is summarized in our Primary Roles in the Region (below)

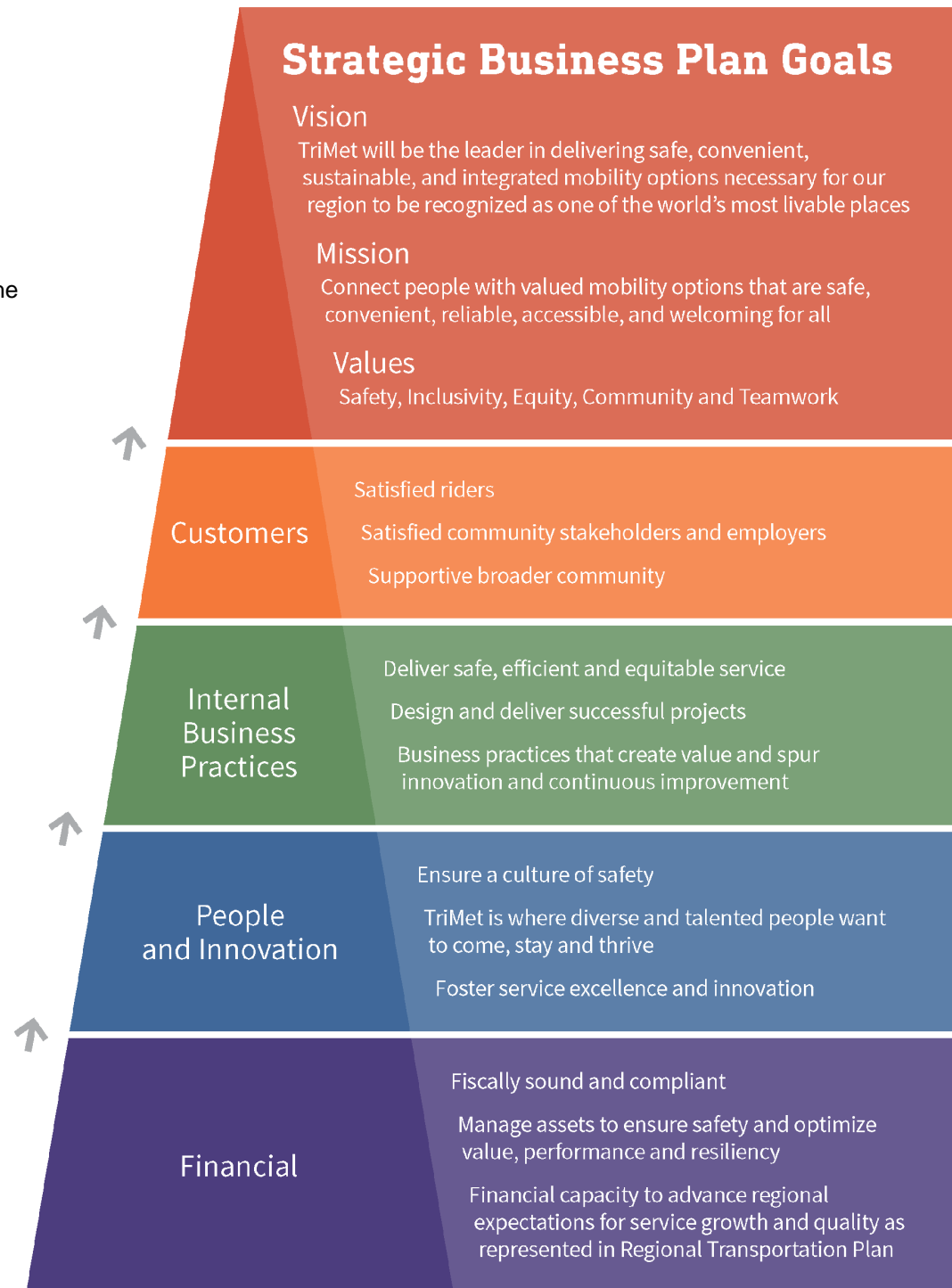
TriMet's Primary Roles in the region are providing access to mobility, services and projects that:

- **Support our economy and provide equitable opportunity:** Get employees to work, students to school, customers to businesses, and everyone to services with integrated mobility options
- **Ease congestion:** Attract many riders to transit and encourage travel modes other than driving by providing integrated mobility, coordinated information, and the kinds of service and capital projects that lead to development and lifestyles that rely less on driving, especially during rush hours
- **Provide mobility for those with few options:** Provide a critical service for older adults, people experiencing disability, school kids, low-income households, essential workers, households without cars, and others who have limited mobility options and support individual and regional resiliency; we do this by getting people to work, school, and other destinations on transit or with other accessible mobility options
- **Help shape the future of our region:** Deliver service, mobility options, transit-oriented development, and capital projects that attract residents, businesses, and development to centers, main streets, and corridors which communities have identified as future growth areas
- **Reduce emissions and support environmental sustainability:** Deliver mobility options and support development that encourage mobility other than driving; traveling by transit, walking, and bicycling especially promote personal and community health, and reduce resource use, greenhouse gases, and emissions in neighborhoods

Vision, Mission, Values, and Goals

Four Strategic Success Categories frame the Goals that are the focus of this Business Plan:

- Customers
- Internal Business Practices
- People and Innovation
- Financial



Strategic Priorities and Points of Emphasis

Strategic Priorities

TriMet will consistently:

- continue to build a **culture of safety** to improve system safety and security
- incorporate **equity** in our decision-making and activities

TriMet will strategically work toward the following priorities, for roughly a 5-15 year horizon:

Customers	
Enhance ridership and increase non-single-occupancy-vehicle trips	Pursue customer information, service, projects, measures of success, and regulations that increase use of transit and decrease single-occupancy vehicle driving
Enhance customer experience	<ul style="list-style-type: none"> ▪ Become a connector and integrator of mobility choices ▪ Significantly reduce customer travel times on key lines ▪ Increase cleanliness on vehicles and across the system
Enhance access to transit	Use short- and long-term tools to enhance access to transit, including transit-oriented development
Internal Business Practices	
System safety and security	<ul style="list-style-type: none"> ▪ Improve effectiveness of presence on the system by delivering training, implementing pilots, and using enhanced tools, techniques, and infrastructure for system safety and security ▪ Implement reimaged safety and security strategy
Optimize internal processes and systems	Pursue improved or new processes and systems to cost-effectively increase effectiveness
People and Innovation	
Training strategy	Finalize and implement long-term operating, safety, and maintenance training needs, approaches, and implementation steps
Financial	
Maintain our current system	Improve the state of good repair for TriMet assets to maintain our current system in good condition for our customers
Increase available funding for service and projects	Enhance available resources for service and projects by improving farebox recovery and increasing use, return, and value capture on TriMet assets
Manage funding and fleet to increase ridership	Manage fleet and network expansion to increase mid-term to long-term ridership by: <ul style="list-style-type: none"> ▪ Increasing and/or expanding bus service ▪ Delivering regional projects, such as Division Transit Project, the Better Red Project, and reliability investments

Points of Emphasis for FY2022

We must focus and emphasize specific efforts in this Business Plan and in the TriMet Budget. Again, considering **equity** in all of our activities and continuing to build a **culture of safety**, TriMet's points of emphasis for FY2022 are:

Customers	
Ridership and recovery strategies	<ul style="list-style-type: none"> ▪ Develop projections for ridership demand; deliver service and capital plans for most likely scenarios ▪ Develop strategies to restore ridership in the near-term and grow ridership in the long-term ▪ Restore service on lines most likely to attract returning and new riders and make adjustments based on financial capacity and demand
Reimagined safety and security	<ul style="list-style-type: none"> ▪ Design, finalize, and continue implementation as per established timeframes for short-, medium-, and long-term strategies
Added value to customers across the region	<ul style="list-style-type: none"> ▪ Develop new measures and targets that better measure success beyond ridership ▪ Further update strategies and continue implementation to reduce carbon emissions
Internal Business Practices	
Implement Information Technology Strategic Plan	<ul style="list-style-type: none"> ▪ Implement the strategic Information Technology plan to make our systems more reliable, our data more useful, and our work more effective and efficient
People and Innovation	
Enhance equity for employees	<ul style="list-style-type: none"> ▪ Continue to implement recommendations from employment diversity report
Resource management	<ul style="list-style-type: none"> ▪ Develop strategies to align internal resources to available financial capacity
Financial	
Financial resiliency	<ul style="list-style-type: none"> ▪ Plan for economic volatility, matching service and capital to foreseeable resources
Capital program	<ul style="list-style-type: none"> ▪ Update new capital resourcing and plans commensurate with outcome of Get Moving 2020 ballot and other partner funding (e.g., transit-oriented development or other opportunities) ▪ Ensure delivery and execution of large capital projects and key state of good repair replacements



Strengths, Weaknesses, Opportunities, and Challenges

Each year, we will refresh our understanding of our current circumstances. The rest of the contents of the Business Plan are informed by our understanding of our strengths, weaknesses, opportunities, and challenges. These are included in our thinking when developing Key Strategic Actions and expectations for our Targets.

Strengths

- System safety is a value at TriMet
- Mission-driven work
- Employees who are the face of TriMet and provide customer service every single day
- HB2017 funding from state
- Overall positive public support of TriMet
- Proven ability to expand
- Regional thought leader and influencer
- Accessible, open data with good supporting information technology infrastructure
- Progress on providing more comprehensive information to customers about options for traveling within the region
- Support from Congressional delegation and State leadership
- Ability to maintain highest ratings from Moody's (Aaa), S&P (AAA) and Kroll (AAA)
- Demonstrated desire to work across departments and divisions
- Improved average age of fixed-route bus fleet
- High Hop Fastpass® use
- Low-income fare rapidly gaining customers
- High level of pension funding
- Remote work technology tools available and deployed

Weaknesses

- Have not yet fully achieved a consistent culture of safety
- Many competing needs for capital and operating resources
- Significantly reduced financial resources due to COVID-19 impacts and requirements
- Economic downturn resulting from pandemic
- Workload, expectations, and staff capacity not consistently well-matched
- Physical separation of administration employees and operations employees hinders communication and teamwork
- Potential reduced employee engagement and retention risks due to merit suspension and other COVID-19-caused financial impacts and related policies
- Working and Wage Agreement limits flexibility
- Not a consistent and shared internal understanding of what it means to provide excellent customer service
- Dispersed and not fully coordinated data collection, management, and document sharing
- TriMet is in the early stages of refining systems to better deliver large numbers of small capital projects
- Training needs at all levels
- Incomplete internal resources for communicating with our riders and communities with limited English proficiency
- Capital asset maintenance and replacement needs
- Still developing succession planning and technical capacity

Opportunities

- Strong public and jurisdictional support for existing and expanded public transit
- Enhanced public input with new tools and approaches for better understanding of customer needs
- New technologies available for data analysis, information, and communication
- External partnerships, including transit agency peers and jurisdictions with transportation regulatory authority
- Advance opportunities to collaborate with Union leadership
- Bus-only lanes and other transit prioritization
- Pursue and leverage new technologies available for productivity and new services
- Open source and open data community connections
- Increase safety and security community partnerships and strategies on the system
- Transportation Network Companies (TNCs) and other travel options may help solve “first- and last-mile” challenges
- Capability of electric bikes to extend range of access (“last miles”) to transit
- Autonomous vehicle technology and potential for safety and efficiency benefits
- Support at federal level (Federal Transit Administration and Congress)
- Further transit-oriented development leveraging
- Reputation for project delivery success
- Ability to leverage strong brand
- Potential for 3rd party commercial revenue generating opportunity
- Regional and local growth policies
- Further expand diversity of TriMet staff and contractors
- Light rail fleet replacement and remanufacturing
- Advances in clean fuel technology

Challenges

- Competing regional demands and priorities
- Reducing carbon footprint
- Enhanced safety of employees who provide direct service to customers
- Resiliency to significant but rare events such as earthquakes and infectious diseases
- Federal appropriation levels and funding availability
- Congestion impact on bus travel times
- Operating complexity and/or cost of some services
- Perception of level of safety and security for riders
- Limitations on resources to meet customer demand for latest technology products and services
- High customer expectations of service levels and service capacity
- Disruption to riders by persons with an emotional or mental disability
- Changing political and regulatory environment
- Portions of service area lacking sidewalks or with inaccessible crossings and sidewalks
- Cybersecurity threats
- Maintaining consistent coordination with local partners to help transit operate more efficiently with less delay
- Concerns about facilities and projects from nearby residents
- High project-related real estate costs
- Ride hailing companies and other mobility options could be destabilizing
- Waning public trust in government and large institutions
- Quick and timely delivery of service and facilities
- Potential risk of major safety incident (e.g., train derailment)
- Robust local and transit industry construction demand creates price and delivery risk for TriMet capital projects
- Needs for asset maintenance and replacement impacts available budget
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making
- Uncertainty in clean fuel technology timing and reliability

Premises

Agency	<ul style="list-style-type: none"> ▪ TriMet vision, mission, and values for mobility integration continue to guide TriMet ▪ TriMet will strengthen its culture of safety ▪ TriMet, along with the community, will continue to work to resolve systemic racism and ensure equity
Requirements	<ul style="list-style-type: none"> ▪ TriMet will meet or exceed all regulatory obligations at federal, state, and local levels
Cost effectiveness	<ul style="list-style-type: none"> ▪ All proposed actions will be informed by the need to ensure cost effectiveness and risk mitigation
Growth	<ul style="list-style-type: none"> ▪ Ridership demand and service needs will be impacted for multiple years by COVID-19, by the rapid expansion of remote work opportunities and overall of shifting travel patterns ▪ Population growth continues in the same general pattern using Metro’s projections
Economy	<ul style="list-style-type: none"> ▪ Consistent with projections by the State of Oregon, total employment and business activity will be lower than pre-COVID-19 levels for a minimum of three years ▪ Regional growth will recover and continue in the long run ▪ Fuel/energy prices will stay relatively stable over the five-year horizon
Financial	<ul style="list-style-type: none"> ▪ TriMet will continue to use state funding provided by HB2017 to provide for the low-income fare program. In the short run, remaining funds will be used to preserve service during the economic downturn. In the long-run, funds will be used to expand service (especially to low-income communities), purchase non-diesel buses, assist in building needed facilities to support growth, and facilitate community/job connectors ▪ Emphasis on state of good repair needs to continue ▪ After taking into account the federal grants related to COVID-19, federal and state funding and oversight will remain relatively constant ▪ TriMet maintains its excellent bond rating
Sustainability	<ul style="list-style-type: none"> ▪ Increasingly urgent need to reduce carbon emissions
Service	<ul style="list-style-type: none"> ▪ Service will grow and respond to changing demographics in various communities in the region ▪ TriMet continues to focus on its vital culture of safety as well as on-time performance for rail and bus
Vehicle technology	<ul style="list-style-type: none"> ▪ Fleet mix – TriMet continues to operate mostly 40-foot buses; TriMet will add articulated buses for the Division Transit Project and will be testing articulated buses for other lines ▪ TriMet continues to pursue the Non-Diesel Bus Plan¹ with adjustments as necessary due to financial capabilities and technological developments and performance ▪ Autonomous vehicle technology offers some opportunities and potential challenges which require more exploration

¹ trimet.org/electricbuses/pdf/TriMet-Non-Diesel-Bus-Plan-September-2018.pdf

Update on Progress and Mobility Management

Update: Progress on Objectives

This year, so much happened and our society was forced to question a lot of previous assumptions. Despite the challenges, we have made some progress, and you will see that reflected in the pages of this Business Plan. We also have had to adjust to changing circumstances.

One change from last year is the removal of what was previously Objective 19, “Meet milestones for successful development of Southwest Corridor”. We had made substantial progress in design and project development on the project. Funding for the project had been included in the “Get Moving 2020” regional transportation funding measure, but the measure was not approved by a majority of voters. Due to the failure of that measure, there is not currently a viable way to continue with the Southwest Corridor Light Rail Project. This Objective has been removed from the Business Plan and subsequent Objectives have been renumbered.




TriMet continues to pursue the Non-Diesel Bus Plan. Our first five battery electric buses which we operated on Line 62 taught us a lot, but they also required a lot of maintenance and experienced a lot of down-time. We are hopeful that, as we work cooperatively with the manufacturer, we will see improvements to those buses, providing more consistency of service. In the meantime, we are sending away some of our diesel buses for complete overhauls, including swapping the worn engine out for a full electric bus drive and sufficient batteries to operate shorter schedule blocks without in-field charging. We also have additional electric buses from other manufacturers either on order or coming as a loan so we can test out a wide range of buses. This will help us learn as much as possible about the best options while we prepare for the time just a few years away when we expect new buses we order will no longer be fueled by petroleum products.

Update: Measures and Targets

This has been a challenging year as reflected in a number of our Measures. The COVID-19 pandemic and the following economic impacts have reduced ridership demand and had a series of cascading impacts on our performance.

One bright spot is in Measures of access to transit for two Goals: Satisfied community stakeholders and employers [Customers Goal 2] and Deliver safe, efficient, and equitable service [Internal Business Practices Goal 1]. TriMet added new Frequent Service lines since the last analysis, significantly increasing coverage area. In the spring of 2020, before the end of fiscal year 2020 but after the analysis reported in the last Business Plan, TriMet added service and upgraded two bus lines to Frequent Service: Line 20 – Burnside/Stark and Line 76 – Hall/Greenburg. This represents an 18.3 percent increase in total Frequent Service bus line length in the region.

For those Measures that are off Target, we have assessed the current needs, expected outcomes of Key Strategic Actions underway and we have amended or added Key Strategic Actions where appropriate. For those Measures that are close to Target but in the “caution” category, we have had to adjust Key Strategic Actions where needed.

Measure Status	 = on target	 = caution	 = off target
Number of Measures	53	5	15
Percent of Measures	72.6 percent	6.8 percent	20.5 percent

Note: Percentages do not add to 100 percent due to rounding

Update: Key Strategic Actions

In last year’s Business Plan, there were 133 Key Strategic Actions. We made progress on many and successfully completed or accomplished others (or they are on schedule to be complete by the end of the fiscal year). In other cases, efforts have become continual and they have been incorporated into regular business activity, and therefore the Key Strategic Action has been deleted.

Status	Number	Description
✓ Accomplished	26	Accomplished or substantially complete. See individual Objective pages for details (look for green check marks).
New or restated	41	New or substantially restated Key Strategic Actions, including those implementing reimagined safety and security for TriMet

Addressing COVID-19

Like every person and every organization, TriMet experienced severe impacts from COVID-19. Operating safely and reliably during a global pandemic has been an unprecedented challenge. TriMet quickly reacted to the threat caused by the risk of COVID-19. We created an internal task force that gathered information from reliable sources locally, nationally, and globally. We conferred with experts at the Oregon Health Authority (OHA), American Public Transportation Association (APTA), other transit agencies, county health offices, congressional delegates, the Governor’s office and state and local agencies to get the most current information on COVID-19. We sought the most up-to-date and accurate information based on the facts and evidence available.

For example, TriMet’s on-board spacing and loading requirements and our face covering and mask requirements were developed in compliance with OHA guidelines. TriMet held an employee town hall via remote video technology, with Dr Jennifer Vimes, Multnomah County Health Officer and lead health officer for the tri-county region. Our cleaning protocols, which include fogging the interior of vehicles with hydrogen peroxide overnight, were developed with information from many sources, including the Centers for Disease Control (CDC).

The final version of this Business Plan will be published in late March 2021. By that time, millions of Americans will have received a vaccine and we fervently hope that case rates will be dropping dramatically. Perhaps by this time in 2022, COVID-19 as a disease will mostly be a memory and we will be able to focus more directly on the economic recovery. Regardless, TriMet will continue to seek the best information available to operate and maintain our vehicles and our service in ways that minimize risk to all.

Mobility Management

TriMet’s mission is to connect people with valued mobility options that are safe, convenient, reliable, accessible, and welcoming for all. The core of that effort is to provide safe, seamless, and attractive bus, rail, and paratransit service. However, the options for mobility have expanded greatly in this decade. TriMet’s primary roles in the region can be enhanced by making connections between transit and other modes as frictionless as possible. “Mobility management” is about enabling the complete trip, which may or may not include transit, but which enables people to get around without being forced to use a car.

However, mobility management is about more than customer information and an easy-to-use trip planning interface that works on any mobile device. In order to improve mobility in the region substantially, we must do more. This includes taking care of what we have now: maintaining and optimizing service; enhancing access to mobility options; building projects; and providing seamless mobility options. TriMet will keep working hard to make services more convenient for current and future customers, more sustainable, and to help people navigate all the mobility options available to best fit their needs.

Serving the Community with this Plan

TriMet continues to enhance our ongoing engagement efforts to understand the needs and desires of our riders and the broader community and inform our annual service planning, budget, safety efforts, and the Business Plan. As we continue to engage the diverse communities across the tri-county service area we are committed to constantly looking for opportunities to improve our approach, our systems, and our services in response to the information, perspectives, and feedback we gather.

TriMet uses a wide variety of methods to engage with the public, our riders, and especially communities that are traditionally under-served and under-represented. The following is a summary of some of the key engagement activities we use.

Reimagining safety and security² – During the past year, TriMet worked with various organizations across the region to rethink its approach to safety on our system. TriMet partnered with 42 organizations including the Coalition of Communities of Color and Portland United Against Hate to survey their stakeholders and conduct several different focus groups. We talked with stakeholders, including volunteer advisory committees, system riders and frontline employees who work on and/or ride the system daily. In total, the survey collected feedback from more than 13,000 people, with hundreds more participating in over 30 focus groups. In addition, community-based organizations conducted more than 300 interviews to reflect the diversity of our community. Interviewees included, but were not limited to, low-income riders, riders experiencing disability, people of color and riders who speak a language other than English.

TEAC – Every month, TriMet’s **Transit Equity Advisory Committee** convenes and provides insight and guidance to TriMet staff and the General Manager on issues of equity, access, and inclusion. Members represent a diverse cross-section of community leaders and serve to extend the agency’s outreach and community involvement (trimet.org/meetings/teac). Current TEAC member agencies include the following nonprofit and community based organizations and programs: Africa House (part of Immigrant and Refugee Community Organization [IRCO]), Asian Family Center (also part of IRCO), Bus Riders Unite!, Central City Concern, Centro Cultural de Washington County, Clackamas Community College, Clackamas Workforce Partnership, Gresham Planning Commission, Immigrant and Refugee Community Organization (IRCO), JOIN, Latino Network, Milwaukie High School, Multnomah County Youth Commission, Oregon Food Bank, Portland Community College, The Street Trust, and a TriMet Board Member.

TEAC Subcommittee: Safety and Security – TriMet has formed 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 and historically underrepresented groups, youth or other vulnerable populations. The group includes member organizations and/or agencies like the Coalition of Communities of Color, IRCO, Portland Opportunities Industrialization Center (POIC)/Rosemary Anderson High School, Oregon Food Bank, SE Works, Constructing Hope, Multnomah County Disability Services Advisory Council, Multnomah County Mental Health and Substance Abuse Advisory Committee, and Ride Connection. As a result of the Reimagined Safety and Security initiative TriMet will be adding more community partners to this committee to ensure an even broader voice and perspective as we work to build out the 25 action items of the Reimagined Safety and Security plan.

TEAC Subcommittee: Youth Committee – this recently-launched youth-focused workgroup helps provide youth voice and perspective across TriMet’s many service areas. The group will focus much like TEAC but with a youth-centric approach. The initial areas of interest are safety, training, and youth fare.

² trimet.org/publicsafety

CAT – The **Committee on Accessible Transportation** advises the TriMet Board of Directors and staff on plans, policies and programs for older adults and those experiencing disability. The General CAT Business meeting occurs every two months (trimet.org/meetings/cat). Additional field activities, sub-committees, and ad hoc committee meetings are scheduled as needed.



Language Access Advisory Committee – TriMet has formed a new committee to guide our implementation of the updated Language Access Plan. In addition, the committee supports and advises on the work of TriMet’s Transit Equity, Inclusion and Community Affairs Department and the outreach to TriMet riders with Limited English Proficiency. The committee consists of bilingual working professionals from community-based organizations and other government agencies that have a history, experience, and or passion for ensuring that access, especially for those with English as a Second Language, is available across public systems in a thoughtful and consistent manner. The committee currently has members who are able to speak and read in Spanish, Vietnamese, Russian, Chinese, Korean, Arabic, and English. In the year ahead, the committee will be instrumental in helping inform TriMet’s approach to ensuring limited-English-proficient riders and community members understand how to navigate the region’s public transit system, save on their fares, and engage to ensure their voices are represented and informing the TriMet’s efforts.

Ongoing TriMet agency and initiative outreach

Over the course of the year, TriMet staff across a variety of program areas and departments engage in hundreds of community engagement and outreach efforts. From our monthly Rider’s Club outreach that reaches over 60,000 riders to our daily rider support work with our street team staff, to onboard customer surveys (when feasible) where staff connect with thousands of riders, TriMet works to leverage every channel possible to engage our community, keep our riders informed, and provide them a forum to provide us with feedback.

TriMet annual budget and service planning outreach – TriMet partners with a host of community based organizations and Board members to ensure opportunities for community engagement and feedback within each of TriMet’s seven Board districts. In partnership with community groups, TriMet works to ensure that these opportunities are located in accessible community locations at various times to support maximum community participation.

Project outreach: Community Affairs – TriMet’s Community Affairs program creates connections between design teams, construction crews and the communities where new transit infrastructure or improvements to the system are being built. The team is responsible for raising awareness of these projects and gathering input from the communities they will serve.

During the design phase of a project, the Community Affairs team builds personal relationships with people and organizations to help weave community values into the technical fabric of transit projects. They serve as a first point of contact and long-term resource for residents, businesses and property owners within a specific geographic area. Their work includes establishing project advisory committees, engaging with community-based organizations, tabling at community events, and actively gathering feedback about proposed projects, in person and online. With this information, they help project staff integrate community perspectives into designs.

During construction, the Community Affairs team draws on established relationships to help minimize impacts for businesses and residents by advising construction managers about the unique needs at each site. Representatives keep people informed about what to expect during construction, and are available 24 hours a day to resolve any problems that may arise. They support small businesses by providing customized signage and connecting them with resources like free business consulting services. The team also leads safety outreach around the opening of new transit services.



TriMet's reduced fare program – In 2018, TriMet launched a low-income fare program, providing Oregon residents who had an annual income at or below 200 percent of the federal poverty level with the chance to save up to 72 percent off the cost of fare. Now in its third year, the program has already enrolled over 33,000 participants. TriMet stays connected to low-income fare program customers and also with over 30 community based and government social service providers who make up the backbone of the program by providing registration services to program participants all across the tri-county region. These partner location agencies also create opportunities for TriMet to receive daily feedback and provide forums for TriMet staff to communicate not only directly to our rider community but also to the organizations that provide ongoing wrap-around services to some of our riders. Current partners include the following agencies: Immigrant and Refugee Community Organization (IRCO), Care Oregon/Health Share (Oregon Health Plan/Medicaid), Oregon Department of Human Services - eight locations, Cascade Aids Project, Washington County Maternal and Reproductive Health, Catholic Charities, Washington County WIC Program, Centro Cultural, Clackamas County Health and Human Services, Outside In, Clackamas County Corrections, Transition Center, Rosewood Initiative, PSU Parking and Transportation, Transition Projects, Portland Community College, Urban League of Portland, Clackamas Community College, Division Midway Alliance, Pacific University, Go Lloyd, Gresham/Barlow School District, Good Neighbor Center, Worksource Portland, JOIN, Oregon Employment Department Clackamas, Community Action Organization, Home Forward, Metropolitan Family Services, and Human Solutions.

Multicultural outreach and engagement services – TriMet is deeply committed to serving all people in our community. We realize that we serve a very diverse and complex community and in order to engage our community in the most culturally appropriate manner, staff works with community-based organizations to enhance our engagement efforts with underrepresented communities on a wide-range of projects and initiatives. These services are also intended to strengthen organizational capacity within underrepresented communities and increase opportunities for relationship building with TriMet. Currently, TriMet works with at least two dozen community-based organizations and is looking to add more to ensure our outreach efforts are designed in partnership with community experts and organizations based in the communities we are working with.

TriMet representatives at community meetings and conversations – TriMet staff are also very active in participating in dozens of community conversations, task forces, and planning efforts to stay connected and informed with the opportunities and challenges faced by our riders and community. Staff participate with groups like Portland United Against Hate, East County Caring Community, Metropolitan Alliance for Workforce Equity, Oregon Association of Minority Entrepreneurs (OAME), Business Development Institute, National Association of Minority Contractors (NAMC) Oregon, Professional Business Development Group, Reimagine Oregon, and with other ongoing community conversations.

Riders Club is TriMet's online engagement program. This 60,000-plus person email list offers a direct, filter-free way to communicate with riders, nurture their interest for transit and reward their passion for our services. Members receive regular emails with agency news, giveaways, discounts, and more. The Club also provides a pool of people to survey about agency plans and use as beta testers for new technology. This direct feedback helps ensure we are responsive to the needs of riders. Riders Club is one of the largest and most successful online engagement programs in the transit industry.

Rider and public comments on any topic are recorded and the data are analyzed periodically to identify trends to help TriMet address customer and community needs.

The Business Plan is presented during public Board meetings, with annual results near the end of every summer, a strategic update at a Board retreat every fall, a draft version available for public comment every January, and a final version released every March for the coming fiscal year, which starts July 1 of each year. The Plan is always available at trimet.org/businessplan.



All of these relations and the information gathered guide TriMet's decision-making and inform and shape the Objectives, the Targets, and the Key Strategic Actions of the Business Plan each year.

Community engagement during the COVID-19 pandemic – Like many organizations TriMet has had to find new and innovative ways to engage partners, riders, and community. The COVID-19 pandemic has not only made traditional efforts like in-person community forums and group meetings impossible for TriMet, it has also limited the capacity of many of TriMet's community based partners in how they can gather feedback and bring their various rider communities together. TriMet has benefited from the expertise and judgement of many of our community-based providers to understand the best methods for continuing our engagement efforts. Over the last year through the effort for reimagining safety and security on public transit, we received some of the highest volumes of feedback in agency history on how to make the system more safe and welcoming. This was possible by working with our community-based partners so they help design and deliver the different engagement efforts. TriMet and its partners were able to go beyond the virtual meeting tools of WebEx and Zoom and go low tech using person-to-person contacts, one-on-one meetings, many voice phone calls to minimize technology needs, small social distanced conversations, and provider-led language-specific engagement with organizations that had both expertise and staff to conduct language-specific engagement in support of gathering feedback across many different communities in a variety of languages. The agency also saw an increase in community responses by investing in non-English social media sites that provided feedback from non-traditional respondents in multiple languages. TriMet aims to continue these efforts and grow new partnerships in the year ahead to build on the successful engagement of the last year despite the pandemic. True to our Mission, we continually work to demonstrate that, when it comes to TriMet, all are welcome.

Goals, Objectives, Measures, Targets, and Key Strategic Actions

The following pages identify Objectives, Measures, Targets, and Key Strategic Actions designed to make smart, measurable progress on each of the Goals. In the following pages, you will find:

- Goals – Statements of expected or desired achievements or outcomes
- Objectives – More specific statements to elaborate on Goals in a way that is actionable and leads to Measures, Targets, and Key Strategic Actions
- Measures – Quantitative or qualitative methods of identifying the performance or status of progress regarding Goals and Objectives
- Targets – Specific planned-for performance on Measures. Each Measure has an associated Target to ensure that the Business Plan is focused and leads to a clear indication of whether targets are being met (and therefore test whether chosen actions are effective)
- Key Strategic Actions – Specific actions identified to make progress toward Targets that can be clearly assigned and managed

Our Strategy Map gives structure to Goals of the overall TriMet Business Plan. On the following pages, Objectives, Measures, Targets, and Key Strategic Actions provide more clarity about where we are making progress. We will coordinate the efforts and actions of all TriMet departments so that our efforts are aligned at each level.

Simple icons next to each Measure show our status and each Objective table has a description of results.

A list of acronyms and definitions for terms used is included at the end of this Plan.



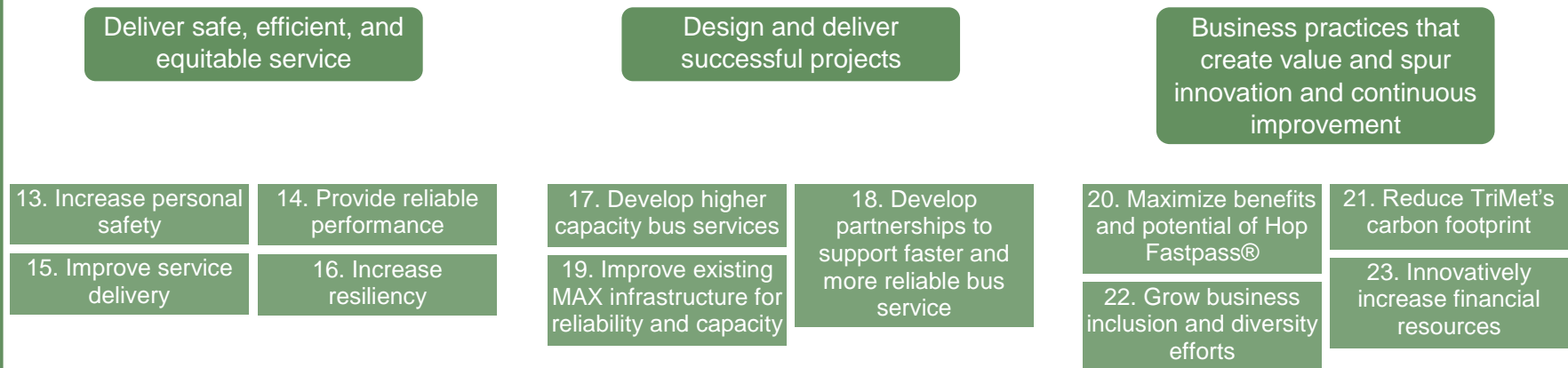
Goals and Objectives Overview

Each of the 12 Goals has one or more Objectives which help define our intentions and lead to Key Strategic Actions. The Goals and Objectives for FY2022 are summarized here. The following pages present far more detail, including specific Measures and Targets to provide feedback on progress toward Goals and Objectives, and Key Strategic Actions for each Objective.

Customers



Internal Business Practices



People and Innovation

Ensure a culture of safety

24. Successfully implement the Safety Management System (SMS) across the organization

TriMet is where diverse and talented people want to come, stay, and thrive

25. Invest wisely in people
27. Foster sense of community and cross-functional camaraderie
29. Recruit a talented workforce

26. Ensure open and honest communication between management and direct-customer-serving employees
28. Achieve agency Affirmative Action goals
30. Pursue professional growth for employees

Foster service excellence and innovation

31. Foster employee innovation, including process improvements and partnerships

Financial

Fiscally sound and compliant

32. Manage financial performance within Strategic Financial Plan guidelines

Manage assets to ensure safety and optimize value, performance, and resiliency

33. Meet or exceed state of good repair targets for all identified asset classes

Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan



34. Manage financial capacity to deliver regional expectations for service growth
35. Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost

Customers



Everyone in the TriMet region is a customer in the sense that we strive to provide an effective and efficient public service that benefits all within our region. By providing transit, we benefit our riders, but also provide benefits to employers, community stakeholders, and to the broader community. Along with our riders, they have expectations for TriMet in terms of congestion, environmental sustainability, and community benefits, so we have also included them here.

Satisfied riders [Customers Goal 1]

Measures of Ridership and perceptions of safety


 Average weekly fixed-route boardings 

Down 63.4 percent compared to same time previous year (Jan 2021)

 Customer complaints about personal safety and security per 100,000 boardings (Bus and MAX combined) 

4.2 per 100,000 boardings during FY21 through Feb 2021


Measures of equitable service – Lines serving areas with higher than average populations of persons of color, compared to other lines:

 Revenue hours


Within 5 percent, equal or better

 Vehicle loads


Equal or better

 On-time performance


Within 5 percent, equal or better

 Service availability


Equal or better

 Bus vehicle assignments





Equal or better

 MAX vehicle assignments

Equal or better

 Stop amenities (seating, lighting, elevators, digital displays, shelters, signs, maps, and/or schedules, and waste receptacles)

Within 5 percent, equal or better

 = on target  = caution  = off target  = COVID-19 impact


Measures of equitable service – Lines serving areas with higher than average populations of low-income persons, compared to other lines:

 Revenue hours


Equal or better

 Vehicle loads


Equal or better

 On-time performance


Equal or better

 Service availability


Equal or better

 Bus vehicle assignments

Equal or better

 MAX vehicle assignments




Equal or better

 Stop amenities (seating, lighting, elevators, digital displays, shelters, signs, maps, and/or schedules, and waste receptacles)

Within 5 percent, equal or better

Notes:

- Ridership impacted by COVID-19 pandemic restrictions and economic impact. This also impacts the customer complaint rate because it is calculated compared to a lower number of total boardings.
- Equity analysis results were based on service in place during spring 2020, when service was approximately 90 percent of that provided before the COVID-19 pandemic restrictions and economic impact dramatically changed demand and funding, forcing changes in service. Results in equity are similar to last year, when service was higher.

 = on target  = caution  = off target

Satisfied riders [Customers Goal 1]

OBJECTIVE

1. Provide safe service

FY2021 RESULTS and PROGRESS

- Engaged community members and stakeholders in reimagining safety and security
- Developing strategies to implement recommendations by Transit Public Safety Advisory Committee including:
 - Agency-wide training on anti-racism, cultural competency, mental health, and de-escalation techniques for TriMet employees
 - Increasing the presence of TriMet personnel on the system and exploring community ambassador rider support models; the additional presence being diverse, reflecting the region’s range of ages, races, and abilities, and focused on making the system safer and more welcoming for all
 - Developing a crisis intervention team model that is focused on supporting transit riders experiencing a mental health crisis or other behavioral health issues
- Redirected \$1.8 million to explore new community-based services to expand TriMet approach to safety and security
- Extended timeline on testing of non-revenue vehicle(s) with autonomous vehicle technology due to COVID-19 impacts and demand on available resources

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Continuously engage with community groups and riders to meet safety needs on board vehicles and at TriMet facilities	●	●	●	●	●
2	Y	Y	Implement updated security deployment strategies	●				
3	Y	Y	Develop and implement reimagining safety and security plan action items	●	●	●		
4	Y	Y	Continue outreach and engagement with stakeholder groups on reimagining safety and security plan action items	●	●	●	●	●
5		Y	In collaboration with state, regional and local governments, develop policy framework and take initial steps for testing of non-revenue vehicle(s) with autonomous vehicle technology		●	●	●	
6	Y	Y	Provide agency-wide training on microaggressions for all employees	●	●			
7	Y	Y	Provide training on de-escalation techniques for all TriMet employees who regularly interact with members of the public	●	●			

Satisfied riders [Customers Goal 1]

OBJECTIVE

2. Increase ridership

FY2021 RESULTS and PROGRESS

- Bus service hours reduced to respond to diminished demand due to COVID-19 restrictions and economic impacts on ridership activity
- FY22-23 draft State Transit Improvement Funds (STIF) Plan approved by advisory committee. This funding, provided in House Bill 2017 (HB2017) “Keep Oregon Moving”, continues to support investments including battery electric buses and the low-income fare program; service funded by HB2017 defined in Public Transportation Improvement Plan³ through FY2023
- More bus lane and intersection treatments installed in partnership with City of Portland, reducing travel times, improving reliability, and minimizing delays to bus riders; projects include:
 - Completed: Business Access and Transit (BAT) lanes on Martin Luther King, Jr Blvd and Grand Ave between SE Clay St and NE Broadway
 - Completed: Bus lanes, modified turn lanes, and stop improvement that reduce congestion for buses at four additional locations (NW Flanders/ NW18th and NW 19th; NE 57th/ NE Sandy; N Greeley/ N Killingsworth; and NE Prescott/ NE 82nd)
 - Underway at time of publishing: Improvements on SE Hawthorne Blvd and SE Madison St from SE Grand Ave to SE 12th Ave
- Expect to complete agreement with developer after award of housing bond money in first half of 2021 for transit-oriented development at Hollywood Transit Center, including over 200 affordable apartments⁴

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Finalize development and implement ridership recovery plan, including:	●	●	●	●	●
1.1	Y	Y	Focus marketing on restoring ridership, potentially including personalized marketing programs (e.g., new resident information or piloting tourist-focused automated tours)	●	●	●		
1.2	Y	Y	Enhance communications and outreach, using market research, to encourage returning and new riders	●				
1.3	Y	Y	Enhance high-demand service with HB2017 funding that will result in significant ridership increases	●	●	●	●	●

³ trimet.org/betterbus/ptip.htm

⁴ As of early January 2021

Satisfied riders [Customers Goal 1]

OBJECTIVE

3. Improve overall customer experience

FY2021 RESULTS and PROGRESS

- ✓ Implemented technologies to allow customer information through chat function
 - Awaiting sufficient staff resources to respond to customers via chat function in times comparable to current channels such as phone calls
 - Increased frequency of cleaning for TriMet vehicles, including but not limited to new COVID-19-related protocols such as hydrogen peroxide fogging of interior
 - Developed strategy to deliver agency-wide customer experience training; implementation extended into FY2022

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS					
			FY22	FY23	FY24	FY25	FY26	
1	Y		Improve cleanliness of vehicles	•	•	•	•	•
2	Y		Implement agency-wide customer experience training	•	•			
3	Y		Develop strategy for enhancing customer experience culture		•	•		

✓ = Completed Key Strategic Action

Satisfied riders [Customers Goal 1]

OBJECTIVE

4. Ensure equitable distribution of services and resources across the TriMet system

FY2021 RESULTS and PROGRESS

- ✓ Continued partnering with nearly 50 non-profits, social service agencies, colleges, and universities to expand access to low-income fare program⁵; extending low-income fare outreach activities due to slowdown in demand caused by COVID-19 impact on ridership demand
- All lines serving neighborhoods with *higher* than average percentage of people of color and/or people with low incomes are better than, equal to, or within 5 percent of performance compared to other lines serving areas with *lower* than average percentage people of color and/or people with low incomes on all measures
- Partnered with community-based organizations for outreach as part of TriMet's Language Access Plan:
 - Activities included virtual open houses, town halls, and public forum regarding hiring of new General Manager in Spanish
 - As part of reimagining safety and security efforts, conducted focus groups and survey interviews in multiple languages
- Using equity lens as part of reimagining safety and security
- Building more permanent communications and connections with community groups who represent communities of concern

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS					
			FY22	FY23	FY24	FY25	FY26	
1	Y	Y	Conduct annual review of service performance, vehicle assignments, and amenity distribution and implement needed service or amenity adjustments to reach equity targets	●	●	●	●	●
2	Y	Y	Conduct outreach and engagement activities with communities of concern to include equity in Service Plan and Budget decision-making	●	●	●	●	●
3	Y	Y	Implement updated TriMet Language Access Plan	●	●	●		
4	Y	Y	Externally validate equity lens, working with Transit Equity Advisory Committee and community partners, such as the Center for Equity and Inclusion and other culturally-specific service organizations	●				
5	Y	Y	Implement and assess equity lens	●	●	●	●	●

⁵ trimet.org/lowincome/



Satisfied riders [Customers Goal 1]

OBJECTIVE

5. Improve customer information and services

FY2021 RESULTS and PROGRESS

- ✓ Introduced new trimet.org site with enhanced functions and new enhanced multimodal trip planner to improve customer information regarding trip planning and provide more mobility options for each trip using quality, cost-effective open-source information technology
- Installed more than 75 very long battery life epaper displays at bus stops with information that can be updated remotely
- Provided information and guidance for Metro’s regional Emerging Technology Implementation Strategy, encouraging jurisdictions to establish policies and procedures around emerging mobility-related technologies to support transit and mobility management



KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y		Implement enhanced information to customers through technology advances and communications strategies:	●	●	●	●	●
1.1	Y		Deliver multi-year project to overhaul our existing digital information displays and introduce new and expanded digital components	●	●	●		
2	Y	Y	Enhance technology and partnership protocols in support of mobility management and mobility as a service (MaaS) to provide frictionless travel and customer information for all travelers	●	●			
3	Y	Y	Encourage cities, counties, and state to implement policies and procedures that support comprehensive and frictionless information on mobility options:	●	●	●	●	●
3.1	Y	Y	Research opportunities and needs	●	●			
3.2	Y	Y	Develop and pilot approaches		●	●		
3.3	Y	Y	Implement identified approaches that result in policies and procedures that support mobility options				●	



✓ = Completed Key Strategic Action

Satisfied community stakeholders and employers [Customers Goal 2]

Percent of *housing* within walking distance of...


 ...MAX stations 
3.1 percent increase



 ...Frequent Service bus lines 
35.5 percent increase⁶



 ...Division Transit Project 
3.6 percent increase

 ...All transit 
0.7 percent increase



Percent of *employment* within walking distance of...



 ...MAX stations 
5.5 percent increase



 ...Frequent Service bus lines 
35.4 percent increase⁷

 ...Division Transit Project 
0.7 percent reduction

 ...All transit 
0.7 percent increase

 Percent of retail employment accessible by all transit 
2.1 percent increase

 Cost per boarding ride on LIFT service 
Increased 78.1 percent, 12-month average (Jan 2021) compared to previous year

 Progress on initiatives to address climate change 
Battery electric bus progress continues, but some other efforts on hold due to COVID-19 impacts

Note: All measures of access to housing and employment were calculated based on available data; these data are not updated frequently enough to reflect conditions after COVID-19 pandemic restrictions and economic impacts were in place. Next year's analysis is anticipated to better reflect such impacts.

 = on target  = caution  = off target  = COVID-19 impact

⁶ TriMet added new Frequent Service Lines since the last analysis, significantly increasing coverage area

⁷ New Frequent Service Lines also increased this measure

Satisfied community stakeholders and employers [Customers Goal 2]

OBJECTIVE

6. Help shape the future of cities and our region in line with Metro 2040 Growth Concept

FY2021 RESULTS and PROGRESS

- Adopted TriMet transit-oriented development guidelines
- Transit-oriented development agreements and funding expected to be completed upon award of Portland Housing Bureau funding to developer in first half of 2021 for Hollywood Transit Center (expected to be 13 stories and include over 200 affordable apartments)
- Fuller Rd MAX station transit-oriented development with affordable housing (100 affordable apartments) sale expected to occur in early 2021, with construction scheduled to begin in spring 2021
- Using grant from Oregon Department of Transportation to develop transit-oriented development station area development strategies at three transit centers, including approaches to broaden community engagement
- In partnership with jurisdictional partners, using grant from Federal Transit Administration for transit-oriented development station area planning along the Red Line

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Implement framework and approach for TriMet's support of transit-oriented development and equitable housing and for value capture that supports transit demand around MAX, Division Transit Project, and Frequent Service bus; include management of real property and underutilized Park and Ride lots with first focus on Hollywood Transit Center and Fuller Rd developments	●	●	●	●	●
2	Y	Y	Complete station-area development strategy under grant from Oregon Department of Transportation with focus on three transit centers	●	●			
3	Y	Y	Pursue Hollywood Transit Center transit-oriented development concept to a viable contractual stage	●				
4			Provide transportation within the TriMet region and expertise in public transportation infrastructure for the World Athletics Championships Oregon 22 (world track and field championships in Oregon) July 15-24, 2022 ⁸	●	●			

⁸ <https://www.usatf.org/news/2020/world-athletics-championships-oregon22-to-be-held->

Satisfied community stakeholders and employers [Customers Goal 2]

OBJECTIVE

7. Ease congestion by providing attractive travel options during peak periods

FY2021 RESULTS and PROGRESS

- Better Red Project completed 90 percent design; scheduled to receive federal funding commitment during summer 2021

				FY2022 – FY2026 KEY STRATEGIC ACTIONS				
KSA Number	Strategic Priority	Point of Emphasis		FY22	FY23	FY24	FY25	FY26
1		Y	Implement Better Red Project extension to Fairplex and MAX system improvements to Gateway and Airport tracks using funding from Federal Transit Administration Small Starts Program	●	●	●		

Satisfied community stakeholders and employers [Customers Goal 2]

OBJECTIVE

8. Support the region’s economy by expanding employee access to jobs and customer access to businesses and services

FY2021 RESULTS and PROGRESS

- Continued outreach on low-income fare
- Although COVID-19 restrictions reduced growth in demand, over 33,000 people are registered in the program to use low-income fare
- “Rose Lane” bus priority lanes installed in more locations within City of Portland to improve bus operations and encourage additional development along frequent transit lines

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS					
			FY22	FY23	FY24	FY25	FY26	
1			Pursue and implement partnerships to provide mobility in low-productivity, lower-demand areas and times of day when demand is not high enough to provide cost-effective TriMet fixed-route service. Assess feasibility and, if promising, develop and implement pilot partnership for non-TriMet program	●	●	●	●	●
2			Develop steps with partners to implement future pilot connecting service(s) using autonomous vehicle technology			●	●	
3	Y	Y	Continue outreach to expand use of low-income fare program	●	●			

Satisfied community stakeholders and employers [Customers Goal 2]

OBJECTIVE

9. Advance mobility for those with limited options

FY2021 RESULTS and PROGRESS

- ✓ Started implementation of Hop Fastpass® use by LIFT customers; more implementation steps needed but slowed due to COVID-19 drop in demand and resource availability
- ✓ Completed the Coordinated Transportation Plan for older adults and those experiencing disability, in collaboration with other service providers, stakeholders, and accessible service users across the region
- When service reductions became necessary due to COVID-19 restrictions and drop in demand, demand by those with fewest options was incorporated and helped guide service reductions

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1			Implement pilot project for demand responsive service for older adults and those experiencing disability		●	●		
2	Y	Y	Provide transit service and mobility options for customers who are persons of color and/or have low incomes or face other mobility challenges	●	●	●	●	●

✓ = Completed Key Strategic Action

Satisfied community stakeholders and employers [Customers Goal 2]

OBJECTIVE

10. Improve environmental sustainability and stewardship

FY2021 RESULTS and PROGRESS


- Piloted short-range battery electric buses on Line 62 with issues encountered and lessons learned
- Additional charging infrastructure installed at Merlo garage
- Contracted with Gillig for new battery electric buses and Complete Coach Works for rebuilt buses repowered to battery electric
- Updated modeling of ability for battery electric buses using projected future range capacities to serve TriMet lines; the percentage of lines that could be served by 2030 with battery electric buses has increased, but is not yet projected to be 100 percent
- Projected timeline for usage of Columbia bus base for fixed-route bus garage has been postponed due to disruptions in ridership demand and resource availability caused by COVID-19; key strategic action removed for now and will be reinstated when called for by growing demand and when feasible given resource and funding capabilities
- Receiving and beginning tests on retrofitted buses, repowered from diesel to battery electric; includes one 60-foot-long articulated bus, which is the first one built in the US using new electric propulsion system

Note: More results related to sustainability and carbon emissions are detailed in Objective 21 Reduce TriMet’s Carbon Footprint

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1		Y	Purchase only electric (or other zero-emission) light-duty non-revenue vehicles and plan for transition of heavy-duty fleet to zero-emission or renewable diesel with a target of 75 percent or more of NRV light-duty fleet being zero-emission by 2030	●	●	●	●	●
2		Y	Implement TriMet’s Non-Diesel Bus Plan: Purchase additional non-diesel buses during five-year period while continuing to evaluate cost effectiveness and service reliability	●	●	●	●	●
3		Y	Complete construction of first 24 bus electric charging stations at Powell garage; construct six more charging stations at Merlo garage	●	●			
4		Y	Test retrofitted battery electric buses	●	●			
5		Y	Ensure all bus purchases after FY2024 are non-diesel				●	●
6		Y	Complete concept design, cost estimate, and life cycle cost modeling to finalize strategy for future zero-emissions fleet type(s)	●				
7		Y	Complete comprehensive review and analysis of non-diesel bus fueling options	●	●			
8		Y	Develop and implement strategic zero-emissions bus procurement and infrastructure development plan that implements the Non-Diesel Bus Plan allowing TriMet to operate an all zero-emissions fleet by 2040, including any critical path electrical or other utility infrastructure	●	●			
9		Y	Develop strategy and scope for battery electric bus charging facility needs based on battery electric bus use projections	●				

Note: Other actions related to sustainability and carbon footprint are detailed in Objective 21 Reduce TriMet’s Carbon Footprint

Supportive broader community [Customers Goal 3]

 Approval rating for TriMet in public survey
73 percent favorable⁹

 = on target  = caution  = off target  = COVID-19 impact

OBJECTIVE

11. Ensure strong support for transit and TriMet

FY2021 RESULTS and PROGRESS

- ✓ Enhanced opportunities for public engagement and incorporated stakeholder and community needs in planning and decision-making with emphasis on engaging our customers who are people of color and/or low income
- ✓ Provided to voters facts, data, and information that demonstrate need for additional public transportation investment
- ✓ Engaged public and provided information about budget development, service planning (four open houses and additional outreach and engagement), state-funded services, and transit improvement projects such as Division Transit Project, Southwest Corridor Light Rail Project, Better Red Project, Columbia bus garage, and many other, smaller projects across the district

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Amend Public Transit Improvement Plan to conform with State Transit Improvement Fund application requirements, with substantial public engagement and full compliance with state requirements		●		●	
2	Y	Y	Engage community for the Line 2-Division service reallocation when Division Transit Project begins service, including culturally-specific outreach	●	●			

 = Completed Key Strategic Action

⁹ People who responded “very favorable” or “somewhat favorable” when asked if they “have a generally favorable or unfavorable opinion of that organization”, fall 2019 regional survey

Supportive broader community [Customers Goal 3]

OBJECTIVE

12. Increase funding for regional mobility expansion

FY2021 RESULTS and PROGRESS

- ✓ Provided information, design, and engineering input to inform Metro regional transportation improvements bond (though bond was not approved by voters)
- Constructing Division Transit Project with funding from Federal Transit Administration
- Secured recommendation for federal funding for Better Red Project through Federal Transit Administration Small Starts grant; federal commitment of funding currently scheduled for summer 2021



KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS					
			FY22	FY23	FY24	FY25	FY26	
1	Y	Y	Develop strategy for future mobility expansion when demand and funding warrant			•	•	•


✓ = Completed Key Strategic Action



Internal Business Practices



Deliver safe, efficient, and equitable service [Internal Business Practices Goal 1]



Personal safety for customers, the public, and employees...



 Passenger claims (injuries) per 1,000,000 boardings 
1.5 per 1,000,000 boardings, annual average (Jan 2021)

 Number of preventable deaths
Zero (Feb 2021)



 Collisions per 100,000 miles (Bus) 
2.0 collisions per 100,000 miles, one year average (Jan 2021)



 Collisions per 100,000 miles (MAX) 
1.2 collisions per 100,000 miles, one year average (Jan 2021)



 Collisions per 100,000 miles (WES) 
0.4 collisions per 100,000 miles, year to date (Jan 2021)



 Collisions per 100,000 miles (LIFT) 
1.0 collisions per 100,000 miles, one year average (Jan 2021)



On-time performance...



 On-time performance (Bus) 
94.1 percent, FY2021 to date (Jan 2021)

 On-time performance (MAX) 
90.8 percent, FY2021 to date (Jan 2021)

 On-time performance (WES) 
97.7 percent, FY2021 to date (Jan 2021)


 On-time performance (LIFT) 
95.8 percent FY2021 to date (Jan 2021)

 On-time performance for lines serving areas with higher than average percentage of persons who are people of color 
Within 5 percent, equal, or better than lines serving other neighborhoods



 On-time performance for lines serving areas with higher than average percentages of persons with lower incomes 
Within 5 percent, equal, or better than lines serving other neighborhoods

 = on target  = caution  = off target  = COVID-19 impact



Availability and quality of service...

 Number of miles of Frequent Service¹⁰



229.2 (18.3% increase)

 Capacity – Peak period average weekday percentage of overloaded trips 



Less than 2 percent

 Travel time – average miles per hour including passenger stops (Bus system wide) 



14.1 miles per hour

 Travel time – average miles per hour including passenger stops (MAX system wide) 



18.0 miles per hour

 Vehicle loads on lines serving neighborhoods with higher than average percentages of persons who are people of color 

Equal or better

 Vehicle loads on lines serving neighborhoods with higher than average percentages of persons with lower than average income 

Equal or better

 = on target  = caution  = off target  = COVID-19 impact

¹⁰ TriMet added new Frequent Service Lines since the last analysis, significantly increasing Frequent Service coverage area

Deliver safe, efficient, and equitable service [Internal Business Practices Goal 1]

OBJECTIVE

13. Increase personal safety

FY2021 RESULTS and PROGRESS

- ✓ Completed, submitted and approved fully FTA-compliant Public Transportation Agency Safety Plan to Oregon Department of Transportation before deadline
- ✓ Through Transit Change Review Committee enhancements, developed and implemented process change management system to track changes and implementations across divisions to ensure safety and security and cultivate broader operational and functional benefits
- Completed safety baseline analysis of crossings for Blue Line
- Completed strategic plan for operations training
- Updated and enhanced rail operating rules to improve employee safety, especially for maintenance of way

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Adopt enhanced rail operating rules and develop training for implementation, including a formalized evaluation process	●	●			
2	Y	Y	Continue analysis and implementation of treatments at locations for rail crossing safety enhancements, informed by financial capabilities	●	●	●	●	●
3	Y		Implement key elements of operations and maintenance training strategy	●	●	●		

 = Completed Key Strategic Action

Deliver safe, efficient, and equitable service [Internal Business Practices Goal 1]

OBJECTIVE

14. Provide reliable performance

FY2021 RESULTS and PROGRESS

- MAX and bus on-time performance improved again, though benefits from reduced traffic due to COVID-19 and other efforts cannot be fully separated
- Replaced door sensor components on Type 2 and Type 3 MAX vehicles to reduce service disruptions
- Propulsion overhaul for Type 2 and Type 3 MAX vehicles mostly complete
- Mean distance between failures (how far an average bus travels in service before it needs unscheduled attention or repair) improved due to training and enhanced accountability procedures, meaning more reliability and fewer disrupted trips for customers
- New Type 6 MAX vehicles on order with expected delivery to begin in calendar year 2022
- Maintenance of way preventive maintenance on-time compliance increased to over 90 percent

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1		Y	Develop and implement five-year information technology roadmap	●	●	●	●	●
2	Y		Implement agency-wide, multi-faceted projects and operations enhancements for improving the service and maintenance components that contribute to on-time performance (especially vehicle reliability and switch reliability), including:	●	●	●	●	●
2.1	Y		Bus preventive maintenance and actions, especially enhancing vehicle reliability and efficiency	●	●	●	●	●
2.2	Y		MAX preventive maintenance and actions, especially enhancing vehicle reliability	●	●	●	●	●
2.3	Y		Maintenance of way actions including switch reliability, reliable power supply, and multiple campaigns to enhance safety and address operator system improvement suggestions	●	●	●	●	●
2.4	Y		Analysis and operations actions	●	●	●	●	●

Deliver safe, efficient, and equitable service [Internal Business Practices Goal 1]

OBJECTIVE

15. Improve service delivery

FY2021 RESULTS and PROGRESS

- ✓ Completed and implemented Scheduling process and technology enhancements
 - Additional Scheduling strategy recommendations on hold indefinitely due to impacts of COVID-19 on ridership demand and resource capabilities
 - Columbia bus garage building 10 under construction for centralized storage and distribution of parts
 - Rose Lane bus priority treatments in City of Portland installed to improve travel times
 - Information Technology Project Management Office successfully implemented multiple projects; completed agency-wide prioritization of information technology projects to support strategic implementation
 - On schedule to complete third task order (contracts) for enterprise content management system (ECMS) during FY2021 as part of multi-year roll-out
 - Completed first task orders within agency-wide facilities master plan that identified likely bus and rail fleet sizes in 2040 based on scenarios in the 2018 Regional Transportation Plan; process was temporarily put on hold due to changes in demand from COVID-19 but restarted with a more focused emphasis on planning for zero-emissions bus facility needs

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS					
			FY22	FY23	FY24	FY25	FY26	
1				●	●	●	●	●
2			●					
3	Y	Y	●	●	●	●	●	●
4	Y	Y	●	●	●	●	●	●
5	Y	Y	●	●				
6			●	●	●	●	●	●
7	Y		●	●	●	●	●	●

 = Completed Key Strategic Action

Deliver safe, efficient, and equitable service [Internal Business Practices Goal 1]

OBJECTIVE

16. Increase resiliency


FY2021 RESULTS and PROGRESS


- ✓ All-Hazards Emergency Management Plan completed and approved by the Oregon Department of Transportation; now subject to annual updates
- ✓ Provided training to Emergency Operations Center staff on emergency management roles and activities

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y		Continue to modernize fleet	●	●	●	●	●
2		Y	Implement internal information technology governance enhancements across the organization	●				
3	Y	Y	Implement strategy to build resilience into cybersecurity while managing threats, including greater employee awareness	●	●			

✓ = Completed Key Strategic Action

Design and deliver successful projects [Internal Business Practices Goal 2]

 On-schedule for starting service on Division Transit Project
On schedule for fall 2022 start of service

 Number of enhanced transit bus corridor and/or hotspot projects in development
Seven during FY2021 (Dec 2020)

 = on target  = caution  = off target  = COVID-19 impact

OBJECTIVE

17. Develop higher-capacity bus services

FY2021 RESULTS and PROGRESS

 Construction underway for the Division Transit Project with service scheduled to begin fall 2022

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	For Division Transit Project:	●	●			
1.1	Y	Y	Construct Project	●	●			
1.2	Y	Y	Deliver next generation transit signal priority on Division	●	●			
1.3	Y	Y	Take delivery of Division Transit Project higher-capacity buses and then place into revenue service	●	●			
2			Introduce higher-capacity buses on other bus lines:	●	●	●	●	●
2.1			Test on other bus lines	●	●			
2.2			Implement on other bus lines			●	●	●

 = Completed Key Strategic Action

Design and deliver successful projects [Internal Business Practices Goal 2]

OBJECTIVE

18. Develop partnerships to support faster and more reliable bus service

FY2021 RESULTS and PROGRESS

- ✓ On schedule to complete feasibility study of faster, limited-stop bus service, including potential use of freeway shoulder by end of FY2021
- ✓ Enhanced Transit Concept bus priority projects had been included as part of regional transportation funding measure in November 2020 (though bond was not approved by voters)
 - City of Portland installed bus transit priority improvements at seven locations:
 - Martin Luther King, Jr Blvd and Grand Ave between SE Clay and NE Broadway business access and transit (BAT) lanes – completed
 - N Greeley / N Killingsworth bus lanes for Line 35 – completed
 - NW 18th-19th / NW Flanders transit platforms for Line 24 – completed
 - NE 57th / NE Sandy turn lanes along Line 71 – completed
 - NE Prescott / NE 82nd left turn lane along Line 71 – completed
 - SE 52nd / SE Powell Blvd and SE Foster Rd left turn lane along Line 71 – completed
 - SE Hawthorne and SE Madison between SE Grand to SE 12th Ave lane improvements for multiple bus lines – scheduled spring 2021

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Implement Enhanced Transit bus priority improvements (including “Rose Lanes”)	●	●	●	●	●
2	Y	Y	Increase supportive policies for improving transit travel time and performance with cities, counties, Metro, and Oregon Department of Transportation	●	●	●	●	●
3			Pilot feasibility of faster limited-stop bus service including potential use of freeway shoulders			●		

 = Completed Key Strategic Action

Design and deliver successful projects [Internal Business Practices Goal 2]


OBJECTIVE

19. Improve existing MAX infrastructure for reliability and capacity



FY2021 RESULTS and PROGRESS


- ✓ Completed complex Steel Bridge track replacement necessitating disruption of all MAX Lines under COVID-19-impacted working conditions
- ✓ Completed signals, switch, and track improvements at and near Cleveland Ave and trestle rebuild in Gresham on Blue Line MAX
 - Replaced rail on Red Line near airport to improve resiliency in Red Line service
 - Better Red Project includes substantial reliability and capacity improvements on Red Line that will improve throughput and schedule and operational resilience at Gateway Transit Center, which will address operations issues for Red, Blue, and Green MAX Lines

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Implement reliability improvement projects in Capital Improvement Plan (signal, overhead catenary system, light rail vehicle improvements)	●	●	●	●	●

 = Completed Key Strategic Action

Business practices that create value and spur innovation and continuous improvement
 [Internal Business Practices Goal 3]

 Percent of fares collected through Hop Fastpass® 
 83.5 percent of fixed-route fares (Feb 2021)

 Milestones for strategy to leverage current TriMet assets for increased financial resources
 Analyses and TOD projects underway

 = on target  = caution  = off target  = COVID-19 impact

OBJECTIVE

20. Maximize benefits and potential of Hop Fastpass®

FY2021 RESULTS and PROGRESS

- LIFT eligible riders are now all being issued Hop Fastpass® cards and technology deployed to allow riders to use their Hop card for LIFT rides through the ride scheduling system rather than with on-board readers; other fare instruments still available on LIFT
- Analysis of business case for integrated payment of mobility services underway as part of Integrated Mobility Innovation grant
- Effort to integrate Hop Fastpass® for accessible transportation program contracted transportation provider services (such as cabs) has been postponed until FY2023 while other technology issues are solved and in response to ridership demand and resource capabilities reduced by COVID-19

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Conduct strategic review of additional benefits possible with Hop Fastpass® including marketing and service planning	●	●			
2	Y	Y	Assess and develop business case for integrated payment of mobility services	●				
3	Y	Y	Integrate use of Hop Fastpass® for all LIFT customers	●	●			
4	Y	Y	Integrate Hop Fastpass® for accessible transportation program contracted transportation provider services, pending resource availability		●	●		
5	Y	Y	Assess feasibility of more use of Hop Fastpass® capabilities between transit agencies (e.g., Orca, Honolulu, etc.)		●	●		
6	Y	Y	Finalize and implement Hop Fastpass® marketing integration to provide more benefits and information for riders	●				

Business practices that create value and spur innovation and continuous improvement
 [Internal Business Practices Goal 3]

OBJECTIVE

21. Reduce TriMet’s carbon footprint

FY2021 RESULTS and PROGRESS

- Progress and status on initiatives to address climate change¹¹:
 - Operate MAX with 100 percent renewable power – under analysis, but slowed due to financial capacity constraints caused by COVID-19
 - No diesel bus purchases after 2024 – testing battery electric buses from multiple manufacturers; Powell garage improvements include infrastructure for battery electric bus charging
 - Fuel existing fixed-route buses with renewable diesel – on hold due to financial capacity constraints caused by COVID-19
 - Replace non-bus light-duty vehicles with electric vehicles by 2030 and transition heavy-duty vehicles to renewable diesel – currently testing EV non-revenue pool car; additional purchase of non-revenue vehicles on hold due to financial limitations
 - Conduct baseline analysis of carbon emissions and develop net zero carbon strategy – completed draft emissions analysis and planning to update each year
 - Develop a carbon lens – developed initial draft lens and testing as part of evaluating alternatives for TriMet emissions reductions
 - Support regional air quality testing – on hold due to financial capacity constraints caused by COVID-19

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1		Y	Develop long-term carbon reduction strategy	●	●			
2		Y	Develop and test a “carbon lens” to apply to planning, procurement, and other decisions to ensure that carbon emissions are considered in all of the agency’s major decisions	●	●			
3		Y	Deliver on climate commitments	●	●	●	●	●

¹¹ news.trimet.org/2019/12/trimet-announces-major-actions-to-reduce-its-carbon-footprint/

Business practices that create value and spur innovation and continuous improvement

[Internal Business Practices Goal 3]

OBJECTIVE

22. Grow business inclusion and diversity efforts

FY2021 RESULTS and PROGRESS

- Awarded Raimore Construction a certified Disadvantaged Business Enterprise (DBE) contract for general contractor on Division Transit Project; this is the largest contract issued to a DBE firm in Oregon history
- Outreach and coordination slowed by COVID-19 restrictions

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Implement contractor participation strategy to enhance contracting opportunities and participation by certified firms	●	●			
2	Y	Y	Map small business locations by TriMet districts and develop strategic outreach aligned with TriMet's contracting needs	●	●			
3	Y	Y	Provide small business technical assistance and workforce development on TriMet capital projects, as well as development and implementation of a program to train for culturally competent management on TriMet construction sites, beginning with Division Transit Project as a pilot project	●	●			

Business practices that create value and spur innovation and continuous Improvement
 [Internal Business Practices Goal 3]

OBJECTIVE

23. Innovatively increase financial resources

FY2021 RESULTS and PROGRESS

- ✓ During FY2020, the last full year for which data is available, TriMet brought in over \$10.5 million (\$9.4 million for TriMet and \$1.1 million for other partners) in competitive grants to fund such activities as purchasing transit vehicles, security, transit-oriented development, bus priority treatments, and customer information and payment innovation
- Leases under review for revenue and cost saving opportunities
- Developments at Hollywood Transit Center (over 200 affordable apartments) and Fuller Rd MAX station (100 affordable apartments) will increase populations near MAX stations and provide a total of over 300 affordable apartments, expected to increase ridership and fare revenue on MAX in the long term.

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Review leases for revenue and cost-saving opportunities	●	●			
2	Y	Y	Encourage transit-oriented development that increases off-peak and weekend transit ridership to take advantage of available capacity of existing services and pursue value capture	●	●	●	●	●
3	Y	Y	Review Capital Improvement Plan and current plans and map to prospective grant or other funding sources; apply to viable opportunities	●	●	●	●	●

 = Completed Key Strategic Action

People and Innovation

Ensure a culture of safety [People and Innovation Goal 1]



Lost time injuries rate (per 200,000 hours worked)

8.5 per 200,000 hours worked (calendar year 2020)

= on target
 = caution
 = off target
 = COVID-19 impact

OBJECTIVE

24. Successfully implement the safety management system across the organization

FY2021 RESULTS and PROGRESS


- ✓ Completed, submitted, and approved Public Transportation Agency Safety Plan
 - Bus panels for operator safety installed in all fixed-route buses and are included in all new bus orders



KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Procure and implement safety management system (SMS) tracking software	●	●			
2	Y	Y	Engage all departments to develop an implementation plan to increase departmental assumption of responsibility for safety and expansion of culture of safety (steps include incorporating safety into personnel objectives, review of departmental incident and injury data, departments taking appropriate action, proactive identification of risks, and hazard mitigation)		●	●	●	●



= Completed Key Strategic Action


TriMet is where diverse and talented people want to come, stay, and thrive
 [People and Innovation Goal 2]


Investment, retention, and hiring...

 Training and development costs (including tuition reimbursement) as a percentage of payroll
 3.9% during FY20 (latest data available)



 Percent of non-union employees below their predicted compensation 
 30.4 percent (Jan 2021)



 Ratio of actual to predicted compensation for non-union employees below range of predicted compensation 
 93.0 percent (Jan 2021)



 Turnover percentage (minus retirements) from agency overall
 5.5 percent average during FY2021 (Dec 2020)

 Time to fill positions (from requisition approval to acceptance of offer)
 65.8 days on average FY2020 (latest data available)


Employee participation...


 Participation in employee volunteer events (limited due to COVID-19 restrictions) 
 67 participants


 Participation in Employee Town Halls (new measure due to COVID-19 restrictions) 
 Average 307 participants per event


 Participation in employee events – Wellness and Health Trails (new measure due to COVID-19 restrictions) 
 209 participants

TriMet Affirmative Action Plan¹² goals...

 Utilization rate - race
 26.1 percent during FY2020 (latest data available)

 Utilization rate – gender
 38.5 percent during FY2020 (latest data available)

 Utilization rate – veteran
 7 percent during FY2020 (latest data available)

 Utilization rate – persons experiencing disability
 1.2 percent during FY2020 (latest data available)

 = on target  = caution  = off target  = COVID-19 impact

Notes: Employee engagement survey was not conducted during FY2021 due to interruptions by COVID-19 and contract negotiations. No results are available; results not reported.

¹² trimet.org/equity/pdf/affirmative-action-plan.pdf

TriMet is where diverse and talented people want to come, stay, and thrive
 [People and Innovation Goal 2]

OBJECTIVE

25. Invest wisely in people

FY2021 RESULTS and PROGRESS

- Procured learning management system, including eLearning, and began implementation; completed soft launch of learning management system in December 2020, with full launch scheduled for third quarter of FY2021
- Agency-wide engagement survey of employees put on hold due to COVID-19 disruptions
- Continued offering library of eLearning modules to increase self-paced learning opportunities for all, which proved even more critical during COVID-19 restrictions
- Completed update of job descriptions as basis for comparable character and market analysis

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1			Implement strategy to comply with pay equity law and provide competitive pay practices	●				
2	Y		Implement Learning Management System, including eLearning	●	●			
3			Conduct needs assessment and gap analysis for professional and leadership skills and competencies	●	●			
4			Conduct agency-wide comparable character and market analysis of competitive pay rates	●				
5			Create and implement tool for scheduled agency-wide analysis to ensure legal compliance and increased flexibility of pay practices	●				
6			Redesign Performance Management Program to support predicted compensation model pay practices and strengthen career development	●				
7			Identify and secure appropriate work space as needed to accommodate TriMet staff, informed by impacts of COVID-19 and updated expectations of growth	●	●	●		
8			Implement strategy to reoccupy offices with a combination of remote and on-site work	●				
9	Y	Y	Conduct comprehensive review of internal policies and resources for employees who are persons of color, women, persons who are LGBTQIA, and/or persons who are experiencing disability	●				

TriMet is where diverse and talented people want to come, stay, and thrive [People and Innovation Goal 2]

OBJECTIVE

26. Ensure open and honest communication between management and direct-customer-serving employees

FY2021 RESULTS and PROGRESS

- ✓ Developed and now consistently delivering performance scoreboards at each garage
- Engagement survey of employees on hold due to COVID-19 and other disruptions

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1			Develop and communicate better-defined expectations and priorities for operations departments' performance review meetings as well as specific actions to improve performance	•				
2			Conduct regular employee engagement pulse survey and focus group, representing all divisions, a variety of roles and grade levels, and both union and non-union employees	•	•	•	•	•
3			Implement actions in response to needs identified from engagement survey		•	•	•	•
4			Ensure leaders are using the system and communicating with customers and employees on a regular basis (consistent with COVID-19 health restrictions)	•	•	•	•	•

✓ = Completed Key Strategic Action

TriMet is where diverse and talented people want to come, stay, and thrive [People and Innovation Goal 2]

OBJECTIVE

27. Foster sense of community and cross-functional camaraderie

FY2021 RESULTS and PROGRESS

- Employee volunteer event opportunities limited by COVID-19, but some distanced mask assembly events were held
- TriMet began employee Town Hall virtual events to promote connection and learning; they were held approximately every two weeks and achieved almost 300 participants per event during the first six months of FY2021
- Many employees served as Ride Guides during Steel Bridge improvements project
- Health Trails Wellness Challenge (Nov/Dec 2020) had 134 participants

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1			When COVID-19 restrictions permit and resources are available, offer multiple Team TriMet volunteer events each year and emphasize recruitment across all divisions	●	●	●	●	●
2			Provide visible employee access to senior management through remote and in-person forums including executive management participation in at least two events (subject to COVID-19 restrictions) highly visible to TriMet employees each year such as Holiday Dinner, Pride Parade, Heart Walk, Rodeo, Ride Guide, Culture Day, etc.	●	●	●	●	●
3			Provide agency-wide tool (Achievers) to extend peer-to-peer recognition and appreciation to employees across agency	●	●			

TriMet is where diverse and talented people want to come, stay, and thrive [People and Innovation Goal 2]

OBJECTIVE

28. Achieve agency Affirmative Action goals

FY2021 RESULTS and PROGRESS	
✓	Consistently using additional methods to recruit diverse candidates
✓	Implemented research- and outreach-based search techniques to identify candidates

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Continue to implement recommendations from employment diversity report	•	•	•	•	•

 = Completed Key Strategic Action

TriMet is where diverse and talented people want to come, stay, and thrive [People and Innovation Goal 2]

OBJECTIVE

29. Recruit a talented workforce

FY2021 RESULTS and PROGRESS	
<ul style="list-style-type: none"> ▪ Added recruitment by text message as another tool to reach out to various talent pools ▪ Updated job descriptions to serve as bases for comparable character analysis and market study (supporting pay equity law compliance steps) 	

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS				
			FY22	FY23	FY24	FY25	FY26
1			Conduct comparable character analysis and market study to maintain accurate classifications and competitive rates				
2			Develop and implement talent management strategies, including addressing succession needs for key positions				

TriMet is where diverse and talented people want to come, stay, and thrive [People and Innovation Goal 2]

OBJECTIVE

30. Pursue professional growth for employees

FY2021 RESULTS and PROGRESS

- Internal training and educational opportunities expanded
- Adding mandatory management training course to be completed soon after transfer or hire into a management position
- Developed and implemented formal internal mentor/mentee program across departments
- Internal training program improvements included:
 - Required classes expanded to address additional competencies
 - Graduates of internal Certificate in Management program are now eligible to receive credit toward their predicted compensation model

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1			Deliver training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet; engage employees directly in planning and implementing their own professional development	●	●	●	●	●
2			Develop, pilot, and implement a Certificate in Supervisory Skills program for supervisors	●				
3			Identify key positions and competencies within those positions; develop competencies within multiple employees to ensure retention of critical knowledge and processes	●				

Foster service excellence and innovation [People and Innovation Goal 3]



Implementation steps of training, encouragement, and recognition practices for innovation and process improvement

Process Improvement Committee formed and identified processes to prioritize



= on target



= caution



= off target



= COVID-19 impact

OBJECTIVE

31. Foster employee innovation, including process improvements and partnerships

FY2021 RESULTS and PROGRESS


- Agency-wide internal business process review conducted
- Identified two business processes for review and improvement during the end of FY2021, with additional processes already identified for later implementation
- Information Technology process improvements include implementation of a major projects management office and information technology enterprise architecture team and process


KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y		Advance efforts by internal group to encourage innovation		●	●		
2	Y	Y	Develop a comprehensive Mobility Strategic Plan	●	●	●		
3			Develop autonomous vehicle technology strategy, approaches, and partnership opportunities		●	●	●	●
4	Y		Continue strategic review of internal business processes and implement change management efforts for optimizing business practice	●	●			
5	Y	Y	Develop regional information technology mobility governance strategy with regional partners for mobility, operations, and planning		●	●	●	●

Financial

TriMet is a public agency. We have financial goals because it is important for public agencies to use available funding to provide service in a cost-effective and efficient way. The more careful we are with funding and expenditures, the more service we can provide, the more people can use the service, and the more our community benefits.

Fiscally sound and compliant [Financial Goal 1]

 Annual alignment with Strategic Financial Plan guidelines
All six met


 Net medical benefits cost per covered employee
\$1,285.25 per covered employee average during FY2020 (latest data available)

 = on target  = caution  = off target  = COVID-19 impact

OBJECTIVE

32. Manage financial performance within Strategic Financial Plan guidelines


FY2021 RESULTS and PROGRESS





 Met all six Strategic Financial Plan guidelines for FY2021

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y	Y	Annually manage and enhance financial performance and decision-making by aligning performance with the Strategic Financial Plan	●	●	●	●	●
2		Y	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic and economic impacts	●	●	●	●	●

 = Completed Key Strategic Action

Manage assets to ensure safety and optimize value, performance, and resiliency [Financial Goal 2]

 Meet or exceed asset management class targets
Some asset classes at or better than target

 = on target  = caution  = off target  = COVID-19 impact

OBJECTIVE

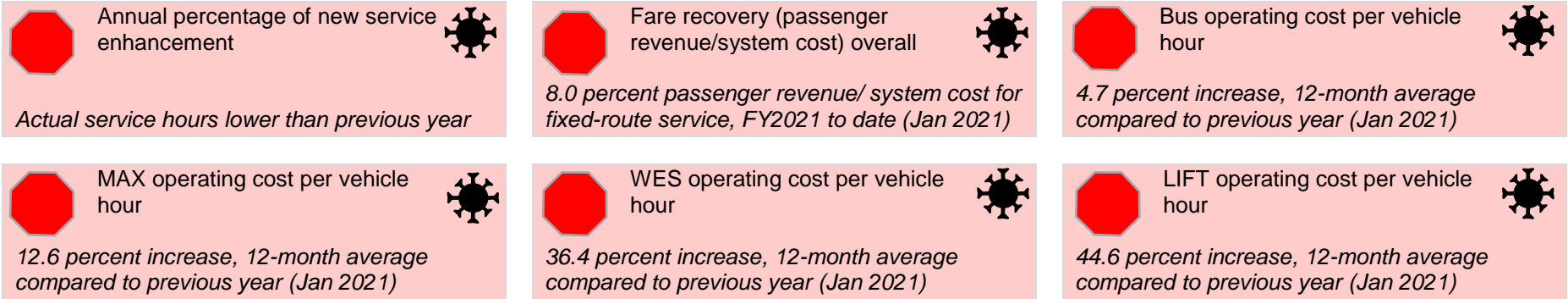
33. Meet or exceed state of good repair targets for all identified asset classes

FY2021 RESULTS and PROGRESS

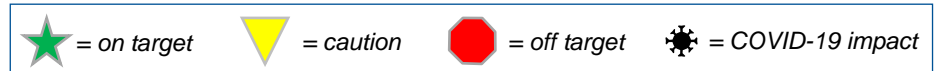
- Continued condition assessments on FTA-required assets
- Transit Asset Management Plan inventory and condition assessments on-target for completion for end of FY2021
- State of good repair needs for key assets included in annual budget prioritization process

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS	FY22	FY23	FY24	FY25	FY26
1	Y		Replace Type 1 light rail vehicles	●	●	●		
2	Y		Deliver mid-life overhaul of Type 2 and Type 3 light rail vehicles	●	●	●	●	●
3	Y		Procure and implement Enterprise Asset Management System – process and technology improvements for asset inventory, condition assessment, maintenance and work management, planning for replacement and management of TriMet assets	●	●	●	●	●
4	Y		Develop and implement risk-informed plans to repair, replace or otherwise remedy any asset classes not fully at target	●	●	●	●	●
5	Y	Y	Develop Transit Asset Management Plan that includes risk- and performance-based focus on lifecycle management of all assets	●	●			

Financial capacity to advance regional expectations for service growth and quality as represented in the Regional Transportation Plan [Financial Goal 3]



Note: COVID-19 impacts on passenger boardings and the economy reduced cost-effectiveness and fare recovery and led to lower service levels.



Financial capacity to advance regional expectations for service growth and quality as represented in the Regional Transportation Plan [Financial Goal 3]

OBJECTIVE

34. Manage financial capacity to deliver regional expectations for service growth

FY2021 RESULTS and PROGRESS

✓ Managed budget and implemented service consistent with TriMet’s Transit Improvement Plan as approved by HB2017 Advisory Committee¹³

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS					
			FY22	FY23	FY24	FY25	FY26	
1	Y		Every year, prioritize existing operating funds and additional HB2017 funds to meet the priorities identified for service improvements in each annual Service Plan	•	•	•	•	•

¹³ trimet.org/meetings/hb2017/index.htm

✓ = Completed Key Strategic Action

Financial capacity to advance regional expectations for service growth and quality as represented in the Regional Transportation Plan [Financial Goal 3]

OBJECTIVE

35. Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost

FY2021 RESULTS and PROGRESS

- Developed strategies for increasing fare compliance, moving from citation-based to behavior-based strategies
- Added presence on the system for customer safety and support and increased fare compliance

KSA Number	Strategic Priority	Point of Emphasis	FY2022 – FY2026 KEY STRATEGIC ACTIONS				
			FY22	FY23	FY24	FY25	FY26
1	Y		•	•			
2	Y		•	•			
3	Y		•	•	•		
4	Y		•	•	•	•	•
5	Y				•	•	•
6	Y			•			

The Route Ahead

The strategic Business Plan is a dynamic document because it has to be. Circumstances have changed (especially in 2020). We have adjusted Key Strategic Actions to better fit changing circumstances, and have taken on a few new Actions as well.

TriMet's management uses the Goals, Objectives, Measures, Targets, and Key Strategic Actions in this Business Plan to guide individual targets and detailed objectives at the individual, team, and department level. This helps focus our efforts to be aligned with overall strategic needs. Annual updates allow us to take on the future with a solid route map while retaining the flexibility to respond when things change.

Key projects and initiatives on the immediate horizon will continue to be developed and expanded in future updates of the Business Plan, including:

- Implementing reimagined safety and security for the comfort and safety of our customers, our employees, and the communities we serve
- The continuing roll-out of service using HB2017 funding, including development of our new bus garage on NE Columbia Blvd
- The urgency of carbon reduction, including expanding our battery electric bus fleet in keeping with TriMet's Non-Diesel Bus Plan
- Division Transit Project
- Better Red Line MAX Project
- The challenge of regional growth, congestion, and advances in technology

We are all working together to recover from a global pandemic and its wide-ranging economic and social impacts. We continue to believe in a bright future for this region and we are committed to being the leader in delivering safe, convenient, sustainable, and integrated mobility options necessary for our region to be recognized as one of the world's most livable places.





Acronyms and Definitions

Annual Service Plan – Annual plan for bus and rail service enhancements including changes and adjustments from public engagement

AV – Autonomous Vehicle – A vehicle with technology that senses the environment and navigates with either reduced or no human input

Better Red Project – A light rail construction project to extend MAX Red Line service an additional 10 stations on the west side to Fairplex and improve tracks between Gateway and the Airport to improve service

Business Plan – Overall, agency-level plan that includes Goals, Objectives, Measures, Targets, and Key Strategic Actions at the agency-level

CAT – The Committee on Accessible Transportation – A committee which advises the TriMet Board of Directors and staff on plans, policies and programs for older adults and those experiencing disability.

DBE – Disadvantaged Business Enterprise – Companies with ownership by socially and/or economically disadvantaged individual(s)

DTP – Division Transit Project – Capital construction project to provide higher-capacity, more reliable, and faster bus service along SE Division

FEIS – Final Environmental Impact Statement – A requirement for some large federally funded projects studying potential environmental impacts of those projects (second stage of the Environmental Impact Statement process)

FTA – Federal Transit Administration – The federal agency that provides oversight and funding opportunities for transit agencies

FY – Fiscal Year – The fiscal operating period used by TriMet and other public agencies in Oregon, which runs July 1 through June 30 of the following calendar year; e.g., FY2022 is from July 1, 2021, through June 30, 2022

Goals – Defines areas in which TriMet aims to make substantial progress during the five years of the Business Plan; goals are grouped by Success Category and lead to Objectives, Measures, Targets, and Key Strategic Actions

HB2017 – House Bill 2017 – State law that provides funding from the State of Oregon for transit

Hop Fastpass® – Regional transit fare card that works on TriMet, Streetcar, and C-TRAN; see myhopcard.com

Integrated Mobility – A full range of mobility options, including but not limited to transit, that provide mobility with frictionless information and connections across a variety of mobility choices

IOT – Internet of Things – Use of sensing technology distributed in many places (e.g., such as in buses, light rail vehicles, or signal infrastructure) to provide more data and information about assets, operations, etc.

Key Strategic Actions – The most impactful or Strategic Actions for agency-level planning and management in the Business Plan; these are specific actions identified to make progress toward Targets, Objectives, and Goals

KPI – Key Performance Indicators – A term not used in this Plan; see Measures and Targets

Measures – Quantitative or qualitative methods of identifying the status in a given issue

Objectives – Specific statements elaborating goals in a way that are actionable and lead to Measures, Targets, and Key Strategic Actions

ODOT – Oregon Department of Transportation – the state agency responsible for transportation

PCM – Predicted Compensation Model – The model yields a predicted level of pay that an employee would be at, or above, based on the objective compensable factors contained in the Oregon Pay Equity Act

PE – Point of Emphasis – Activities and issues that TriMet will emphasize for FY2022 in both the Business Plan and Budget

Premises – Basic assumptions underlying the projections, analyses, plans, strategies, and approaches

Pulse Survey – Periodic survey of a sample of TriMet employees conducted several times a year

Resilience – The ability of an agency or a service to withstand challenges from external forces like weather and climate change, economic variability, or epidemic or pandemic diseases

ROOT – Rail Operations Optimization Technology – The name of TriMet’s MAX vehicle project that incorporates Internet of Things (IOT) approaches to vehicle and operations management

ROSE – Recognize Outstanding Service Excellence – One week each year to especially recognize excellent service by all employees

S&P Global – Standard & Poor’s – An independent financial rating company that rates various bonds including public bonds issued by TriMet

SEP – Service Enhancement Plan – Long-range shared vision for bus service developed over four years with rider, community, stakeholder, and jurisdictional engagement that illustrates desired future service and serves as a guide to each year’s Annual Service Plan priorities

SMS – Safety Management System – A comprehensive and coordinated approach to safe operations, maintenance, actions, and management

SFP – Strategic Financial Plan – Adopted TriMet Plan for the long-term financial health of the agency

SGR – State of Good Repair – A transit industry term that means keeping facilities and vehicles in good repair to maintain safety, efficiency, and operability

SP – Strategic Priorities – Priorities for roughly a 5-15 year horizon that are intended to guide this and future Business Plans and Budgets

Strategic Success Categories – Categories of focus to help organize Goals, Objectives, Measures, Targets, and Key Strategic Actions; they include: Customers, Internal Business Practices; People and Innovation; and Financial

TAM Plan – Transit Asset Management Plan – A formal, federally-required plan identifying how to manage, for long-term safety and operability, all significant assets owned and maintained by a transit agency; e.g., buses, garages, rail tracks, storage facilities, etc.

Targets – Specific planned-for performance on Measures; each Measure has an associated Target to ensure that the Business Plan is focused and leads to a clear indication of whether targets are being met (and therefore demonstrates whether chosen Actions are effective)

TEAC – TriMet’s Transit Equity Advisory Committee – A committee which provides insight and guidance to the General Manager on issues of equity, access, and inclusion

TNCs – Transportation Network Companies – Companies that use technology platforms to connect passengers to rides; e.g., Uber, Lyft

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