

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

UPDATED 9/19/2024

#	Deliverable	Business Plan Action # reference	Target	Responsible Division(s) L=Leader; CL=Co-leader	Vision 2030 Pillar
1	Continue to fully develop and implement strategy and actions to achieve Vision 2030	A #1	<ul style="list-style-type: none"> • Vision 2030 Executive Steering Committee will further develop the master list of priorities and add new assignments and timelines to work groups • Work toward ridership target for year as defined by Vision 2030 • Increase service consistent with continued implementation of Forward Together 1.0 • Hold a Board Strategy Session on Vision 2030 • Continue to develop strategies and actions to provide opportunities for funding needed to reach goals 	GM; Strategy & Planning Sam (L)	Ridership
2	Enhance safety through presence on the system	A3 #20	<ul style="list-style-type: none"> • Meet target of 228 Transit Security Officers and maintain that level within 10% once the target is reached • Deploy enough security personnel to cover more than 70% of revenue service MAX trains • Increase fare enforcement activity measured by number of checks by 10% over F2024 	Safety and Security Andrew (L)	Ridership
3	Enhance cleanliness on fixed-route bus, MAX and WES, stations, and transit centers	A3 #17	Maintain cleaning standards as follows: <ul style="list-style-type: none"> • Bus <ul style="list-style-type: none"> • 95% of buses cleaned during fueling • 95% of buses with IC (deep clean) performed every 60 days • MAX <ul style="list-style-type: none"> • 95% of light rail vehicles deep cleaned every 30 days • Stations <ul style="list-style-type: none"> • 95% of all stations get daily cleaning twice per day • 90% of all stations get monthly deep clean (pressure wash) • Transit Centers <ul style="list-style-type: none"> • 95% daily cleaning one time per day • 95% Monthly deep clean (sweeper truck) 	Maintenance John W (L)	Ridership
4	Hire and increase retention of operators, service workers, mechanics, and other staff to preserve and expand service	A3 #27 and A3 #28	Hiring: <ul style="list-style-type: none"> • Hire at least 300 Operators • Hire at least 75 Service Workers • Increase hiring for qualified technician positions within Maintenance by 10% compared to FY 2024 • Improve training graduation rates by five percentage points compared to FY 2024 Retention: <ul style="list-style-type: none"> • Hire retention manager • Improve retention for new bus Operators by three percentage points compared to FY2024 	Transportation; Maintenance; LR/HR; TS&AS/ Training Kim (L) John W (CL) Inessa (CL) Dan (CL)	People

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5	Successfully manage delivery of A Better Red Line MAX Project	D1 #4	Complete A Better Red Line MAX Project on time and on budget and open for public service 8/25/2024	Engineering and Construction Sean (L)	Ridership; Infrastructure
6	Complete project development and begin construction of HollywoodHUB project	A #7	Complete construction of Phase 1 (ramp and public access) which will enable start of construction on 200+ affordable housing units.	Legal Shelley (L)	Ridership; Infrastructure
7	Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, Language Access Plan, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects	A2 #15	<ul style="list-style-type: none"> • At least one public engagement event in each district • Engage with six or more community partners / organizations/educational institutions • Engage with six or more business organizations within the TriMet district • Complete Title VI update including Language Access Plan for Board review 	Public Affairs; Inclusion, Diversity, Equity, and Accessibility JC (CL) John G (CL)	Community
8	Complete commissioning and operate regular service with Type 6 light rail vehicles	D4 #16	Start of revenue service targets: <ul style="list-style-type: none"> • 6 Type 6 vehicles in revenue service by 12/31/24 • 12 Type 6 vehicles in revenue service by 06/30/25 	Engineering and Construction; Maintenance Sean (L) John W (CL)	Infrastructure
9	Manage and align financial performance and decision-making with the Strategic Financial Plan	E #1	<ul style="list-style-type: none"> • Meet with the Board twice during FY2025 to propose updates to the Strategic Financial Plan and have all final edits ready for adoption by the board by June 30, 2025. • Fully develop and document a fare strategy that maintains financial sustainability and pricing that keeps pace with costs of service. • Prepare and submit to the Board for “adoption” the FY2026 budget that is balanced and complies with Oregon Budget Law. 	Finance and Administrative Svcs Nancy (L)	Resources
10	DBE Program and Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan	Multiple	<ul style="list-style-type: none"> • Conduct at least two events for DBE’s to educate, inform, and remove barriers to increasing DBE and other certified firm participation across TriMet contracting opportunities • Conduct one Board Briefing or Education Session on DBE efforts and results • Support the first year implementation of “Making Connections” (TriMet’s DEIA Strategic Plan) across each of TriMet’s Divisions 	John G (L)	Community; People
11	Recognize and celebrate employees	C	<ul style="list-style-type: none"> • Deliver at least four agency-wide events, such as local Rodeo, Operator Choice Awards, ROSE week, and Family Fun Day 	Kim (L); Inessa (CL); Shelley (CL)	People

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12	Succession Planning (sustainability)	C2 #12	<ul style="list-style-type: none"> • Hire and integrate into the executive team Chief Strategy Officer • Hire and integrate into executive team Executive Director of Engineering and Construction <ul style="list-style-type: none"> ○ Recognizing a majority of the Executive Team will be passing the baton within the next 5 years, work with HR to utilize the succession plan tool to identify: at least three internal executives who could serve as interim and/or future GM, and rate them as “ready now” or “ready soon”; for each executive who is “ready soon”; identify and begin steps to make them “ready now” ○ Identify at least one internal candidate for each executive position who could fill that position in the future; rate them as “ready now” or “ready soon”; identify and begin steps to make them “ready now” 	Sam (L)	People
13	General Manager Outreach (shaping and influencing)	B1	<ul style="list-style-type: none"> • Build strong personal relationships with multiple partners to further establish TriMet as a leader in the region and its initiatives • Meet with at least 10 regional leaders. For example: Community groups, local business leaders, FTA, US Senators, US Representatives, Governor, ODOT, Metro, IBR, PBOT, local mayors 	Sam (L)	Community
14	Maintain Positive Board Relations (vision and direction alignment)	Multiple	<ul style="list-style-type: none"> • Schedule monthly meetings with Board President, quarterly meetings with rest of board members • Execute at least one Board Retreat • Provide at least three opportunities for Board to mingle with each other, executive team in an informal setting • Execute at least one Board strategy session around current Agency issues • Execute at least three board education sessions around current Agency issues • Provide at least one site inspection of facilities • Provide weekly written updates to the Board on current Agency issues 	Sam (L)	Multiple
15	Personal Development (leadership)	Multiple	<ul style="list-style-type: none"> • Continue Executive Coaching through monthly 1:1 executive coaching sessions with special focus on strategic execution • Serve on APTA board of directors to influence transit policy on a national level 	Sam (L)	People