

Performance Expectations and Plan

Updated July 2019

Expectation	Goal	Deliverable	Status
<p>1. Improve Communications, collaboration and community input regarding TriMet policy and budget</p>	<p>a. <u>Town hall meetings.</u> To build on the constructive conversations with stakeholder groups we have had in the past few weeks, the General Manager will schedule and hold seven town hall meetings in the next 90 days following his appointment – one in each TriMet board member’s district. TriMet’s board members will be asked to participate in the meeting in their respective districts. The General Manager will provide a report to the board on the public input received.</p>	<p>Deliverable #1: Hold seven community town hall meetings within 90 days after appointment. Deadline: 6/4/18 <i>The community town hall meetings were renamed to GM Listening Sessions and at least one listening session was held in each Board Member’s District. Most were well attended and provided a unique opportunity to engage community members.</i> <i>The report to the board was achieved as of September 2018.</i></p>	<p>Met 11 held</p>
<p>1. Improve Communications, collaboration and community input regarding TriMet policy and budget</p>	<p>b. <u>Budget workshops.</u> We heard interest in having a more participatory budget process. The agency is currently developing a plan for the implementation of HB2017, the new state transit-funding program, which will affect the agency’s budgets for the next five years or more. This is an opportune time to seek broadbased community input on the spending priorities that the agency should consider over the coming years as they relate to service expansion, bus electrification, improving safety and security and other issues. To facilitate meaningful community engagement in this process, the General Manager will hold four half-day workshops across the</p>	<p>Deliverable #2: Hold four half-day HB2017 budget priority workshops with multicultural participation within 120 days. Deadline: 7/4/18 <i>Five Workshops were held in East Portland, Milwaukie, Hillsboro, and N. Portland. A fifth Workshop was added due to popular demand. Over 250 community members participated including a large number of low-income, minority, and transit dependent riders. It was a very successful engagement effort, in part due to IRCO and community partners that helped design and facilitate them.</i> <i>There was an annual public engagement process to solicit input on the TriMet</i></p>	<p>Met 5 held</p>

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	<p>region, assisted by multi-cultural outreach experts, to gather information from as wide an array of users and stakeholders as possible.</p>	<p><i>budget. Doug Kelsey participated in the workshops held in the seven districts in September 2018 to solicit public input on TriMet's FY20 budget and the Public Transportation Improvement Plan for the use of STIF funds in the Portland Metro region. The GM plans to continue these going forward.</i> <i>TriMet has implemented a new contract with IRCO to provide outreach and awareness services as well as registration for the new Low Income Fare program.</i></p>	
<p>1. Improve Communications, collaboration and community input regarding TriMet policy and budget</p>	<p>c. <u>Outreach staff.</u> To improve communications and opportunities for engagement, particularly for low income, historically underrepresented, and vulnerable communities the General Manager will add an additional outreach position to work specifically with these transit dependent communities regarding TriMet policy and budget. TriMet will engage stakeholders from these communities in the recruitment and selection process</p>	<p>Deliverable #3: Hire staff within 100 days. Deadline: 6/14/18 <i>TriMet has hired a lead Outreach and Community Engagement Coordinator. This staff has also leveraged two additional half time outreach staff from TriMet's Low Income Fare program to support increased outreach.</i></p>	<p>Met</p>
<p>2. Improve the diversity of TriMet's management workforce and improving equity outcomes related to</p>	<p>a. <u>Equity Council.</u> To ensure the agency and the Board have the benefit of an equity and diversity perspective on a wide range of issues, the General Manager will establish an Equity Council</p>	<p>Deliverable #4: Establish council within 90 days Deadline: 6/4/18 <i>The Equity Council was renamed to</i></p>	<p>Met</p>

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<p>TriMet fare and code enforcement:</p>	<p>made up of key community leaders from social service providers who support transit dependent riders from the low income, historically underrepresented, youth and other vulnerable communities. The Council will review and provide input to the agency on issues such as management, workforce diversity, safety and security, equity outcomes of TriMet fare and code enforcement activities, and customer complaints regarding equitable treatment by TriMet or contract employees.</p>	<p><i>Expanded TEAC. The current roster for TriMet’s Transit Equity Advisory Committee includes, Africa House, APANO, Asian Family Center, Central City Concern, Centro Cultural de Washington County, City of Gresham Planning Commission, Clackamas Community College, Clackamas Workforce Partnership, Hacienda Community Development Corp. Immigrant and Refugee Community Organization, JOIN PDX, Multnomah County Youth Commission, NAYA, OPAL Environmental Justice/Bus Riders Unite, Oregon Food Bank, Portland Community College, The Street Trust, and The Urban League of Portland</i></p> <p>Develop work plan within 150 days Deadline: 8/3/18 <i>The Work Plan was developed and finalized in August of 2018. In addition to serving as a sounding board for TriMet initiatives & services, and providing community feedback and recommendations to TriMet’s GM, TEAC’s focus moving forward is –</i></p> <ol style="list-style-type: none"> <i>Successful implementation of TriMet’s Low Income Fare program</i> 	<p>Met</p>

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	<p>issue a report of findings, including commitments for short- and long-term steps to close any gaps identified. The report will be submitted to the Equity Council, presented to the Board, and released to the public.</p>	<p><i>Between March 2018, when Doug took over as GM, and June 2019 TriMet's Senior Executive Team went from 10% minority and 20% female to 27% minority and 36% female.</i></p> <p>Close identified compensation gaps within 36 months, subject to budget availability for compensation changes. Deadline: 2/18/21 <i>A monthly tracking mechanism is in place to track those employees earning below predicted compensation. Overall, the average ratio of actual to predicted compensation was 103% and is now 100%. For those under predicted compensation, the average was 95% and is 93% currently. 44% of non-union employees were under the predicted compensation but decreased to 39%.</i> <i>TriMet's Executive Team participated for the first time in Unintentional Bias and Cultural Sensitivity Training.</i></p>	
<p>3. Safety, Security and Fare Enforcement</p>	<p>a. <u>Safety and security</u>. Working with the Equity Council, the General Manager will form a broad-based advisory committee of community stakeholders to explore ways to improve safety and</p>	<p>Deliverable #6: Produce recommendation within 120 days Deadline: 7/4/2018 <i>Staff have requested a review of the previous Rider Advocate program and</i></p>	<p>Met</p>

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	<p>security and overall “presence” on the TriMet system while also addressing concerns about equitable treatment of low income, historically underrepresented groups, youth or other vulnerable populations. As part of the committee’s work, the General Manager will:</p> <ul style="list-style-type: none"> i. Examine the possibility of adding customer liaison or rider advocate positions to the mix of safety and security personnel staffing the transit system. ii. Commission an update to the Portland State University equity analysis of TriMet’s fare and code enforcement activities, identify any disparities and produce a road map for eliminating any disparities that are identified. iii. In consultation with the Equity Council, develop a dashboard that allows the public to assess the agency’s ongoing performance as it relates to safety, security and equity of enforcement. iv. Working with the Equity Council, the General Manager will create a forum for discussing and resolving issues related to safety, security and equitable outcomes of TriMet fare 	<p><i>additional potential model approaches were presented to the Safety and Security Advisory committee.</i></p> <p>Deliverable #7: External equity analysis initiated within 120 days Deadline: 7/4/18 <i>PSU Professor, Brian Renauer, was contracted to review and update the 2015 Racial Equity analysis. The analysis was completed in June of 2018 and presented to TEAC in July of 2018, there were no findings of systemic racial bias. The Safety and Security Subcommittee of TEAC will work to integrate the information into an ongoing oversight and reporting process beginning fall of 2019.</i></p> <p>Deliverable #8: Establish equity dashboard. Delivery date TBD after consulting with Equity Council. Deadline: TBD <i>The Equity Dashboard has been approved by the Safety and Security Advisory Committee. An ongoing quarterly report will be available beginning in September 2019.</i></p> <p>Deliverable #9: Recommendations and action plan within 180 days</p>	<p>Met</p> <p>Partially Met</p> <p>Met</p>

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	<p>and code enforcement activities conducted by TriMet or contract employees. The forum will produce a report for the Equity Council and the board, providing advice and guidance for enhancing safety and security, ensuring equitable outcomes related to fare and code enforcement and making the transit system attractive and welcoming to all customers.</p>	<p>Deadline: 9/2/18 <i>A TEAC Safety and Security Committee was established. The new Safety and Security Advisory committee has completed its recommendations and forwarded them on to TEAC which also approved the recommendations and action steps for consideration by TriMet's Executive Director of Safety and Security.</i></p>	
<p>4. Improve collaboration and communication regarding implementation of Hop Fastpass program.</p>	<p>a. <u>Slow transition away from paper tickets.</u> To ensure community based organizations and our riders are fully prepared for the transition to the Hop program, the General Manager will work with our retail ticket outlets to continue selling paper tickets at major retail outlets for the time being. The General Manager will develop a plan to work with our community service partners to make 20,000 free Hop cards available to low income individuals and provide information regarding the expanded number of retail outlets that will service Hop cards, including many areas that previously lacked any access to TriMet passes.</p>	<p>Deliverable #10: Hop transition outreach, education and free card distribution plan within 60 days. Deadline: 5/5/18 <i>Marketing and outreach has been underway including education campaigns, free Hop card giveaways, and opportunities for the community to convert paper tickets to Hop. As of Spring 2019 almost 35% of all TriMet rides were paid for with HOP.</i></p> <ul style="list-style-type: none"> • <i>Added over 250 organizations to the Institutional program with more being added every month</i> • <i>Customers can now load cards at over 500 locations in the region. Phase out of paper products at retailers (excluding LIFT) is complete.</i> 	<p>Met</p>

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		<ul style="list-style-type: none"> • <i>Hop system integration with LIFT paratransit completed Beta testing in February</i> • <i>Hop conversion of Ticket Vending Machines selling Hop Tickets over 90% complete.</i> • <i>Issued nearly 9,500 Hop Honored Citizen cards to eligible Low Income riders</i> <p><i>HOP Fastpass Activities reported to the Board March 27, 2019.</i></p>	
<p>5. Provide opportunities for front-line employee communication and collaboration.</p>	<p>a. <u>Actively engage with front-line employees.</u> To provide face-to-face opportunities for front-line employees to provide feedback and advice, and ask questions, the General Manager will hold five employee town hall meetings at the various TriMet facilities and provide employees paid time to attend. The town halls will be open to all represented and non-represented employees to provide direct input regarding any top-of-mind issues, including budget priorities, general safety and security items, staffing levels, etc.</p>	<p>Deliverable #11: Hold five front-line town halls and report to the Board within 120 days. Note: Town Hall meetings will be ongoing. Deadline: 7/4/18 and ongoing <i>Fourteen Employee Town Halls were held at all garages and some other facilities, including Merlo Garage, the TriMet Ticket office, Portland Streetcar, Elmonica Garage, Harrison Square, Powell Garage, Ruby Garage, WES, Center Street, and at the Clackamas County Public Safety Center with the Transit Police Department. (See Employee Town Halls Summary for more details.)</i></p>	<p>Met 12+ Town Halls held</p>

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		<p><i>Ongoing additional facility check-ins over past six months include:</i></p> <ul style="list-style-type: none"> • <i>Merlo, Nela, WES, Powell, Center. Includes late night shifts in selective cases.</i> • <i>Quarterly webcast / GM Town Halls</i> 	
6. Develop External Strategic Outreach	a. <u>Meet and connect (person or call) with regional and legislative partners.</u> To ensure partners are informed and to understand their needs as it relates to improving transit within the region.	<p>Deliverable#12: Meet with regional partners, legislative partners, and community leaders Deadline: Ongoing</p>	Met – ongoing Please refer to attachment A
7. Review organizational structure	a. Identify any needed reorganizational changes by key department and any key succession issues. To ensure maximum agency effectiveness.	<p>Deliverable #13: Announce and implement changes and review with Board President. Deadline: Fourth quarter 2018 <i>The complex reorganization was rolled out in November 2018 and in effect by December 2, 2018. Reorg binders provided to the Board.</i></p>	Met
8. Develop High Level Ridership Improvement Plans	a. Develop a plan to grow ridership after completing a more detailed assessment.	<p>Deliverable #14: Deadline: Fourth quarter 2018 <i>A draft report will be presented to the Board in May 2019 and a final in June 2019.</i></p>	Partially Met Draft presented at Board Strategy Session (Nov 2018) and update given to F&A in Feb 2019. Final Plan to be presented in June.

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9. Initiate Chief Operating Officer/Deputy GM Replacement Recruitment	a. Initiate and complete hiring for the following Executive Team Roles: COO/DGM and ED Maintenance.	<p>Deliverable #15: Deadline: First quarter 2019 <i>Roland Hoskins is TriMet's new Executive Director of Maintenance, hired March 2018.</i> <i>1st COO, Maurice Henderson hired July 2018.</i> <i>2nd COO (replacement) Sam Desue hired March 2019.</i></p>	Met
10. Assess Risk Registry Strategy	a. Develop an approach and implementation plan for a Corporate-level risk registry.	<p>Deliverable #16: Introduce corporate level approach and Implementation Plan and present for Board of Directors approval Deadline: Fourth quarter 2018 <i>Presented Strategic approach to the Board</i></p>	Met

Additional Accomplishments:

1. Adopted TriMet non-diesel bus strategy with target conversion of the TriMet fleet to non-diesel vehicles by 2040 or before.
2. Successfully adopted HB2017 five year plan, committing funding for service expansions, 80 battery electric buses, expanded Enhanced Transit Concept investments and upgrades to stations and platforms to make them ADA compliant.
3. Secured approval of SW Corridor light rail locally preferred alternative (LPA) from cities of Portland, Tigard and Tualatin, Washington County and Metro.
4. Secured Federal Transit Administration preliminary approval for Division Transit Project funding of \$87m in Small Starts funds.

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5. Advanced Red Line light rail project through the adoption of a locally preferred alternative (LPA), in anticipation of a request for FTA to move the project into the Project Development phase.
6. Secured request of \$25m in Governor's Budget for SW Corridor.
7. Initiated first wind turbines on Tilikum Crossing Bridge
8. Established unique global partnership with Apple for HOP card payments.
9. Secured new 30-acre bus facility.
10. Established extensive outreach strategies with key strategic partnerships including Governor's Office, PGE, and Siemens.
11. Established a capital electrification partnership with PGE.
12. Participating in key community Boards, including World Track and Field Championship, Women in Transportation, APTA, National Commuter Rail National Association (vice chair), Portland Business Alliance.

Attachment A
GM Outreach Meetings
March 2018 - May 2019

Organization	Name / Event	Date
1000 Friends of Oregon	Russ Hoeflich & Mary Kyle McCurdy Meeting	6/12/18
AFLCIO	Tom Chamberlin	7/2/18
ATU	Shirley Block	5/25/18
ATU	Retirees Monthly Meeting	11/7/18
ATU	Shirley Block	2/28/19
BART	Grace Crunican	4/2/19
Business for a Better Portland	Coffee Meeting with Group	11/9/18
City of Beaverton	Mayor Denny Doyle	6/6/18
City of Forest Grove	Mayor Peter Truax	8/15/18
City of Gresham	Mayor Shane Bemis	7/17/18
City of Hillsboro	Mayor Steve Callaway & City Manager Michael Brown	6/4/18
City of Milwaukie	Development Director Ann Flores	4/2/18
City of Portland	Mayor Ted Wheeler & Chief of Staff Maurice Henderson	4/17/18
City of Portland	Noah Siegel, Tara Sulzen	10/10/18
City of Portland	Commissioner JoAnn Hardesty	1/10/19
City of Portland	Mayor Ted Wheeler & Chief of Staff Maurice Henderson	3/1/19
City of Tigard	Swearing In of Tigard City Council	1/8/19
City of Tigard	WCC Roy Rogers	8/22/18
City of Tigard	Tigard Councilors Tom Anderson, John Goodhouse \\\	10/12/18
City of Wilsonville	Mayor Tim Knapp	11/26/18
Clackamas County	Paul Savas, Commissioner	3/21/18
Clackamas County	Jim Bernard, Commissioner	3/21/18
Clackamas County	Paul Savas, Commissioner	5/20/18
Columbia Pacific Trades Union	Group Meeting	6/12/18
C-Tran	GM Shawn Donaghy, Dianne O'Regan, & Scott Patterson	5/1/18
David Evans & Associates, Inc.	Al Barkouli	8/27/18
DHM Research	Adam Davis	11/5/18
Elders in Action	21st Annual Gala	5/3/18
Federal Express	FedEx Ground Hub Tour	7/12/18
Federal Highway Administration	Phil Ditzler, Oregon Division Administrator	5/31/18
Foothill's Transit	Doran Barnes, Exec. Director	9/10/18
FTA	Linda Gehrke, Region 10 Administrator -- Seattle	4/20/18
FTA	Linda Gehrke, Region 10 Administrator -- Qty Mtg. -- TriMet	5/2/18

Attachment A
GM Outreach Meetings
March 2018 - May 2019

FTA	Matt Welbe, Linda Gehrke & Staff	11/30/18
Governor's Office	Nik Blosser & Brendan Finn - Tribal Affairs	6/18/18
Governor's Office	Nik Blosser	3/15/19
Governor's Office	Governor Kate Brown & Staff Re: SWC	8/28/18
Greater Portland, Inc.	Welcome Reception for GM	4/26/18
Hillsboro Chamber	Board of Directors	6/26/18
Jacobs	David Knowles	7/27/18