

General Manager Deliverables for FY2026 (July 1, 2025 – June 30, 2026)
Final Draft 10/14/2025

#	Deliverable	TriMet 2030/ Business Plan reference	Target
1	Continue to fully develop and implement strategy and actions to achieve TriMet 2030	TriMet 2030 overall	• Define, begin implementation, and provide quarterly progress reports on Action Plans for all priority Strategies (also see specific deliverable actions below connected to these strategies): ○ Customer Experience - Attract and retain customers ○ Financial Stability - Strengthen fiscal efficiency and transparency ○ Infrastructure - Implement and maintain an asset management and governance system ○ Infrastructure - Modernize and streamline technologies and processes ○ Adaptable Workplace - Establish a culture of continuous improvement • Hold quarterly executive meetings to monitor performance and drive accountability • Develop TriMet 2030 dashboard to report out annual progress on targets
2	Enhance safety through presence on the system	2030: Attract and retain customers	• Develop a security personnel coverage plan on revenue service MAX trains in a way that reduces fare evasion and in accordance with a renewed deployment • Develop a way to measure rider perception on safety and a corresponding strategies to improve rider perception of on-board security • Increase Law Enforcement Transit Police Officers by 8
3	Customer Experience: Enhance cleanliness and identify opportunities to remove barriers for transit use	2030: Attract and retain customers	• Maintain cleaning standards as follows: ○ Bus ▪ 95% of buses cleaned during fueling ○ MAX ▪ 80% of light rail vehicles deep cleaned every 30 days ○ Stations ▪ 95% of all stations get daily cleaning ○ Transit Centers ▪ 95% of all transit centers get daily cleaning • Safety ○ Less than 10 MAX safety critical rule violations per million miles ○ Less than or equal to 1.75 bus major collisions per 100,000 miles • Service reliability: ○ Bus: Greater than or equal to 85% on-time performance ○ MAX: Perform industry review and establish new performance metrics ○ WES: Greater than or equal to 95% on-time performance ○ LIFT: Greater than or equal to 93.5% on-time performance • Complete a customer experience journey map that includes standardized cleanliness benchmarks, identify barriers for use, and develop a work plan to address those barriers
4	Manage and align financial performance and decision-making with the Strategic Financial Plan	2030: Strengthen fiscal efficiency and transparency FY26 Business Plan: Financial	• Prepare and submit to the Board for adoption the FY2027 budget that is balanced and complies with Oregon Budget Law • Develop long range state of good repair funding strategy and incorporate state of good repair capital needs in Budget and forecasts • In addition to budget cuts already taken in FY26 (up to 3% for respective divisions), develop action plans by the end of this fiscal year to achieve an overall additional 5% agency cut in continuing expenditures before FY2029, including spending reductions in FY2027 • Demonstrate compliance with Strategic Financial Plan

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5	Develop processes and tools to advance asset management	2030: Implement and maintain an asset management and governance system	- Define action plan for TriMet 2030 strategy “Infrastructure - Implement and maintain an asset management and governance system” and implement on schedule - Develop plans and submit funding request for system(s) to track asset inventory and replace maintenance management system
6	Develop/deliver technology and process modernization program plan and target	2030: Modernize and streamline technologies and processes	- Develop high-level roadmap for upgrades to important software systems which will both modernize processes and replace outdated systems - Develop protocol for determining "fitness for purpose" - Complete at least 50% of initial assessment of the application portfolio for “fitness” - Identify areas to reduce cost/debt while providing substantially the same quality of experience to riders/ potential riders
7	Engage riders, stakeholders, and community in service changes to ensure voices are heard and decisions are made in alignment with regional needs	FY26 Business Plan: Customer	- Seek broad public input to plan service decisions in response to constrained budget by: - Staffing at least one public engagement event in each district - Engaging with six or more community partners / organizations/educational institutions - Engaging with six or more business organizations within the TriMet district - Develop ways to materially respond to the public input and community partners in a way that shows how TriMet used such public input
8	Complete commissioning and operate regular service with Type 6 light rail vehicles	FY26 Business Plan: Infrastructure	Start of revenue service targets: 26 Type 6 vehicles in revenue service by 6/30/2026 and provide an update to the board when complete
9	Establish a culture of continuous improvement across the agency to drive innovation, identify efficiencies and create opportunities to improve by empowering employees and fostering them with a sense of ownership	2030: Establish a culture of continuous improvement	- Establish a baseline for employee culture of embracing continuous improvement through addition of specific questions to the existing employee survey. - Develop and implement methodology to track hours and dollars saved for initiatives aimed at increasing efficiencies - Implement at least three initiatives to increase efficiencies
10	Advance 82 nd Ave FX and Powell garage upgrade projects	FY26 Business Plan: Infrastructure #4	Advance design and issue notice to proceed (NTP) for project, garage, and vehicles
11	Advance TV Hwy FX Transit and Safety Project	FY26 Business Plan: Infrastructure #5	- Submit FTA application to enter into Project Development in 2025 - Adopt Locally Preferred Alternative (LPA) and amend the Regional Transportation Plan (RTP) in 2025
12	General Manager Outreach (shaping and influencing)	Multiple	- 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
13	Maintain Positive Board Relations (vision and direction alignment)	Multiple	- Schedule regular meetings with Board President between Board meetings and quarterly meetings with rest of board members - Execute at least one Board Retreat - Execute at least one Board strategy session - Execute at least two board education sessions - Provide at least one site inspection of facilities by Board member(s) - Provide regular written updates to the Board on current Agency issues - Regularly inform Board members of events in the region for potential participation

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14	Personal Development (leadership)	Multiple	- Continue Executive Coaching through regular 1:1 executive coaching sessions with special focus on strategic execution - Complete term on American Public Transportation Association (APTA) board of directors and continue to influence transit policy on a state and national level