

# TriMet Business Plan Measures

Performance Update for Board  
8/2022

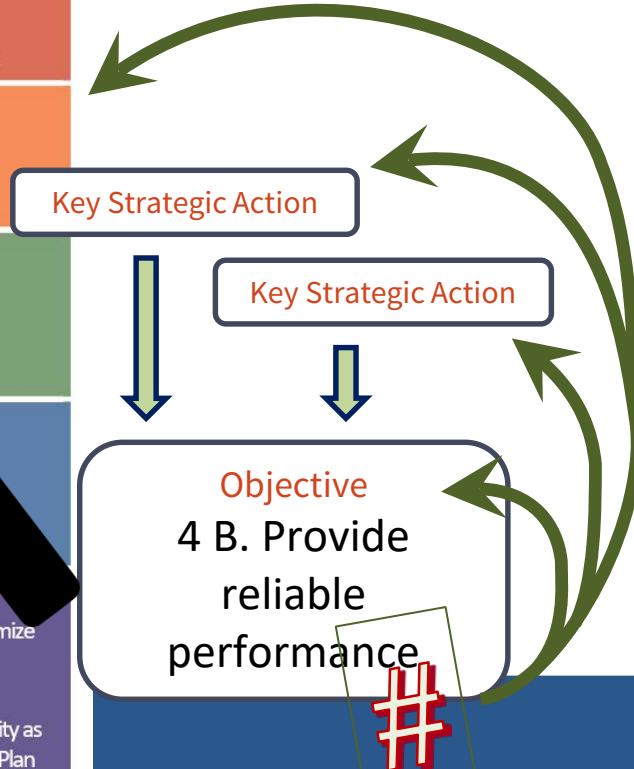
# Driven by Purpose

- Support our economy and provide equitable opportunity
- Ease congestion
- Provide mobility for those with few options
- Help shape the future of our region
- Reduce emissions and support environmental sustainability

# Strategy Map

Measures give us invaluable feedback to adjust Key Strategic Actions or even Objectives

They help us focus.



# Looking back at FY2022: Accomplishments

## Provide safe service:

- De-escalation included in all bus and rail operator annual training
- Micro-aggression training provided to all non-union and on track for finishing all union employees on-time
- Customer safety supervisors hired and active
- Safety response team members contracted and active

## Increase ridership:

- Forward Together service plan underway with public engagement
- Bus and light rail vehicle detail cleaning increased
- Multi-modal trip planner enhanced and integrated on trimet.org main page
- Accessibility plan funded and ready for FY2023 launch

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

- Hollywood HUB transit-oriented development (TOD) – all funding secured
- Fuller Rd TOD – construction underway

## Accomplishments - continued

Ease congestion by providing attractive travel options during peak periods:

- A Better Red Line MAX project construction underway
- Division Transit Project construction – substantial completion of major construction completed; on target for September 2022 revenue service

Improve environmental sustainability and stewardship

- Reduced greenhouse gas (GHG) emissions by nearly 70%
  - Renewable diesel in use for all fixed-route buses, LIFT, and WES
  - Renewable electricity in use for all MAX and TriMet-owned and –operated facilities
  - Battery electric buses (BEBs) in service and in testing – 24 more ordered

Ensure strong support for transit and TriMet

- Working with partners and stakeholders to enhance support for transit
- More bus priority projects put in place by City of Portland

Increase personal safety

- Provided masks and hand sanitizer for riders on all vehicles
- Improved lighting for safety at key locations

## **Accomplishments - continued**

### **Provide reliable performance:**

- **Maintained bus on-time performance of 89.5%**
- **Vehicle preventive maintenance work order completion improved to 99.8 percent for light rail vehicles**
- **IT strategic governance enhanced for improving IT systems and addressing technical debt**

### **Develop higher capacity bus services**

- **Division Transit Project construction – substantial completion of major construction completed; on target for September 2022 revenue service**
- **Planning for TV Hwy BRT underway**

### **Improve existing MAX infrastructure for reliability and capacity**

- **Lloyd District switch replacement project completed**
- **Red Line construction underway**

## Accomplishments - continued

### Invest wisely in people

- Enhanced onboarding experience and guidance for new hires
- Innovative recruiting event and hiring incentives substantially increased new hiring for operators
- TriMet and ATU leadership reached agreement to rollover contract

### Manage financial performance within Strategic Financial Plan guidelines

- Developed and gained Board approval of balanced FY2023 Adopted Budget

### Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost







- Hop Fastpass<sup>®</sup> accounted for 86 percent of fixed-route fares and we reach 100 million taps this fiscal year

# FY2022 Business Plan Progress

- Completed or made expected progress = 88%
- Partial progress = 6%
- Deferred or on hold due to other circumstances = 6%








# Symbols in this Presentation




	Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Strategic Success Category</b>				
<b>Goal</b>				
<b>Objective</b>				
<b>Meets or exceeds target</b>	<b>Updated</b>	<i>Description of measure</i>	<i>Target for performance</i>	 <i>Data on performance (updated)</i>
	Same	<i>Description of measure</i>	<i>Target for performance</i>	 <i>Data on performance (as in Business Plan)</i>
<b>Caution – close but does not meet target</b>	<b>Updated</b>	<i>Description of measure</i>	<i>Target for performance</i>	 <i>Data on performance</i>
	Same	<i>Description of measure</i>	<i>Target for performance</i>	 <i>Data on performance (as in Business Plan)</i>
<b>Does not meet target</b>	<b>Updated</b>	<i>Description of measure</i>	<i>Target for performance</i>	 <i>Data on performance</i>
	Same	<i>Description of measure</i>	<i>Target for performance</i>	 <i>Data on performance (as in Business Plan)</i>

Some measures that are the same as published in FY2023 Business Plan are summarized to optimize size of this report







# Looking back at FY2022 Performance – Objectives 1A – 1D

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Customers Measures</b>			
<b>Goal 1: Satisfied riders</b>			
<b>Objective 1A: Provide Safe Service</b>			
<b>Updated</b>	Customer complaints about personal safety and security per 100,000 boardings (Bus and MAX combined)	2.8 or fewer per 100,000 boardings	 3.8 per 100,000 boardings during FY22 through Jun 2022
<b>Objective 1B: Increase ridership</b>			
<b>Updated</b> 	Average weekly fixed-route boardings	Higher than or equal to previous year	 24.5 percent increase compared to same time previous year (Jun 2022)
<b>Objective 1D: Ensure equitable distribution of services and resources</b>			
<i>Measures of equitable service – Lines serving areas with higher than average populations of persons of color, compared to other lines:</i>			
Same	Revenue hours	Within 5 percent, equal, or better	 System average and MAX within 5 percent, equal, or better but bus is greater than 10 percent
Same	All other measures: Vehicle loads, On-time performance, Service availability, Vehicle assignments, and Bus stop infrastructure	Target for performance	 All within 5 percent, equal, or better






# Performance – Objectives 1D, 2A

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Objective 1D: Ensure equitable distribution of services and resources</b>			
<i>Measures of equitable service – Lines serving areas with higher than average populations of <b>persons with low incomes</b>, compared to other lines:</i>			
Same	All measures: Revenue hours, Vehicle loads, On-time performance, Service availability, Vehicle assignments, and Bus stop infrastructure	Target for performance	 All within 5 percent, equal, or better
<b>Goal 2: Satisfied community stakeholders</b>			
<b>Objective 2A: Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint</b>			
Updated	Percent of diesel consumption that came from renewable sources	Greater, or equal to, 80 percent	 All diesel fixed-route and paratransit buses and WES fueled by R99 renewable diesel by Jun 2022 (more than 99 percent of all diesel use at TriMet)
Same	Progress on initiatives to address climate change	Substantive progress on initiatives	 Operational emissions cut by greater than 63 percent with purchase of renewable electricity and renewable diesel

# Performance – Objectives 2B – 2D







Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Objective 2B: Advance mobility for those with limited options</b>			
Updated 	Cost per boarding ride on LIFT service	At or below inflation	 Decreased 7.1 percent, 12-month average (Jun 2022) compared to previous year
<b>Objective 2C: Support economic opportunity for all by expanding employee access to jobs and customer access to businesses and services</b>			
Same 	Percent of employment within walking distance of MAX stations, Frequent Service bus lines, Division Transit Project, and All transit	Equal to or greater than previous year	 All reduced percentages
<b>Objective 2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept</b>			
Same	Percent of housing within walking distance of MAX stations	Equal to or greater than previous year	 0.6 percent decrease
Same	Percent of housing within walking distance of Frequent Service bus lines, Division Transit Project, and All transit	Equal to or greater than previous year	 0.3 – 0.9 percent increase

# Performance – Objectives 3A, 4A

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Goal 3: Supportive broader community</b>			
<b>Objective 3A: Ensure strong support for transit and TriMet</b>			
Same	Approval rating for TriMet in public survey	Rating between 70 and 75 percent (combined riders and non-riders)	 73 percent favorable
<b>Internal Business Practices Measures</b>			
<b>Goal 4: Deliver safe, efficient, and equitable service</b>			
<b>Objective 4A: Increase personal safety</b>			
<b>Updated</b>	Passenger claims (injuries) per 1,000,000 boardings	1.9 per 1,000,000 boardings or fewer, annual average	 1.8 per 1,000,000 boardings, annual average (Jun 2022)
<b>Updated</b>	Number of preventable deaths	Zero	 Zero
<b>Updated</b>	Collisions per 100,000 miles for Bus, MAX, WES, and LIFT	Bus 2.6 WES <1 per 100,000 LIFT 1.3	 Bus = 2.5 (Jun 2022) WES = 0 (Jun 2022) LIFT = 0.8 (Jun 2022)
<b>Updated</b>	Collisions per 100,000 miles for MAX	MAX 1.3	 MAX = 1.4 (Jun 2022)







# Performance – Objectives 4B, 4C, Goal 5







Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Objective 4B: Provide reliable performance</b>			
<b>Updated</b>	On-time performance for Bus, WES	Bus = 85 WES = 95	 Bus = 89.5 (Jun 2022) WES = 98.8 (Jun 2022)
<b>Updated</b>	On-time performance for MAX, LIFT	MAX = 90 LIFT = 93.5	 MAX = 88.3 (Jun 2022) LIFT = 91 (Jun 2022)
<b>Objective 4C: Improve service delivery</b>			
Same	Availability and quality of service including miles of Frequent service and speed of travel (MAX system wide)	Greater than, or equal to, previous year	 All equal or better
Same	Capacity – Peak period average weekday percentage of overloaded trips	2 percent or less overloaded weekday peak trips	 Less than 2 percent
Same	Speed of travel (Bus system wide)	Greater than, or equal to, previous year	 14.0 miles per hour
<b>Goal 5: Design and deliver successful projects</b>			
<b>Updated</b>	Percent of fares collected through Hop Fastpass®	Same or increased compared to previous year	 86.0 percent of fixed-route fares 12-month average (Jun 2022)



# Performance – Objectives 5A, 5B, 6B, 7A

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Objective 5A: Develop higher capacity bus service</b>			
<b>Updated</b>	On-schedule for starting service on Division Transit Project	On schedule for fall 2022 start of service	 On schedule for fall 2022 start of service
<b>Objective 5B: Develop partnerships to support faster and more reliable bus service</b>			
<b>Updated</b>	Number of enhanced transit bus corridor and/or hotspot projects completed and in development	At least five	 Seven completed (Jun 2022)
<b>Goal 6: Business practices that create value and spur innovation and continuous improvement</b>			
<b>Objective 6B: Increase financial resources</b>			
<b>Same</b>	Milestones for strategy to leverage current TriMet assets for increased financial resources	Accomplished milestones	 TOD potential sites inventories and prioritization underway
<b>People and Innovation Measures</b>			
<b>Goal 7: Ensure a culture of safety</b>			
<b>Objective 7A: Successfully implement the safety management system (SMS) across the organization</b>			
<b>Same</b>	Lost time injuries rate (per 200,000 hours worked)	5.4 or fewer	 7.0 per 200,000 hours worked (calendar year 2021)

# Performance – Objectives 8A, 8C, 8D

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Goal 8: TriMet is where diverse and talented people want to come, stay, and thrive</b>			
<b>Updated</b>	Turnover percentage (minus retirements) from agency overall	No more than 5 percent	 5.3 percent
<b>Objective 8A: Invest wisely in people</b>			
Same	Training and development costs (including tuition reimbursement) as a percentage of payroll	4 percent or greater	 On track to greater than 4 percent by end of fiscal year
<b>Updated</b>	Percent of non-union employees within their predicted compensation range (within 1.5 percent above or below the predicted compensation)	90 percent or higher	 95 percent (May 2022)
<b>Objective 8C: Foster sense of community and cross-functional camaraderie</b>			
Same	Employee participation including volunteer events, Employee Town Halls, and Wellness and Health	Positive growth trend compared to previous years	 All positive
<b>Objective 8D: Achieve agency Affirmative Action goals</b>			
Same	Utilization rate - race	22.1 percent or better	 28.8 percent (Jun 2022)
Same	Utilization rate – gender, veteran, and persons experiencing disability	Varies; Refer to Business Plan	 Off target for these three measures



# Performance – Objectives 8E, 9A, 10A

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Objective 8E: Recruit a talented workforce</b>			
<b>Updated</b>	Time to fill positions (from requisition approval to acceptance of offer)	60 days or less	 56 average FY2022 (and averaging under 50 days the last three months)
<b>Goal 9: Foster service excellence and innovation</b>			
<b>Objective 9A: Foster employee innovation, including process improvements and partnerships</b>			
Same	Implementation steps of recognition, encouragement, and training practices for innovation and process improvement	Substantial progress	 Recognition system implemented
<b>Financial Measures</b>			
<b>Goal 10: Fiscally sound and compliant</b>			
<b>Objective 10A: Manage financial performance within Strategic Financial Plan guidelines</b>			
Same	Annual alignment with Strategic Financial Plan guidelines	Meet at least five of six	 All six met
<b>Updated</b>	Net medical benefits cost per covered employee	Reduced, stable, or increased no greater than the Federal Employment Cost Index	 \$1,449 per covered employee average (FY2022 average)



= on target



= caution











= off target



= COVID-19 impact

# Performance – Objectives 11A, 12A, 12B

Updated/ Same as published	Measure	Target	FY2022 Performance
<b>Goal 11: Manage assets to ensure safety and optimize value, performance, and resiliency</b>			
<b>Objective 11A: Meet or exceed state of good repair targets for all identified asset classes</b>			
Same	Meet or exceed asset management class targets	All major asset classes on target or better	 Some asset classes at or better than target
<b>Goal 12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan</b>			
<b>Objective 12A: Manage financial capacity to deliver regional expectations for service growth</b>			
Same	Annual percentage of new service enhancement 	On hold while COVID-19 restrictions resolve	 Service hours reduced (multiple factors including operator shortage)
<b>Objective 12B: Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost</b>			
Updated	Fare recovery (passenger revenue/system cost) on fixed-route 	25 percent or better	 10.7 percent passenger revenue/system cost for fixed-route service, FY2022 to date (Jun 2022)
Updated	Operating cost per vehicle hour for Bus and MAX	Annual increase less than or equal to inflation	 Bus = 4.5 percent increase MAX = 0.8 percent decrease
Updated	Operating cost per vehicle hour for WES and LIFT 	Annual increase less than or equal to inflation	 WES = 18.7 percent increase LIFT = 9.5 percent increase



# Five-Year Plan – updated annually



# Looking Forward

- **Sept 28 – Board meeting/briefing – Strategic Priorities initial discussion**
- **Oct 26 – Board meeting/briefing – General direction and priorities**
- **Jan 25, 2023 – DRAFT Business Plan for FY2024 – FY2028**
- **Mar 22, 2023 – FINAL Business Plan for FY2024 – FY2028**

# Thank you

