

General Manager Deliverables for FY2024

DRAFT FOR REVIEW 8/17/2023

Deliverables

#	Deliverable	Business Plan KSA # reference	Target	Strategic Priority	Responsible Division(s)
1	Fully develop and document strategies and actions to achieve Vision 2030	2024-01B-03	Incorporated into Business Plan by April 2024	All	All
2	Put into service first two years of multi-year Forward Together implementation	2024-01B-05	Planned FY2024 increases in service before end of June 2024 and further increases adopted by Board before end of FY2024 with staffing in place sufficient for implementation including: <ul style="list-style-type: none"> • Have 95% of needed Bus Operator positions filled by end of FY2024 • Hire at least xx¹ Service Workers by end of FY2024 	Ridership; Inclusion, Equity, Diversity, and Access	COO
3	Hire and train additional employees and contracted personnel to provide more presence on the system	2024-01A-02	80% or better of employee and contracted personnel positions filled	Ridership; Safety; Inclusion, Equity, Diversity, and Access	Safety & Security

¹ Exact numerical target under development

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4	Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, 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.	2024-02B-04	Achieve: <ul style="list-style-type: none"> • At least one public engagement event in each district; • At least one in non-English language • Engage at least three community partners • At least 8,000 new low-income fare sign ups 	Community and Partnerships; Inclusion, Equity, Diversity, and Access; Safety	Public Affairs; Engineering & Construction; COO; Inclusion, Diversity, Equity, and Access
5	Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project	2024-05C-04	Substantial completion achieved before end of FY2024 and on-schedule for opening in FY2025	Ridership	Engineering & Construction
6	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	2024-06A-01	Conduct at least two events for DBEs to educate, inform, and remove barriers to increasing DBE participation	Inclusion, Diversity, Equity, and Access	Inclusion, Diversity, Equity, and Access; Finance
7	Recognize and celebrate employees	2024-08C-03	Deliver at least four agency-wide events, such as local Roadeo, Operator Choice Awards, ROSE week, and Family Fun Day	Employees and Employee Experience	HR and all, especially Transportation and Maintenance

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8	Manage and align financial performance and decision-making with the Strategic Financial Plan	2024-10A-01	Meet each of the Strategic Financial Plan elements including: <ul style="list-style-type: none"> • Fiscal Policy • Unrestricted Fund Balance & Contingency Policy • Debt Management Policy • Fare Policy • Capital Improvement Plan • Pension Funding Plans In addition: <ul style="list-style-type: none"> • Obtain an unmodified opinion on the annual financial statements. • Adopt a balanced budget by June 30, 2024. • Further develop the 5-year CIP. 	Financial Stewardship and Capacity	Finance
9	Receive and commission 24 battery electric buses and deploy for service on equity lines	2024-02A-03	95% completion level for planned steps for commissioning of those BEBs received from manufacturer by end of FY2024	Community and Partnerships, Ridership	Maintenance; COO
10	Deliver budget-approved state of good repair projects on-time and on-budget	2024-05C-05	Complete the following seven projects on-time and on-budget: rail tie replacement; light rail and vehicle equipment replacements; Sunset TC elevator hoist way; Washington Park emergency communications systems replacement; Server and Desktop replacements; Farebox, and Ticket Vending Machine replacements. Start construction at 148 th MAX station rehabilitation.	Financial Stewardship and Capacity; Safety	Maintenance; Engineering & Construction

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11	Engage with ATU and other stakeholders to develop initiatives to cover in negotiations for new Working and Wage Agreement	2024-08A-01	Complete all necessary stakeholder meetings and develop list of proposals by end of FY2024. Engage with internal stakeholders to develop and analyze proposals for contract negotiations. Meet at least six times with key stakeholders, including operations and maintenance departments. Meet with ATU representatives no less than six times to prepare for formal contract negotiations.	Employees and Employee Experience	LR/HR
12	Commission and begin service with Type 6 light rail vehicles as they are delivered by the manufacturer; replace and retire Type 1 light rail vehicles as Type 6 vehicles go into service and are operating reliably	2024-11A-01	At least 10 light rail vehicles received from manufacturer and made ready for revenue service (assuming manufacturer meets delivery schedule) by end of FY2024	Ridership; Financial Stewardship and Capacity	Maintenance; Safety & Security
13	Diversity, Equity, and Inclusion Strategic Plan	Supports multiple Goals	Complete and deliver Diversity, Equity, and Inclusion Strategic Plan during FY2024	Inclusion, Equity, Diversity, and Access	Inclusion, Equity, Diversity, and Access

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14	Deliver workforce development programs in educational pipeline to maintenance positions, internships, entry-level positions, and succession planning for executive and director positions	Goal 8 TriMet is where diverse and talented people want to come, stay, and thrive	Milestones completed before the end of FY2024: 1. At least one partnership in place with community colleges, trade schools and/or high schools with pathway to positions in the maintenance department 2. Develop and implement Summer 2024 internship program 3. Identification and recruiting in place for entry-level positions with ladders to potential promotion 4. Implement succession planning program for executive and begin Phase 2 process for key director positions	Employees and Employee Experience; Inclusion, Equity, Diversity, and Access	HR; Maintenance