

General Manager Deliverables for FY2026 (July 1, 2025 – June 30, 2026)

UPDATED 7/16/2026

#	Deliverable	TriMet 2030/ Business Plan reference	Target	Results
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 - Customer Experience - Launch FX service on 82nd Avenue and TV Highway - Financial Stability - Strengthen fiscal efficiency and transparency - Financial Stability – Explore and pursue potential new revenue streams - 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	- Complete. Definitions developed and implementation underway for all TriMet 2030 Strategy teams; all underway in implementation, actions underway and/or completed; quarterly progress reports completed for quarters during FY2026 - Complete. Performance monitoring and executive review continues. - Complete. TriMet 2030 dashboard reporting progress.
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 strategy - Develop a way to measure rider perception on safety and corresponding strategies to improve rider perception of on-board security - Increase Law Enforcement Transit Police Officers by 8	- Complete. Security Management Plan complete and fare evasion is reducing - Complete. Measure included in A&A and on-board survey questions - Complete. Started FY2026 at 22, and met in FY2026 with 31
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	- Complete. - Met: 100% during June 2026 - Met: 87% during June 2026 - Met: 98% during June 2026 - Met: 98% during June 2026 - On track - Met: 3.0 MAX safety critical rule violations during FY2026 - Met: 1.6 during FY2026

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			- 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	- On track - Bus: 85.9% FY2026 YTD (May 2026) - MAX: Industry review did not identify better metrics; 88.5% OTP in FY2026 TD - WES: 98.3% FY2026 TD (May 2026) - LIFT: 90.1% FY2026 TD (May 2026) - Completed the journey map and identified work plan elements
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	- Complete - Partially met – including additional funding in long-range forecasts but full strategy hinges on overall budget strategy - Complete. 3% in most divisions in FY2026; then at least 5% in each division at beginning of FY2027 - Complete as demonstrated by FY2027 adopted Budget
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	- Strategy team defined plans and in implementation - Complete. Plan and funding in place for analysis of return on investment and business case
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	- Complete - Complete: Protocol developed and tested; inventory of over 500 applications is complete - Complete: over 50% assessed for “fitness” - Complete: Recommendations for disposition are in place for all assessed software applications
7	Engage riders, stakeholders, and community in service changes to ensure voices are heard and decisions are made in alignment with regional needs	2030: Strengthen fiscal efficiency and transparency 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	- Complete - Complete - Complete - Complete - Complete – proposed service plans substantially adjusted and communicated as part of final service change ordinance

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8	Complete commissioning and operate regular service with Type 6 light rail vehicles	2030: Goal: Strengthen and fund maintenance of our transit assets. FY26 Business Plan: Infrastructure	Start of revenue service targets: 26 Type 6 vehicles in revenue service before 6/30/2026 and provide an update to the board when complete	Complete: 29 in operation before 6/30/2026
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	- Complete: Using Feb '26 YourVoice Survey Data as baseline - Complete. Developed outcome metrics and a program dashboard for tracking and reporting CI progress against project-specific baselines. - Complete. Four EPIC project pilots launched in Transportation and Public Access divisions. Outcome metrics to be reported upon project completion.
10	Advance 82 nd Ave FX and Powell garage upgrade projects	Increase safety and ridership by delivering on our commitment, alongside regional partners, to launch FX service on 82nd Avenue and TV Highway. FY26 Business Plan: Infrastructure #4	Advance design and issue notice to proceed (NTP) for project, garage, and vehicles	Complete. All approved and underway
11	Advance TV Hwy FX Transit and Safety Project	Increase safety and ridership by delivering on our commitment, alongside regional partners, to launch FX service on 82nd Avenue and TV Highway. 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	- Complete. The project was approved to enter into Project Development, further advancing the project through the FTA Capital Investment Grant (CIG) program. - Complete. LPA adopted and RTP amended. Project has since advanced to 30%
12	<i>General Manager Outreach (shaping and influencing)</i>	<i>Multiple</i>	<i>Build strong personal relationships with multiple partners to further establish TriMet as a leader in the region and its initiatives</i> <i>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</i>	- Complete - Complete
13	<i>Maintain Positive Board Relations (vision and direction alignment)</i>	<i>Multiple</i>	<i>Schedule regular meetings with Board President between Board meetings and quarterly meetings with rest of board members</i> <i>Execute at least one Board Retreat</i> <i>Execute at least one Board strategy session</i> <i>Execute at least two board education sessions</i> <i>Provide at least one site inspection of facilities by Board member(s)</i> <i>Provide regular written updates to the Board on current Agency issues</i> <i>Regularly inform Board members of events in the region for potential participation</i>	- Complete - Complete - Complete - Complete - Complete - Complete - Complete

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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	- Complete - Complete