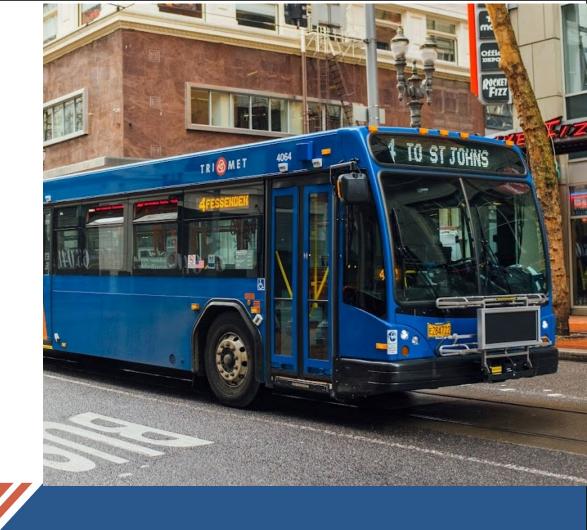# Welcome to the TriMet Board of Directors' Spring Retreat

April 17, 2024

Ahead Today

- **Vision 2030 Overview**

- **Vision 2030 Report Out**

- **Board Discussion**

- **Safety, Security and Service Improvements Update**

- **Board Discussion**

- **Next Steps & Timeline**

Vision 2030 Overview

VISION 2030

Our Rallying Cry: Connecting People for a Better Life

Vision 2030: A Ridership Goal
Deliver 120M annual rides by 2030

- Mitigates climate impacts

- Lessens congestion

- Improves freight movement

- Enhances mobility

- Increases opportunity

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Getting to 120M

Growth Rate	CY2023	2024	2025	2026	2027	2028	2029	2030
	Actual	*Targeted*	*Targeted*	*Targeted*	*Targeted*	*Targeted*	*Targeted*	*Targeted*
9.9%	62,081,213	68,214,837	74,954,463	82,359,964	90,497,128	99,438,244	109,262,743	120,057,902
	Difference:	6,133,624	6,739,626	7,405,501	8,137,164	8,941,116	9,824,499	10,795,159
8.27 million	62,081,213	70,355,325	78,629,438	86,903,550	95,177,663	103,451,775	111,725,888	120,000,000
	Difference:	8,274,112	8,274,112	8,274,112	8,274,112	8,274,112	8,274,112	8,274,112

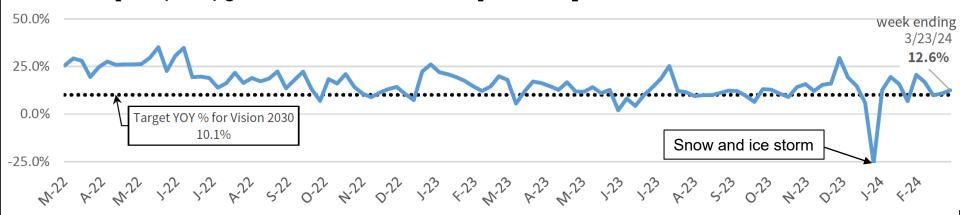**9.9%: Smaller increase in earlier years but larger increase in later years more of a challenge**

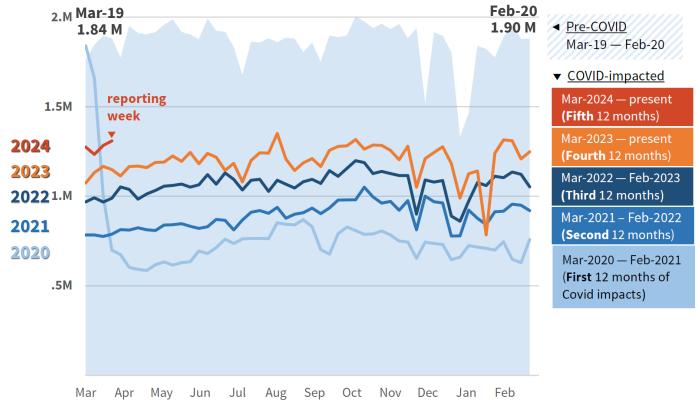**8.27M: Same level across all years may be easier to achieve**

Growth Momentum

Year-over-year (YOY) growth tracker for weekly ridership

week ending
3/23/24
12.6%

Target YOY % for Vision 2030
10.1%

Snow and ice storm

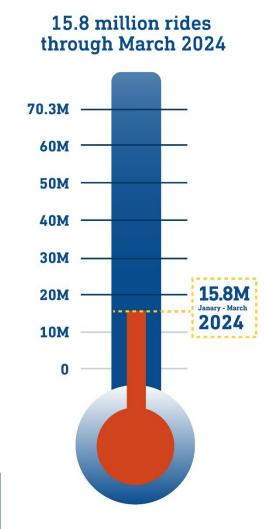# Pace of Growth

Source: Estimates from Automated Passenger Counters

Tracking Our Progress

Current Ridership Includes:

- MAX
- Bus
- WES
- LIFT

What other rides should we count that TriMet pays for?

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15.8 million rides through March 2024

70.3M

60M

50M

40M

30M

20M — 15.8M
January - March
2024

10M

0

Guiding Framework Pillars

- **Ridership**
- **Infrastructure**
- **People**
- **Resources**
- **Community**

Outreach supporting Vision 2030: Messages

More people riding more often benefits everyone
   Equity and access to opportunity
   Climate change
   Congestion, freight, deliveries

TriMet is a leader in addressing these challenges and revitalizing our region
   Vision 2030 goal of 120 million rides focuses our efforts

Outreach supporting Vision 2030: Messages

Riding is safe, easy, affordable

Security and cleaning initiatives

Trip planning tools; multilingual communications

Hop Fastpass; Honored Citizen fares

Forward Together

Bus service improvements: ridership and equity

Infrastructure investments

Projects for safer, faster, more reliable service; TOD

Outreach supporting Vision 2030: Activities

- **Community events**
- **Listening sessions**
- **Neighborhood and business associations**
- **Open houses; multicultural outreach partners**
- **Social media; news releases**

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Vision 2030 Pillars Report Out

Ridership

EXPERIENCE

Better Rider Experience on Board and at Stations

Kate Lyman
Manager of Service Planning & Development

Nate Smith
Director of Customer Experience

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Problem statement: TriMet's vehicles and facilities do not always meet rider expectations for safety and cleanliness.

Sub-goals:

- Riders feel safe on board and at stations
- Vehicles and stations are clean and comfortable

Riders feel safe on board and at stations.

Action Step	Metric
Staffing events: • Determine the gap between existing staffing and ideal levels of staffing for individual events • Identify resources required and submit budget request	• Staffing at individual events (by type of employee/contractor) • Rider opinion
Potential infrastructure upgrades: • Determine if temporary fencing at events may be useful • Evaluate feasibility of longer-term investments in lighting and bus shelter replacements • Implement infrastructure upgrades (if directed)	• Determination regarding temporary fencing • Completion of feasibility analysis • Rider opinion

Vehicles and stations are clean and comfortable.

Action Step	Metric
Hire sufficient staff to meet current goals for cleanliness of vehicles and stations. • Buses: deep clean 1x/60 days • Trains: deep clean 1x/45 days, increasing to 1x/30 days • Bus shelters: clean 1x/week • MAX platforms: pressure wash 1x/month	• Frequency of deep cleaning on buses and trains • Frequency of pressure washing MAX platforms • Customer survey results
Identify next-phase targets for cleanliness along with a staffing plan.	• Outline of next-phase targets
Develop a process to monitor rider and non-rider attitudes towards cleanliness over time to determine effectiveness.	• Agreement on how to measure rider and non-rider attitudes

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Thank you work group members!

- Leadership by Inessa Vitko, Andrew Wilson, Alan Lehto
- Members include representatives from Finance & Administration, Payroll, Service Delivery, Customer Experience, Digi Comms, Communications, Field Ops, Rail Ops, MOW, REM, Fare Revenue, Service Planning, Service Delivery, IT Ops & Infrastructure, IT Intelligent Transportation Systems, Risk Management, Community Engagement

Infrastructure

RELIABILITY

TriMet will get you there

Problem Statement:

For riders to trust TriMet, we must provide reliable service. We need to measure reliability in ways that are relevant to our riders, and we need to deliver both measured reliability and the perception of reliability on our system such that riders can feel confident that TriMet will "get them there" efficiently and on time.

Actions

- Start measuring on-time performance in ways that are meaningful to riders
- Expedite removal of autos in the ROW
- Implement condition-based & predictive maintenance
- Complete the Better Red Project
- Implement 20-25 Better Bus projects region-wide by 2030
- Implement NextGen Transit Signal Priority (TSP) in 5+ corridors by 2030
- Open the 82nd FX project by 2030 (June 2029)

Metrics

- **On Time Performance**
  - *-as experienced by customers!*
- **Mean distance between failures**
- **Number/severity of disruptions**
- **Disruption recovery time**
- **Preventative maintenance compliance**
- **Adoption of condition-based & predictive maintenance**

People

RECRUITMENT & RETENTION

Increase Frontline Transportation and Maintenance Staffing

People Pillar Team

ED Advisory Team – Kim Sewell, John Gardner, Dan Blair

Co-Leads – Fred Casey, Scott Erickson

SME Working Group – Darcie Hardee, Mary Hill, Angela Burns-Brown, Lyle Pereira, David Killens, Devon Gende

Staffing Challenges Remain

- Hiring generally stable/improving

- Need to keep our new hires!

- RETENTION IS THE KEY FOCUS

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Problem Statement

-   We are facing a significant issue with a large number of new employees leaving within their first year. This high turnover rate is causing problems in three main areas: our day-to-day operations, our ability to plan for the future, and the quality and trust of service our customers receive.

-   We wish to improve first year retention for Operator and Maintenance new hires, allowing greater operational flexibility, and ability to meet future service and ridership goals

Actions Items

- **People Pillar team established**

- **Baseline data as starting point established**

  - **Further "slices" for understanding needed**

- **Training initiatives**

  - **Focus on additional seat time for Ops**

  - **New onboarding model (Onboarding Academy)**

Metrics, Goals, Milestones

1. Reduce turnover in next calendar year by 25% across all focus areas
2. New position hired in Training with onboarding focus by 5/1
3. Additional "seat time" in training by 9/1
4. More robust exit interview data collection and tracking
5. Continuation of front-line "pulse check" surveys
6. Extraboard improvements

Resources

SUSTAINABILITY

We are fiscally sound while being transparent and accountable

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Resources Group Strategy

Expenses: Identify ways to decrease continuing expenses

Revenues: Identify new continuing resources to prioritize

Revenues: Identify most promising existing revenue sources to increase

Community

REPUTATION

We are Leading the Revitalization of the Region

Problem Statement

TriMet's reputation in the community is a direct reflection of the overall degradation of people and the environment that is often observed in the Portland area.

Concerns about cleanliness and riders' behavior have led to the system feeling less safe, dignified and desirable.

We are making great strides to address these crises but people don't know about our efforts and/or don't think TriMet cares.

Actions – in progress

- **More presence**
  - **On board (Security, On-Street Customer Service)**
  - **In community (Community Engagement)**
- **"Do the Ride Thing" rider etiquette campaign**
- **Real-time reporting tool via QR code at stops, stations**
- Real-time reporting tool via QR code on vehicles
- Dashboards

Actions – more ideas

- **Rethink deployment of Security staff: expand coverage**
- Ride Guide shifts for all non-union employees
- All employees: de-escalation training; "need help?" business cards
- Public-facing dashboards

- "TriMet Riders Manual" campaign (think 'owners manual')
- "I'd Rather be Riding TriMet" campaign
- Speakers bureau
- Clean public right-of-way around bus stops; create community service option
- Graffiti response team

Metrics

- **Annual Attitude & Awareness Survey**
- Platform cleaning hours per [month]
- Vehicle cleaning hours per [increment of service]
- Security staffing hours per [increment of service]
- Safety response team and on-street customer service teams: hours, people assisted per [increment of service]
- Community events staffed, people engaged per [month]
- Cleanliness complaints (SIPs) per [month]
- Security complaints (SIPs) per [month]

Vision / what success looks like

People of all backgrounds will feel safe and welcome on our system.

Riding TriMet will be seen as an enjoyable experience, among people's top choices for travel.

Youth will want to ride, and parents will encourage them to do so.

People will refer to TriMet as a leader in our region's vitality.

Board Discussion

Question to consider:

Was there clarity around the actions and activities that will help move us toward our ridership goal?

Roadmap Ahead

- Hiring a Vision 2030 Project Manager

- Refinement & implementation of work plans

- Develop regular reporting

- Continue engaging the community

- June 28th – Expanded Directors' Exchange

- August Board Strategy Session – an update

Break

Safety, Security and Service Improvements

April 2024 Board Retreat — Security Update

Andrew Wilson
Executive Director, Safety & Security

Proposed Program: Modification One

- **Provide increased security presence by placing one security officer on each MAX train (single-car or two-car train) during the entire service day**

  ➤ Daily pullouts: 41 (Ruby Junction: 28 / Elmonica: 13)

  ➤ Shifts required: 3 (24-hour coverage)

  ➤ Additional security officers: 123

  ➤ Additional field supervisors (6:1 ratio): 21

  ➤ Hourly bill rate: security officers=$46.25 / field supervisors=$47.25

- **Estimated cost: $13.89 million minimum (annually)**

Proposed Program: Modification Two

- **Provide increased security presence through Customer Safety Supervisors (CSS) Code Enforcement Program**

Staffing Increases	Sample Coverage	Estimated Annual Cost
8 CSS & 1 Lead	MAX Green Line, 82nd Ave., Milwaukie buses, Oregon City Transit Center	$1,230,700
16 CSS & 1 Lead	Clackamas Town Center 7 days a week	$2,461,400
Double current staffing: 42 CSS & 5 Leads 3 assistant managers 1 manager	Increased Code Enforcement all service hours	$7,042,400

Current Safety & Security Staffing

Role	2022	2023	*2024
Transit Security Officers	101	160	240
Customer Safety Supervisors	37	51	51
Customer Safety Officers	42	80	80
Safety Response Team	48	68	**138
Transit Police	18	20	25

*Estimated by EOY
**Contingent on Multnomah County funding

Customer Service	2022	2023	2024
On-Street CS Representatives	4-7*	7*	20

*Part-time shifts

Security Staffing Additions

- Allied Security contract approved by Board – March 2024
  - ➤ Ability to hire more Transit Security Officers

- Pursuing partnership with Multnomah County for Supporting Housing Services funds — pending approval
  - ➤ Double Safety Response Team

- Renewing commitments to add Transit Police personnel
  - ➤ Milwaukie PD, Port of Portland PD, Lake Oswego PD, etc.

Security Presence on Every Train

- **~350 safety & security personnel**

- Increase staffing over time

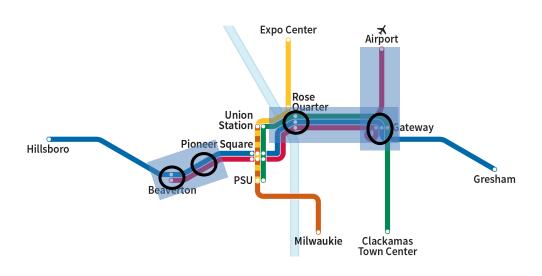- Additional funds will be needed

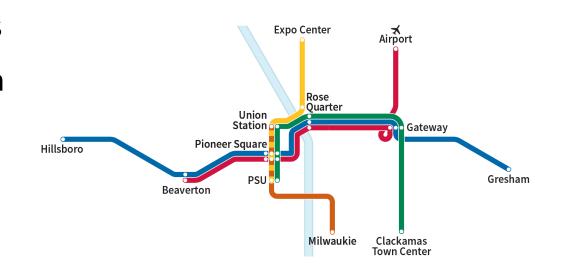**TRIMET**

Security Presence on Every Train

- **Phase 1: ~60 additional Transit Security Officers**

- More static coverage at transit centers

- On board:
  - PDX-Gateway
  - Rose Quarter-Gateway
  - Beaverton to Wash Park

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Security Presence on Every Train

- **Phase 2: ~80 additional Transit Security Officers**

- Added patrols & overlaps

- Working up to full system coverage throughout service day

- Conduct full system presence assessment

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Increased Fare Enforcement

- **Focus on fare enforcement**

  - More ability for fare enforcement

  - More checks throughout the day

  - Greater visibility during high ridership times

  - Elevated communications: Fare enforcement and Honored Citizen reduced fare education

Questions?

MAX Maintenance Window Expansion

TriMet Board Retreat

April 17, 2024

Big Picture Why

- Less than one hour when no MAX trains are in operation system-wide
    - Any work on MAX that can't happen at night causes more disruptions to service
- Significant increase in security events during late night service hours

Selected Comparisons

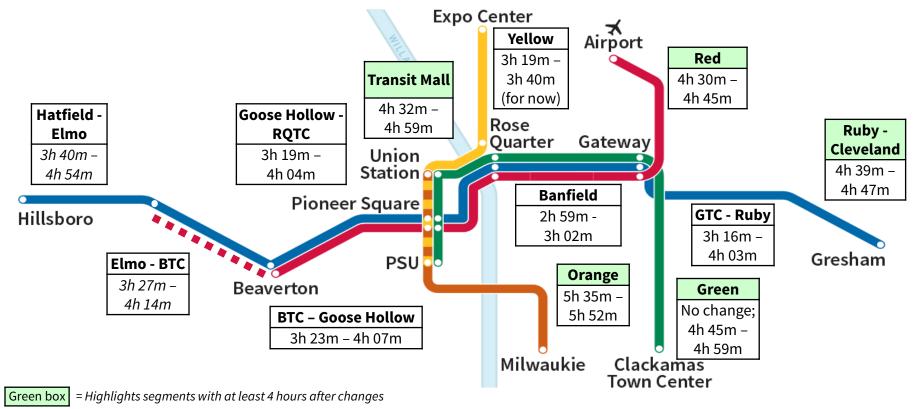| Agency Name	Weekday overnight gap reported in NTD (2022)
Denver Regional Transportation District	0:17:00
Tri-County Metropolitan Transportation District of Oregon	0:37:00
Los Angeles County Metropolitan Transportation Authority	1:29:00
Central Puget Sound Regional Transit Authority	1:37:00
Dallas Area Rapid Transit	1:54:00
The Greater Cleveland Regional Transit Authority	1:59:00
San Diego Metropolitan Transit System	2:05:00
Bi-State Development Agency of the Missouri-Illinois Metropolitan District	2:09:00
Maryland Transit Administration	2:42:00
Massachusetts Bay Transportation Authority	3:48:00
Niagara Frontier Transportation Authority	4:23:00
City and County of San Francisco	4:30:00
Transportation District Commission of Hampton Roads	5:10:00

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Solution

- When ridership is lower and large vehicles are not needed, provide service with buses

- Do more of our MAX system maintenance at a time with low ridership

- Allows more MAX maintenance to happen overnight = better reliability for riders, safety, and good repair

- Bus service will add between 30 minutes and almost 2 hours to the overnight work window, depending on the line

AFTER Changes addition to Work Window

Hatfield - Elmo
3h 40m – 4h 54m

Goose Hollow - RQTC
3h 19m – 4h 04m

Transit Mall
4h 32m – 4h 59m

Yellow
3h 19m – 3h 40m (for now)

Red
4h 30m – 4h 45m

Ruby - Cleveland
4h 39m – 4h 47m

Expo Center

Airport

Rose Quarter

Gateway

Union Station

Pioneer Square

Banfield
2h 59m - 3h 02m

GTC - Ruby
3h 16m – 4h 03m

Hillsboro

Elmo - BTC
3h 27m – 4h 14m

PSU

Orange
5h 35m – 5h 52m

Green
No change; *4h 45m – 4h 59m*

Gresham

Beaverton

BTC – Goose Hollow
3h 23m – 4h 07m

Milwaukie

Clackamas Town Center

Green box = *Highlights segments with at least 4 hours after changes*

May vary somewhat with final schedule adjustments and future service changes

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Examples of work that can be done...

Maintenance Work Examples	Work Time
Visual inspections	1 hour
Switch maintenance	1 ½ hours
Signal relay testing	1 ½ hours
Track geometry testing (limited)	2 hours
Replace insulated rail joint	2 ½ hours
Overhead power inspections	2 ½ hours
Tie replacements	4 hours
Rail grinding	4-4.5 hours
Replace a switch machine	4-5 hours
Ultrasonic testing	4-5 hours

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Proposed MAX Bus Segments
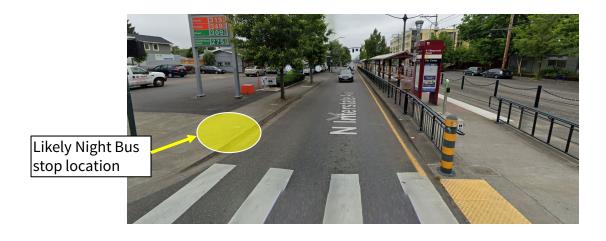
Guiding principles for service

- Avoid excessive transfers

- Match current span of service

- Maintain service between Airport and Downtown

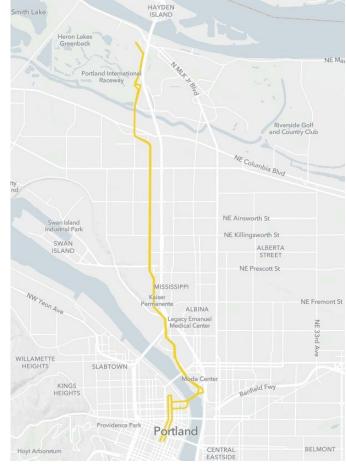- Streamline bus bridge routing to minimize additional travel time

Yellow MAX Bus Example

- One of the most straightforward
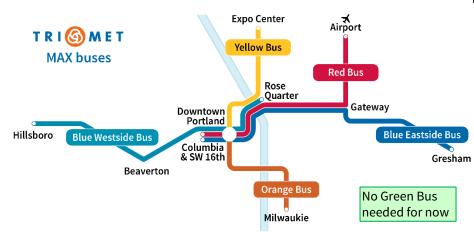- Most MAX bus stops can be across the street from the MAX stations

Likely Night Bus stop location
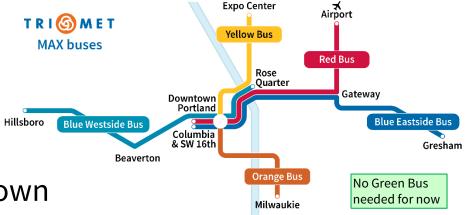
Operations

- MAX Bus service begins at or near midnight and would stop when current MAX service is scheduled to stop

- Operate Blue service in 2 segments:
  - Blue Eastside - Cleveland to Goose Hollow
  - Blue Westside – Hillsboro to Rose Quarter

TRIMET MAX buses

Expo Center
Yellow Bus
Airport
Red Bus
Rose Quarter
Downtown Portland
Gateway
Hillsboro
Blue Westside Bus
Blue Eastside Bus
Columbia & SW 16th
Gresham
Beaverton
Orange Bus
No Green Bus needed for now
Milwaukie

Operations, continued

- Red Line would serve to Downtown Portland, making all stops between Gateway and downtown and ending in Goose Hollow.
  - Eliminates transfers at Gateway

- Line 291-MAX Orange Bus – adding northbound service

Impact to State of Good Repair Activities

- Improved utilization of Maintenance of Way labor

- Reduced complexity for the planning and execution of State of Good Repair maintenance activities

Next Steps

- Targeting August 2024 service change

- Included in service ordinance to Board in March/April 2024

- Further development of schedule and stop details under way

- Community/Rider outreach

- Changes to night service now, consider morning service adjustments in the future

Questions?

Board Discussion

Final Thoughts

We are TriMet!

VISION 2030

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