

Date: September 16, 2022

To: Linda Simmons, President
Lori Irish Bauman, Vice-President
Ozzie Gonzalez, Secretary/Treasurer
Keith Edwards, Board Member
Thomas Kim, Board Member
LaVerne Lewis, Board Member
Kathy Wai, Board Member

From: Sam Desue, Jr., TriMet General Manager

Subject: 2021-2022 Performance Review

As I close the chapter on my first year as General Manager (GM), I have been revisiting the inspiring, productive, and challenging milestones that have punctuated this memorable period. In order to be on strong footing for the future, I have taken a few moments to reflect on what we have accomplished and the obstacles we faced, all in an effort to improve performance in the years ahead.

With the support of the Board and agency leaders, I stepped into the role of interim GM, while still serving as Chief Operating Officer (COO) and as acting Executive Director of Transportation, yet I was still able to hit the ground running. This was a time of huge transition and highlighted the need for a deeper roster. But it also set the stage for partnership and productivity, as we settled the union contract, worked in cooperation with Multnomah County Commissioners to transition command of the transit police contract, and reduced our carbon emissions by more than 25% with our shift to all renewable energy.

I sat before many of you last June to thank you for the opportunity to serve in this full GM capacity. I spoke with you about the unique opportunity we had to reevaluate how we serve our riders and how we could create better connections with our employees and larger community. In the weeks after, I submitted to you my 100 day plan that outlined areas where I needed to focus my attention right away. I can report to you that 98% of those focus areas were achieved. Some took a bit longer than 100 days but I'm proud of the progress we made.

One of those focus areas and a directive I heard from the Board was to reach out to the community to not only introduce myself, but to show the community that TriMet is indeed a partner and that we continue to work to improve our system to serve our riders and this region. Over the course of these past 12 months, I have met with Oregon's Congressional Delegation, the FTA and FHWA, the Governor's office, state lawmakers, our jurisdictional partners, business

and community leaders, and have heard firsthand from the public on how important our service is and how much more is needed throughout the region. Building and maintaining these relationships is incredibly important and the foundation for further success of this agency.

We made great strides to make riding more convenient, safe, and welcoming, including the installation of more than 120 display screens across the bus system, the completion of transit priority projects to speed up traffic across the region, the kick-off of our Comprehensive Service Analysis, the addition of the Milwaukie Police Department to our transit police, and the introduction of our new Safety Response Team which provides an additional layer of safety and security.

Together we completed the Lloyd MAX improvements Project which revitalized original areas of the MAX system, we received nearly \$100 million in federal support and began construction on the MAX Red Line Expansion and Improvement Project, and we have nearly completed the Division Transit Project.

My personal goals closely lined up with the Board-identified objectives to expand mobility and opportunity for all. I am proud to say I successfully accomplished 98% of all of the objectives set by this Board including the development and implementation of a nearly \$2 billion budget. All of this was accomplished as the agency navigated a trying year with excessive heat and ice events, the Delta and later the Omicron COVID surges, operator shortages and the groundwork for ridership recovery.

In an effort to keep our social responsibility at the forefront and working to ensure a healthy workplace, I requested an outside study of our diversity, equity, and inclusion practices, in an effort to proactively identify potential blind spots. I also requested a salary level study, approved a 5.5% wage increase to compensate employees for years of demanding work and put into place aggressive hiring bonuses to help combat the short staffing issues, being felt locally and across the nation. In this time, we have also welcomed two new Board members, hired a knowledgeable Chief Operating Officer (COO) and skilled Executive Director of Transportation, and worked to set budget priorities for the year ahead.

While we have done a number of impressive things, the days that most clearly stand out in my mind are the days I spent with employees—operators, managers, maintenance workers, cleaners, on-street staff, and all other personnel. I am incredibly appreciative for all the individuals who show up every day, in service to our customers.

I continue to share my gratitude for our employees, our customers and for the Board—our leaders who choose to work with a collaborative spirit, and with our customers in mind, as we faced our shared goals, obstacles, and unforeseen challenges together.