A scenic view of the Portland, Oregon skyline across the Willamette River. In the foreground, a blue double-decker bus is driving on a bridge. The bridge spans the river, with a tall steel truss structure visible. The background features a variety of buildings, including the iconic white-trimmed Wells Fargo Center and other modern skyscrapers under a clear blue sky.

TRIMET 2030

STRATEGIC PLAN
2025-2030

FROM THE GENERAL MANAGER

When people think of the Portland region, they intrinsically think of TriMet. Through hard work, a resolute commitment to moving people, great planning and the help of dedicated regional leaders like yourself, we have a system that is embedded in our community and provides more than 1.3 million trips per week.

However, our region has been slow to recover from the pandemic. Commuting and ridership patterns have changed and far more people telework than we could have imagined, with Oregon ranking second highest in the country. To meet the challenges before us, we can't stick to the status quo. It's a new day and we must rise to the occasion.



Given our current financial situation and our commitment to balance the budget in the next few years, the TriMet 2030 Strategic Plan will help our agency focus and stay aligned on the work before us. This plan lays out five goals to meet these challenges, as well as the strategies we will use to achieve them. Our Board of Directors fully supports this ambitious, but achievable plan and I ask that you too, support us in this effort. When TriMet succeeds, we all succeed in making our region one of the world's most livable places.

Thank you for believing in our mission and joining us on this road over the next five years. As TriMet embarks on this journey, we will measure our progress and hold ourselves accountable to achieving what we set out to accomplish. I am proud to play a role in our region's comeback story and humbled to be part of a long-lasting legacy of delivering transit service to this region.

A handwritten signature in black ink, appearing to read "Sam Desue Jr." The signature is fluid and cursive.

Sam Desue Jr.
TriMet General Manager



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STRATEGIC PLAN PROCESS

From January through September 2025, the TriMet Executive Team met in a series of sessions to:

1. Discuss and align on the Strengths, Weaknesses, Opportunities and Challenges (SWOC) for the agency.
2. Discuss and align on the strategic shifts for the agency through 2030.
3. Develop the Goals, Targets, and Strategies to guide the priorities of the agency over the next five years.
4. Seek and review feedback from various stakeholders.

The strategic planning process was designed to build an organizational system that can be used to manage the performance of the agency on an ongoing basis (see visual to the right).

As part of the planning process, staff across the agency were encouraged to provide feedback on the draft TriMet 2030 Strategic Plan. Through outreach via the internal ExpressLine newsletter, Director/Manager emails, Expanded Directors' Exchanges, Webex spaces, the TriNet Homepage and in-person, a total of 510 staff provided feedback to refine the draft plan.

Community members across the TriMet service area were also encouraged to provide feedback via an online survey on the TriMet 2030 Strategic Plan, through outreach via the Riders Club eNewsletter and social media channels. In addition, TriMet staff hosted two in-person community feedback sessions and one regional partner feedback session. A total of 650 community members provided feedback to refine the draft plan.





The plan found on page 8 reflects the Goals, Targets and Strategies that will ensure TriMet is well-positioned to continue to live out our Vision and Mission over the next five years.

TriMet understands that implementing a strategic plan often requires navigating limited budgets, time, or personnel, making it essential to optimize resources while aggressively pursuing the Goals, Targets and Strategies. In fact, to maximize the plan's impact, it is even more essential to focus on what's most important, while we work within constraints.



VISION, MISSION, VALUES





VISION

TriMet will be an innovative leader in delivering safe, convenient and sustainable mobility options for our region to be recognized as one of the world's most livable places.



MISSION

Connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all.



VALUES

- Safety
- Inclusivity
- Equity
- Community
- Teamwork

TriMet 2030 | Intertier Plan 7/23/2020

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STRATEGIC SHIFTS

As part of the strategic planning process the TriMet Executive Team identified the key shifts that the TriMet 2030 Strategic Plan should enable for the agency. Those strategic organizational shifts are captured below.

- **Ridership development shift:** Greater focus on encouraging and attracting new riders.
- **Financial sustainability shift:** Integrating long-term financial sustainability into our processes, decision-making and mindset.
- **Infrastructure investment shift:** Prioritizing state of good repair and lifecycle management over system enhancements.
- **Focus shift:** Driving greater coordination and alignment in communications, priorities and resource deployment.
- **Operational shift:** Building processes that are streamlined, repeatable, effective and appropriately documented, along with the technologies to support them.
- **Leadership and workforce shift:** Strengthening leadership and management skills, while fostering an engaged, accountable, values-based and transparent culture.
- **Learning mindset shift:** Solving business problems with best practices and continuous improvement.



GOALS

The agency's broad areas of focus which define what must be accomplished over the next five (5) years.



Elevate the Customer Experience

Deliver clean, safe, accessible and reliable service that attracts ridership.



Ensure Financial Stability and Stewardship

Drive organizational efficiencies, optimize decision-making processes and safeguard our assets to ensure the long-term financial health of the agency.



TARGETS

The measures of success for each Goal.

- Achieve ridership at 80 million boardings.
- Improve customer satisfaction to 90% bus.
- Improve customer satisfaction to 85% rail.

- Annual budget where revenues are equal to or greater than expenditures by 7/1/28.



STRATEGIES

The specific programs or projects that need to be implemented to achieve each Goal.

► **Attract and retain customers by defining and enhancing the customer experience** through mapping the customer journey, addressing public safety and perception and implementing customer experience improvement initiatives.

• **Identify and reduce key barriers to ridership** through direct engagement, targeted data collection and responsive service rooted in community input.

• **Safety is our core value.** Continue to optimize a robust, balanced and proactive safety culture.

► **Increase safety and ridership** by delivering on our commitment, alongside regional partners, to launch FX service on 82nd Avenue and TV Highway.

► **Strengthen fiscal efficiency and transparency** by integrating a continuous decision-making approach that drives down costs and aligns funding with agency strategic priorities.

• **Create a culture of fiscal responsibility** by fostering financial literacy and creating a cost-conscious mindset.

• **Explore and pursue potential new revenue streams.**

STRATEGIC PLAN



Increase Investment in Safe and Reliable Infrastructure

Strengthen and fund maintenance of our transit assets.



Advance TriMet's Value to the Region

Leverage our role as a trusted regional leader and effectively tell our story about the benefits of public transit and the promise of our regional future.



Continue to Build an Adaptable, Safe and Thriving Workplace

Emphasize collaboration, communication, streamlined processes and timely decision-making to foster a high-performing environment where employees feel motivated and valued.

- Sustainably funded State of Good Repair (SGR) plan.
- Reduce the number of software applications that are essential to business function but are not fit for purpose.

- Increase overall job approval of riders to 80%.
- Achieve the average number of jobs accessible within 45 min. to X*.
- Increase TriMet's value to the region rating by X*.
- Reduce Operational Greenhouse Gas emissions to 70% below 2019 baseline.

- Increase engagement rate in Your Voice survey to 60% union, 80% non-union.
- Increase participation rate in Your Voice survey to 20% union, 74% non-union.
- Reduce employee injury rate by X*.
- Increase operational efficiencies through hours and dollars saved.

• Stabilize investment in state of good repair through forecasting and budgeting to meet SGR needs.

► **Implement and maintain an asset management and governance system** that ensures all assets are maintained in a state of good repair.

► **Modernize technology and streamline processes** to create lasting efficiencies and provide better information for planning and decision support.

• Proactively engage and collaborate with regional partners and stakeholders to align on shared goals, strategies and priorities to drive the region's revitalization. This includes public safety perception and experience on our system and throughout the region.

• Share our story on our positive contributions for our riders and the region and equip and enlist partners to do the same.

• Embed environmental sustainability practices through developing and implementing a comprehensive sustainability program.

• Support a safer work environment for transit employees - particularly operators, maintenance staff and frontline personnel - through policy reform, training, technology and rapid incident response.

• Evaluate and optimize programs to leverage opportunities for all employees to grow, develop and succeed in accomplishing the strategic goals of the agency.

• Enhance and maintain meaningful employee engagement and communication to ensure all TriMet employees know they are valued and integral to the agency's success.

• Develop and implement clear, cross-functional decision-making structures so that decisions are informed, documented and made at the right level.

► **Establish a culture of continuous improvement** that drives innovation, identifies inefficiencies and creates opportunities to improve by empowering employees and fostering them with a sense of ownership.



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)

We conducted a Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis to consider these areas of influence on TriMet and to inform the strategic plan. This analysis is based on input and feedback received from leaders within the agency.

Strengths

- **Customer communications** – Highly utilized digital platforms with improving data to support customer insights.
- **Financial resources** – Solid financial record, stable tax revenue streams and valuable assets.
- **Strong community presence** – Well-loved and trusted by the public; strong integration into the region.
- **History of being an effective leader in regional development** – Strong role in providing service and leadership that help guide growth and support livability.
- **Dedicated people and leadership** – Passionate, smart, mission-driven individuals.
- **Proven expertise and innovation** – Knowledge to move people efficiently and effectively, ability to build and reputation as an award-winning innovator in the industry.

Weaknesses

- **Unclear customer expectations** – Limited understanding of our customers, expectations and the desired customer experience.
- **Financial needs outstrip resources** – Growing state of good repair needs; insufficient resources for planned service levels.
- **Aging infrastructure and service challenges** – Aging technology, lack of information about infrastructure and need for greater prioritization and system repair needs outpacing resources all impact service reliability.
- **Trust and confidence in leaders** – Need for greater communication, visibility and clear direction from leaders to better enable alignment across the agency.
- **Decision-making and focus** – Lack of clear and consistent data, taking on more than we have the resources for and a tendency toward more reactive decision-making.
- **Operational inefficiencies** – Need for clear processes, ownership, change management, organizational discipline and follow-through.

Opportunities

- **Create the optimal customer experience** – Listen to our customers to set and implement standards to elevate the customer experience.
- **Focus on organizational fundamentals** – Balance the budget for the long term, refine internal processes, implement state of good repair and foster an internal team with an aligned vision.
- **Leverage leadership potential** – Build and strengthen relationships with key partners to be a strong voice in the industry.
- **Strengthen public engagement** – Develop our success stories and share effectively to build awareness and enhance community trust.
- **Drive regional revitalization** – Help lead Portland's revival and leverage partnerships to set the pace for positive change.
- **Improve decision-making and strategy** – Adopt a framework for decision-making, setting strategy and documenting policies.

Challenges

- **Public perception** – Public safety perceptions are a barrier to increased ridership and could impact rider retention.
- **Financial strain** – Costs outpacing revenue; competing financial priorities.
- **External pressures and federal instability** – Political expectations and pressure to expand and grow, broader economic and regional challenges and federal unpredictability.
- **Capacity vs. public expectations** – Ability to respond to growing regional ambitions and expectations is limited by agency resources and capacity.
- **Leadership and alignment** – Inconsistent external messaging, internal coordination and ensuring one aligned leadership voice.



MOVING FROM STRATEGIES TO ACTION

With completion of the TriMet 2030 Strategic Plan, the agency is ready to move from strategies to action to start implementing the plan. To successfully move from strategies to action, the agency will need to raise up and reinforce the work to implement the plan.

Specifically:

Raise Up (ensure that)

- The plan itself is visible and accessible.
- The plan is talked about and regularly referenced.
- Successes are celebrated.
- Effective action team leadership is recognized.

Reinforce (ensure that)

- The plan is actively managed and targets are tracked.
- Leads and teams are held accountable.
- Resistance is managed.
- Changes are reinforced.

To ensure a successful transition from strategies to action, the TriMet Executive Team has:

- Prioritized six (6) Strategies for the first 18 months of the plan.
- Established detailed action plans for the prioritized Strategies.
- Mobilized action plan teams to launch the action plans.
- Aligned on the cadence and approach to plan management.

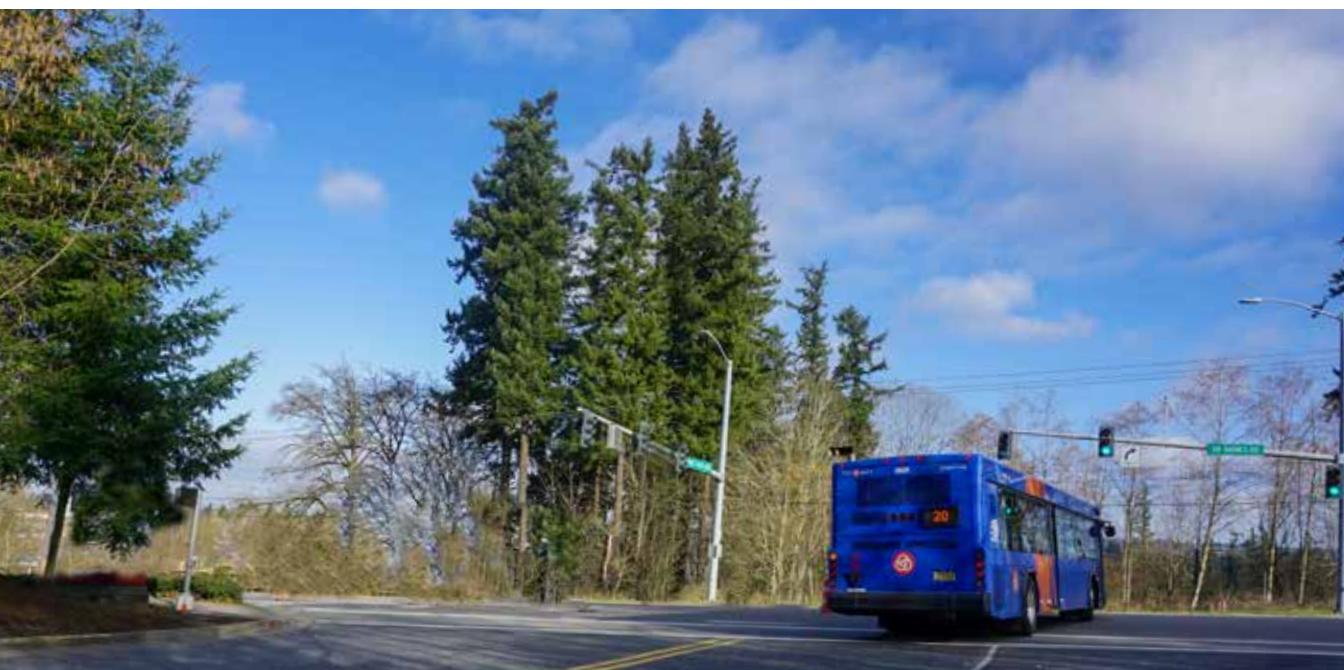
GOVERNANCE - MONITORING & EVALUATION

Managing the Plan

To actively manage the TriMet 2030 Strategic Plan, the agency is ensuring the following activities are in place to provide ongoing plan management:

- Hold regular action team meetings to monitor progress of action plans.
- Provide coaching and support of action team leads and teams.
- Keep partners and community members engaged and involved as the plan is implemented.
- Provide quarterly updates and hold quarterly plan management meetings.
- Communicate out on Strategic Plan performance.
- Develop and manage a Strategic Plan Dashboard to visually represent the status of Strategies and the performance toward Targets.

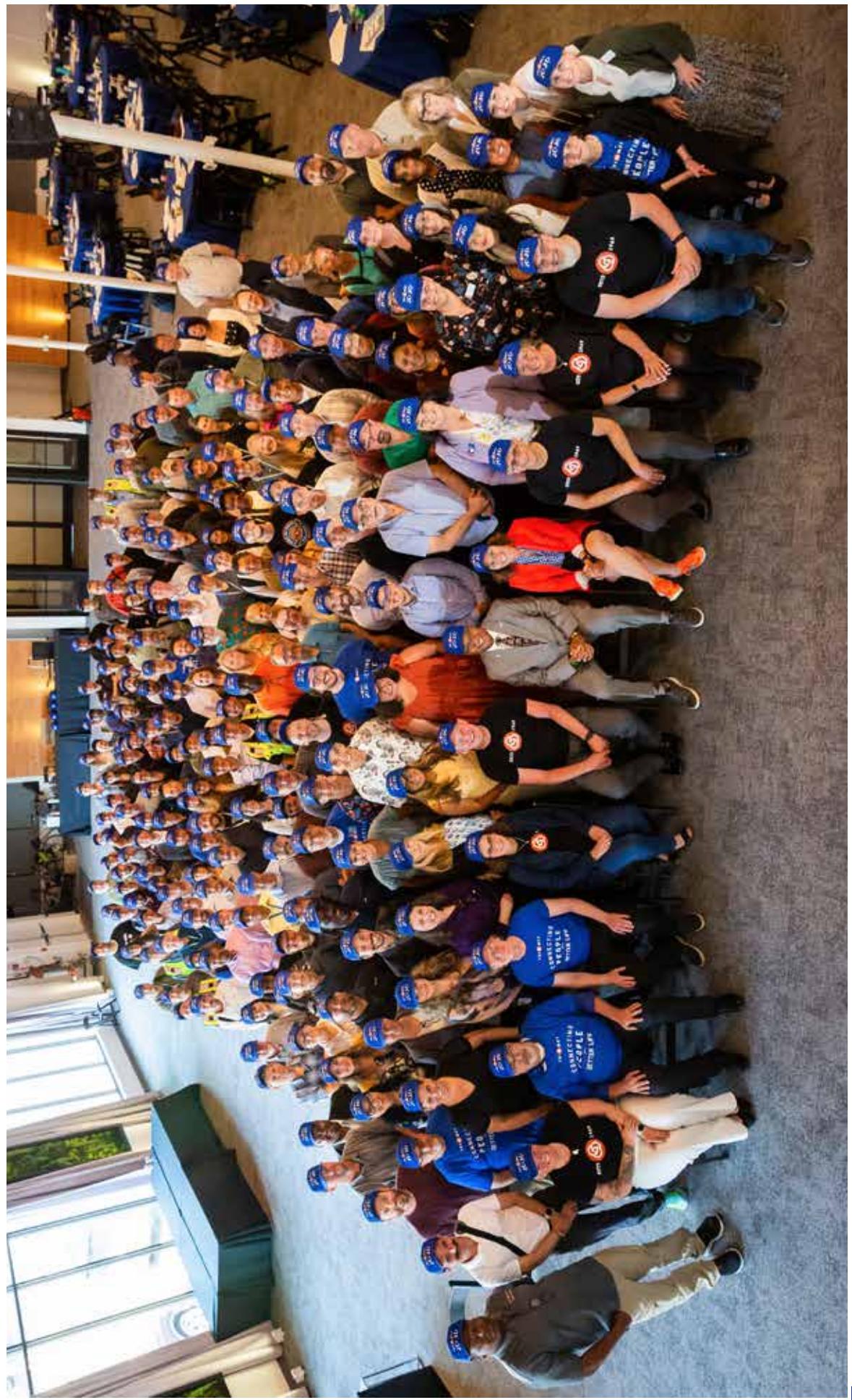
The Executive Team will be meeting regularly to manage progress of the TriMet 2030 Strategic Plan. However, the success of its' implementation relies on everyone from all agency employees, to the Board of Directors, to community and regional partners working together to help accomplish the plan's Goals, Targets and Strategies. We ask you to partner with us in this effort to make our region one of the world's most livable places.





GLOSSARY

- **Goals:** The agency's broad areas of focus which define what must be accomplished over the next five years.
- **Public Safety:** The prevention and response to risks and dangers such as crime, disasters and health emergencies to maintain the safety of the public.
- **Public Safety Perception:** How people view and understand their safety and well-being within their community. It encompasses public confidence in law enforcement, emergency services, security and other protective measures. Public Safety perception is highly influenced by high profile incidents and coverage by the media.
- **State of Good Repair (SGR):** The condition where a capital asset is able to operate at a full level of performance. SGR focuses on ensuring safe, reliable and accessible public transportation infrastructure.
- **Strategies:** The specific programs or projects that need to be implemented to achieve each Goal.
- **Targets:** The measures of success for each Goal.
- **TriMet 2030:** The agency's five-year strategic plan to ensure it will remain able to accomplish its mission to connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all.
- **Your Voice survey:** The TriMet Your Voice Engagement Survey is an employee survey that provides agency-wide insights and year-over-year benchmarking on employee engagement outcomes related to an employee's connection to their work, their team and TriMet.



To get updates and status of
plan progress, go to:

trimet.org/2030



10/2025

Tri-County Metropolitan Transportation District of Oregon
101 SW Main Street, Suite 700 • Portland, OR 97204 • 503-238-7433 (RIDE) • trimet.org