



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

A wide-angle photograph of a bridge spanning a large body of water, with a city skyline in the background under a clear blue sky.

STRATEGIC PLAN
2025-2030



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.



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.

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.

- 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.

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.**

• **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.