



TRI@MET

BUSINESS PLAN

FY2026 – FY2030

FINAL

March 2025

- Safety
- Inclusivity
- Equity
- Community
- Teamwork

Introduction

This Business Plan is for FY2026 through FY2030, the five fiscal years starting July 1, 2025. Our focus is to provide an excellent customer experience that connects people for a better life. Our region needs us and we want to do our part to help lead the region toward a more livable future.



*Sam Desue, Jr.
General Manager*

TriMet connects people to opportunity. We want to serve our communities and provide the benefits of transit to our region. In order to connect people to a better life every day, we will work tirelessly to ensure that people have safe, convenient and reliable public transit options so they can live, learn, work and play. We will work to ensure that our system is welcoming and accessible to all and will work to improve the environment.

Looking ahead, this Business Plan is updated annually to focus our efforts. Each year, the Business Plan is developed in advance of TriMet’s Board adoption of the annual budget in order to prepare for the start of the new fiscal year on July 1. Anyone can review the current Business Plan at any time at trimet.org/businessplan.

Vision, Mission, Values, and Outcomes

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 and Teamwork

Outcomes

Access

Public transit provides safe, convenient and reliable options for people to live, learn, work and play.

Equity

Public transit is accessible and welcoming to all.

Environment

Public transit improves the environment.

Table of Contents

	Page
Introduction	2
Vision, Mission, Values, and Outcomes.....	3
Table of Contents.....	4
About TriMet.....	5
Measures, Targets, and Performance	15
Actions	19
Customers: Actions to Serve Our Riders, Partners, and the Broader Community	20
Infrastructure: Actions to Maintain and Build Transit Infrastructure	25
Internal Business Practices: Actions to Organize and Coordinate for Effectiveness and Efficiency.....	29
People: Actions to Support TriMet Team Members	31
Financial: Actions to Steward and Optimize Resources	34

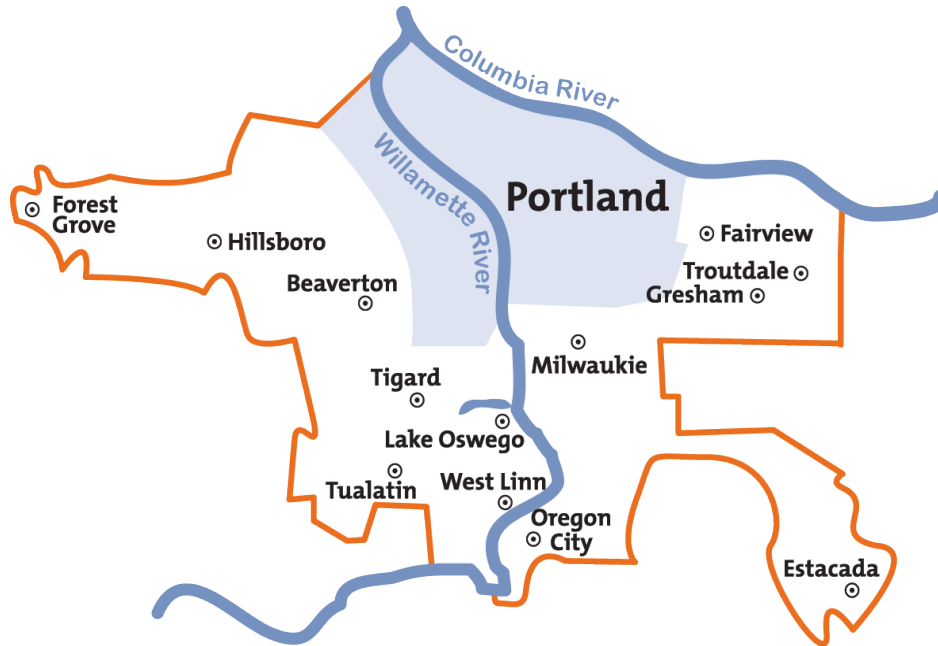


About TriMet


- Transit district created by the State of Oregon serving approximately 1.6 million people in the 533-square-mile Portland Metro area.
- Primarily funded by an employer/employee payroll tax, self-employment tax, fare revenues, and federal, state, and local grants.
- Governed by a seven-member board of directors, who each represent a geographical district where they must also reside.

Mobility Information for Riders

- Trimet.org includes a **next generation multimodal trip planner**, which integrates rail, bus, bike, and walking.
- **When the next train or bus will arrive at any stop:** Check trimet.org or via text: send stop ID number (posted at stop or available at trimet.org on a smart device) to 27299.
- **Service alerts:** Check trimet.org/alerts and X.com/trimetalerts (@trimetalerts).



▪ Rider Support:

- TriMet’s 24-hour security hotline: call or text 503-238-7433 (RIDE) #9, or click the Security button  at the top of the home page at trimet.org;
- Customer Service: call or text 503-238-7433 (RIDE); email hello@trimet.org, online and through chat at trimet.org/contact; via X.com (Twitter) @trimethelp;
- Hop support: call 1-844-MyHopCard (694-6722) or via @myhopcard on X.com.

- **Social media accounts:** Instagram.com/trimet (@trimet); Facebook.com/trimet; Threads threads.net/@trimet (@trimet); X.com/trimet (@trimet); Blue Sky bsky.app/profile/trimet.org (@trimet.org); YouTube.com/trimet (@trimet); LinkedIn.com/company/trimet.

TriMet: A History of Mobility Leadership, Innovation, and Service

- 1969 Private transit service in the Portland area faced flagging ridership and losses, threatening cuts in service. Civic and business leaders came together to find a solution and **TriMet was born**. The first TriMet buses began service on December 1, 1969.
- 1973 TriMet identified strategies to support development and economic activity in Portland and to increase bus ridership by simplifying and concentrating downtown service on the **5th and 6th Avenue Transit Mall** and by expanding its bus fleet.
- 1975 TriMet began service that later became **TriMet LIFT** to provide mobility for those who cannot use fixed-route service, well in advance of the Americans with Disabilities Act of 1990.
- 1977 TriMet began providing bus service on the **5th and 6th Avenue Transit Mall**.
- 1982 **A grid of bus lines** with some running every 15-minutes or less all day was introduced to Portland's eastside. This provided for better cross-town direct trips without downtown transfers. It set the stage for future Frequent Service and transit network improvements.
- 1986 The eastside **Banfield Light Rail Project** began service as **MAX**.
- 1998 **Westside MAX Blue Line introduced low-floor, easy-entry light rail vehicles** to North America.
- 2001 **Airport MAX Red Line** (the West Coast's first "train to plane") and the modern **Portland Streetcar** opened.
- 2004 **Interstate MAX Yellow Line** opened ahead of schedule with improvements to connecting bus service.
TransitTracker™, one of the first real-time arrival information systems in the nation, started and became available via any phone.
- 2005 Google and TriMet developed the **GTFS (General Transit Feed Specification)**, now a worldwide standard for sharing transit data. TriMet was the first transit system on Google Transit.
- 2006 TriMet became the first transit agency in the US to use **B5 biodiesel** in all fixed-route buses.
- 2009 **I-205/Portland Mall MAX Green Line** to Clackamas Town Center and PSU opened on time, upgrading the Portland Mall and adding north-south light rail service in downtown Portland.
TriMet opened **WES Commuter Rail**, a 14.7 mile, commuter rail line connecting the cities of Beaverton, Tigard, Tualatin, and Wilsonville.
TriMet introduced **Open Trip Planner**, an online trip planner that includes transit, biking, and walking options. This open-source trip planner is now used by many systems around the world.

- 2013 TriMet introduced its **Mobile Ticketing App**. Use of this app overtook cash payments on buses by 2017. That app was eventually replaced by the Hop Fastpass™ electronic fare system.
- 2015 TriMet opened the **Portland-Milwaukie MAX Orange Line**, which included **Tilikum Crossing, Bridge of the People**, the first multimodal bridge of its kind in the U.S. It carries MAX trains, streetcars, buses, bicyclists, pedestrians, and people using mobility devices, but not private autos.
- 2017 TriMet introduced **Hop Fastpass®**, the next generation of electronic fare systems, allowing seamless fare payment across TriMet, C-TRAN buses and Portland Streetcar. The system included fare capping, allowing customers to pay as they go but still enjoy the reduced costs that were previously only available to those who paid up front for monthly passes. Before the end of the year, TriMet pioneered contactless bank card and virtual card use with Hop, allowing riders to tap their NFC-enabled bank cards and mobile wallets to pay Adult fare.
- 2018 TriMet pioneered the **first transit fare virtual card available in Android Pay (now Google Pay) in the world** giving riders the first mobile option to get the same fare capping benefits of a plastic Hop use on mobile devices for Hop Fastpass® card. The system includes fare capping, allowing customers to pay as they go but still enjoy the reduced costs that were previously only available to those who paid up front for monthly passes. TriMet expanded Honored Citizen Reduced Fare to allow qualification based on low income.
TriMet was the first transit agency in North America to use a **450 kilowatt in-route battery electric bus charger**.
- 2019 TriMet's Hop Fastpass® became the **first transit fare card in North America to launch in Apple Wallet**, giving riders the option to pay fare with iPhone or Apple Watch and get the same fare capping benefit of a plastic Hop card.
In what is believed to be a United States transit industry first, all-electric buses introduced on Line 62 were **powered by 100% wind energy**.
TriMet released the **next generation multimodal trip planner** integrating bikesharing, ridesharing, and e-scooters with transit, biking and walking, delivering a complete open trip planning platform.
- 2020 TriMet became the first transit agency in North America to use **virtual reality for light rail operations training**.
TriMet awarded the Division Transit Project contract to Raimore Construction, a certified Disadvantaged Business Enterprise (DBE), making it the **largest DBE contract in Oregon history at the time**.
- 2021 TriMet began purchasing **renewable electricity** for all MAX Light Rail and TriMet-owned and-operated facilities, **cutting direct greenhouse gas emissions by about 25%**.
TriMet began operating all diesel fixed-route buses, WES commuter rail, and diesel LIFT paratransit vehicles on **renewable diesel**, reducing greenhouse gas emissions and local particulate emissions. Together with renewable electricity, these changes **cut operating greenhouse gas emissions by nearly 70%!**

- 2022 **Hop Fastpass® taps exceeded 86% of all fare payments** on TriMet fixed-route bus and rail.
TriMet went live with a **new trimet.org**, a progressive web app including instant arrival times, that shows real-time vehicle locations, along with easy access to real-time arrival times, multi-modal trip planner, service alerts, and enhanced search.
TriMet FX®—Frequent Express launched service with **FX2-Division**, TriMet’s first bus rapid transit line, using next generation signal priority to reduce delay and shorten trips with the first fleet of 60-foot-long, “bendy” buses TriMet owned since 1999.
With partners City of Portland and City of Gresham, TriMet was the first transit agency in North America to install and operate a **new generation cloud-based transit signal priority** system (meeting NTCIP standards) with bus-only lanes and bus-only signals.
TriMet conducted **Forward Together**, a system wide bus service analysis with the community to redesign bus service routing, span, and frequency to better match new demand patterns, increase ridership, and improve connections to destinations for people with low and limited incomes.
- 2023 TriMet became the first large transit agency in the US to **extend reduced fare to both active and former military members**.
- 2024 TriMet **expanded the fare capping benefits of Hop Fastpass® to open payments**, allowing riders who pay fare with a contactless bank card or mobile wallet to purchase an Adult fare to reach the monthly fare cap limit.
Opened **A Better Red MAX Light Rail Project**, extending the Red Line into Hillsboro and improving tracks near Gateway and the Airport to enhance reliability across the MAX system, and opened Gateway North station, the first new MAX station since 2015.

Strengths, Weaknesses, Opportunities, and Challenges

Each year, we refresh our understanding of our current circumstances. These are included in our thinking when developing our Actions.

Strengths

- History of TriMet as a leader in transit.
- System safety is a value at TriMet.
- Reputation for large project delivery success.
- Employees share a common mission.
- Employees who are the face of TriMet and provide customer service every single day.
- Keep Oregon Moving law (HB2017) funding from state (aka, Statewide Transportation Improvement Fund).
- Overall positive public support of TriMet.
- Taking clear steps to reduce greenhouse gas and other emissions.
- Progress on providing more comprehensive information to customers about options for traveling within the region.
- Accessible and open data with good supporting information technology infrastructure.
- TriMet continues to receive high ratings from bond rating agencies.
- Demonstrated desire to work across departments and divisions.
- Fare capping and greatly reduced fare based on income, age, veteran and military status, and/or disability.
- TriMet listed in top five best employers in Oregon by Forbes in 2024, and best Oregon-based employer.
- Fares provided to nonprofits and community based organizations at low or no cost to provide to those who are unable to afford standard fare.
- High level of pension funding.
- Close working relationship with jurisdictional partners to address safety and community mental health issues.

Weaknesses

- Employee shortages in maintenance positions as retirements and employee attrition outpaced hiring and training.
- Competitive hiring environment.
- Ongoing competing needs for capital and operating resources.
- Reduced financial resources due to COVID-19 impacts and changes in travel demand patterns.
- Capital asset maintenance and replacement needs.
- Workload, expectations, and staff capacity not always well-matched.
- Barriers to informal communication across departments and divisions, especially reaching frontline employees who do not routinely log in to TriMet email.
- Inconsistent internal understanding of what it means to provide excellent customer service.
- Dispersed and not fully coordinated data collection, management, and document sharing.
- Employee training program improvements need time to have full positive effect.
- Incomplete internal resources for communicating with our riders and communities including those with limited English proficiency.
- Still developing succession planning and technical capacity.

Opportunities

- Opportunity to increase available destinations within reasonable travel time.
- Public and jurisdictional support for existing and expanded public transit services.
- Enhanced public input with new tools and approaches for better understanding of customer needs.
- External partnerships, including transit agency peers and jurisdictions with transportation regulatory authority.
- Ability to build on improved relations between management and union leadership.
- Expansion of bus-only lanes and other transit prioritization.
- Increase safety and security community partnerships and strategies on the system.
- Connections to other mobility options to help address “first- and last-mile” challenges.
- Transit-oriented development.
- Reputation for project delivery success.
- State, regional and local growth policies that support transit.
- Further expand diversity of TriMet employees and contractors.
- Recently-awarded grant funding to gain direct experience with hydrogen fuel-cell buses.
- Improvements in access for older adults and persons experiencing disabilities.
- Providing same-day service for paratransit-eligible riders for an experience similar to fixed-route riders.
- HB 4002 and SB 1333 for enhanced comfort and security on transit.

Challenges

- Increasing ridership needs continued responses to challenges including:
 - Staffing challenges contributing to reliability issues.
 - Perceptions of lack of safety and security onboard and at stops and stations.
 - Disruptive behavior by some on board, at stops, and at stations.
 - Economic and societal issues impacting community and transit experience.
 - Camping near or in TriMet rights-of-way and service corridors.
- Changing political and regulatory environment.
- Enhancing safety of employees who provide direct service to customers.
- Vandalism of passenger facilities and vehicles.
- Ongoing needs for asset maintenance and replacement.
- Further reducing carbon footprint:
 - Range, cost, and reliability of battery-electric buses.
 - Uncertainty in hydrogen supply timing and cost for fuel-cell electric buses.
 - Industry uncertainty for both battery- and fuel-cell electric buses.
 - Comparatively little direct experience with hydrogen fuel cell electric buses.
- Portions of service area lack sidewalks and crossings.
- High expectations about TriMet’s ability to deliver community improvement and transformation including sidewalks, housing, and place making.
- Competing regional demands and priorities.
- Congestion impact on bus travel times.
- High customer expectations for service levels, capacity, and customer information technology.
- Cybersecurity threats.
- Maintaining consistent coordination with local partners to help transit operate more efficiently with less delay.
- Waning public trust in government and large institutions.
- Potential risk of major safety incident (e.g., train derailment).
- Worldwide supply chain and human resources challenges.
- Resiliency to significant but rare events such as earthquakes, infectious diseases, and increasing climate-related events.

Serving the Community with this Plan

TriMet's robust engagement efforts help us connect with the communities we serve so we can better understand the needs and desires of our riders and the broader region. That feedback informs our service planning, budget, capital program, safety efforts, and this Business Plan. As we continue to engage all communities across the tri-county service area, we are committed to seeking opportunities to improve our services in response to the information, perspectives, and feedback we gather.

TriMet uses a wide variety of methods to engage with the public and our riders, including those in communities that are traditionally under-served or under-represented to share information and engage on various topics. These efforts include:

- **Riders Club** includes over 65,000 members who opt in to receive regular emails with agency news, giveaways, discounts, and more. The club also provides a pool of people to survey about agency proposals and use as beta testers for new technology. This direct feedback helps ensure we are responsive to the needs of frequent riders. Riders Club is one of the largest and most successful engagement programs in the transit industry.
- **Social media.** We regularly post on Instagram, Facebook, X (formerly Twitter), Threads, and Blue Sky to reach tens of thousands of followers each week. The videos and photos we post get comments and reactions, are re-shared, and therefore result in greater reach.
 - Facebook: over 62,000 followers.
 - X (formerly Twitter): over 64,000 followers.
 - Instagram: over 26,000 followers.
 - YouTube: over 8,500 subscribers, some videos with over 1,300,000 views.
 - Threads: over 5,000 followers.
 - Bluesky: over 1,300 followers.
- **Newsletters.** Our email newsletters share information about TriMet's services, projects and programs and are sent to nearly 7,000 people each month and growing.



TriMet believes access to public transportation is access to opportunity.

- Through our **Access Transit Fare Programs**, we provide free fares to older adults, veterans, students, riders with no or low income, and those with disabilities through partnerships with more than 160 community-based organizations, nonprofits, and service providers. These partnerships have distributed more than \$23 million in transit aid since 2015. TriMet promotes these programs through advertisements, on-board signs, print and online information, and in-person events.
- Engagement efforts include connecting with eligible riders at events across the region to encourage them to **register for reduced fare Hop Cards**.
- **Advisory committees.** We convene advisory committees that help inform our leadership’s decisions. In addition to project- and program-specific committees, we have two critical standing committees:
 - The **Committee on Accessible Transportation (CAT)** serves as a link with key stakeholder groups that represents persons with disabilities and seniors. The committee’s advisory role broadly covers topics related to transportation accessibility and improvements by using member’s lived experience and practical familiarity with the Americans with Disabilities Act (ADA).
 - The **Transit Equity Advisory Committee (TEAC)** provides input and guidance to TriMet’s General Manager on issues of equity, access and inclusion. Members represent a diverse cross-section of community leaders, advocates, and liaisons for disadvantaged and historically underrepresented communities. TEAC has been instrumental in helping TriMet develop and implement our income-based fare program, decriminalize the citation process, and connect hundreds of nonprofit and community-based organizations with TriMet’s Access Transit program.
- **Multicultural outreach partnerships.** We partner with community-based organizations and service providers to help us connect with people who have limited English proficiency, Black, indigenous, and people of color populations and other traditionally underrepresented groups. Partners help share information, gather feedback and recruit participants. We have provided financial support for local partners including APANO, Centro Cultural, Rosewood Initiative, Slavic Center of Northwest, Latino Network, Division Midway Alliance, Muslim Educational Trust, Somali American Council of Oregon (SACOO), HUMANUS, JLE, IRCO (Immigrant and Refugee Community Organization), and Vive NW.

**Register in-person
to get reduced fare**

The TriMet team will be at events where you
can register for a reduced fare Hop card!

Emily Long
HONORED CITIZEN

trimet.org/getacard

- **Sponsorships.** In calendar year 2024, we sponsored or formed partnerships with more than 100 organizations and invested over \$360,000 into our communities. Organizations can submit requests for sponsorship at trimet.org/sponsorships; our sponsorship committee reviews submissions twice per month.

Engagement Outcomes

During FY24, engagement activities focused on informing riders about the January 1, 2024 fare increase, and educating people about how to achieve the monthly fare cap by using a Hop card, bankcard or Google Pay/Apple Pay. Outreach efforts also built awareness and expanded access to the Honored Citizen Reduced Fare program, with 26 registration events between October 2023 and April 2024, resulting in more than 4,300 new participants.

We also continue to create opportunities for community input and connection by tables at community events. During 2024, we staffed over 120 events to share information about TriMet and hear from the communities we serve. We engaged in over 30,000 meaningful connections with individuals where riders and non-riders of all ages received information on how to use TriMet. They learned about team TriMet, their role on the system, and the various ways to stay in contact with us on and off the system.



The Business Plan

TriMet’s Business Plan is included in our outreach and engagement efforts as well. The Draft Business Plan is released at a meeting of the Board of Directors early in the calendar year, with a comment period, followed by release of the Final Business Plan prior to the start of the new fiscal year.

Measures, Targets, and Performance

TriMet provides tens of millions of rides every year to people throughout the region we serve.





















COVID-19 and Working from Home







Commute patterns and travel demand shifted due to the COVID-19 pandemic and the changes in work practices that occurred accelerated the previous historic trend toward working from home. These changes heavily inform TriMet's service planning, which is developed with the community.

Update: Measures and Targets













We track Measures and Targets to determine whether amended or added Actions are needed. Performance on specific Measures are reported on the following pages.







Measures, Targets, and Performance during FY2025

Measure	Target	Previous Year (FY2024) Performance	FY2025 Performance
Customers			
Customer complaints about personal safety and security per 100,000 boardings (Bus and MAX combined)	2.8 or fewer per 100,000 boardings	 3.2 per 100,000 boardings during FY24	 2.7 per 100,000 boardings during FY25 through Feb 2025
<i>Percent of <u>employment</u> within walking distance (1/2 mile) of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	 35.2%	 35.6%
...FX bus line	Equal to or greater than previous year	 1.4%	 1.5%
...MAX stations	Equal to or greater than previous year	 23%	 23%
...All transit	Equal to or greater than previous year	 88.2%	 86.7%
Percent of retail services accessible by all transit	Equal to or greater than previous year	 94.3%	 94.6%
<i>Percent of <u>housing</u> within walking distance (1/2 mile) of...</i>			
...Frequent Service bus lines	Equal to or greater than previous year	 52.5%	 52.6%
...FX bus line	Equal to or greater than previous year	 7.7%	 7.7%
...MAX stations	Equal to or greater than previous year	 14.7%	 14.8%
...All transit	Equal to or greater than previous year	 82.2%	 82.9%

 = on target
  = caution
  = off target
   = Hollow symbols are previous year performance

Measure	Target	Previous Year (FY2024) Performance	FY2025 Performance
Favorable or very favorable rating for all respondents (Attitude & Awareness Survey)	Rating between 70% and 75% (combined riders and non-riders)	▽ 68% (2023)	★ 73% (2024)
Percent of diesel consumption that came from renewable sources	Greater than, or equal to, 80%	☆ All diesel fixed-route buses, LIFT diesel-powered buses, and WES fueled by R99 renewable diesel during FY2024	★ All diesel fixed-route buses, LIFT diesel-powered buses, and WES fueled by R99 renewable diesel during FY2025
Percent reduction in operational greenhouse gas emissions compared to baseline	Reduced at least 60% from baseline by 2022 and at least 70% reduction by 2030	☆ Close to 70% reduction	★ Close to 70% reduction
Infrastructure			
<i>Quality of service...</i>			
...Speed of travel – average miles per hour including passenger stops (Bus system wide)	Greater than, or equal to, previous year	▽ 13.9 miles per hour (FY2024 average)	★ 13.9 miles per hour (Jan 2025 previous 12-month average)
...Speed of travel – average miles per hour including passenger stops (MAX system wide)	Greater than, or equal to, previous year	▽ 17.9 miles per hour (FY2024 average)	★ 17.9 miles per hour (Jan 2025 previous 12-month average)
On-schedule for delivering A Better Red MAX Red Line improvement and expansion project	Completion of major construction by end of FY2024 to be ready for service beginning Fall 2024	☆ Completed and in operation on schedule	★ Began service FY2025 and continues successfully in operation (measure to be removed next year)

Measure	Target	Previous Year (FY2024) Performance	FY2025 Performance
Number of enhanced transit corridor (“Better Bus”) and/or hot spot projects completed and in development	At least five	 Three hot spot improvements in FY2024 with three additional lane improvements underway through City of Portland with uncertain completion date (FY2024)	 Currently scheduled to complete five improvements to reduce bus delay and improve travel time for riders
Internal Business Practices			
On-time performance (bus)	85%	 86.7% (FY2024)	 86% (FY to date Jan 2025)
People			
Lost time injuries rate (per 200,000 hours worked)	5.4 or fewer	 6.4 per 200,000 hours worked (calendar year 2023)	 4.8 per 200,000 hours worked (calendar year 2024)
Turnover percentage (minus retirements) from agency overall	No more than 10%	 7.4% (average FY24 through Sep 2023)	 6.7% (average FY2025 through Oct 2024)
Acceptance-to-Offer Ratio (non-union positions)	75% or higher	 85% average fiscal year to date (Sep 2023)	 92% (average FY2025 through Dec 2024)
Financial			
Annual alignment with Strategic Financial Plan guidelines	Meet at least five of six	 All six met	 On track to meet target

 = on target
  = caution
  = off target
   = Hollow symbols are previous year performance

Actions

The Actions in this Plan are structured around five categories to help organize and track our efforts. Each of these categories encompasses a wide range of efforts and opportunities. The following pages report on progress and present Actions. The first sub-section of each category reports on results and progress made in that category during the fiscal year, FY2025. The second sub-section of each category presents planned Actions intended to make progress during the five-year Business Plan horizon, FY2026 – FY2030.

Customers: Actions to Serve Our Riders, Partners, and the Broader Community

Customers

FY2025 RESULTS and PROGRESS

- Hiring of operators met and exceeded goal by hiring over 400 new operators.
- Hiring of Service Workers increased and met budgeted targets.
- Mechanics and other skilled positions now eligible for increased hiring bonus to improve recruitment.
- Training graduation rates have increased significantly; training program re-configured for effectiveness and to better match our needs.
- TriMet's 15-member Clean Team cleaning rail stations, transit centers, and park and rides consistently and more frequently. In the first six months of FY2025, they removed nearly as much graffiti as in the previous 12 months combined. During calendar year 2024, MAX stations were pressure washed more than 2,000 times, a new record.
- Customer feedback on stops and stations in real-time using QR code launched January 2025.
- Began installing blue light security phones at stations and transit centers throughout the district to provide quick help to riders and public in emergencies.
- Helped change state law to allow stepped-up enforcement against drug use on TriMet vehicles and property, including diversion opportunities to drug treatment programs.
- Won American Public Transportation Association (APTA) Gold Security Award in 2024.
- Conducted Attitude and Awareness survey, with about 4,200 surveyed.
- Transit App awarded Riders Choice Awards for 2024 to TriMet for 1st place for punctuality with riders most likely to say they got to their destination when expected; 1st place for best customer service with riders most likely to say they were satisfied with resolutions of customer service issues; and 2nd place for best bus operators according to riders.
- TriMet.org now available in multiple languages. Also "how to ride" information brochure is available in multiple languages.
- Extended agreement with Portland Timbers and Thorns to make their ticket to the event work as a TriMet ticket to get to and from the event.
- Implemented new and enhanced service.
- Gresham City Hall site construction of Multnomah County library on former Park & Ride site underway and slated for opening in calendar year

FY2025 RESULTS and PROGRESS

2026; remaining parcel to go on market for housing.

- As of early January, installed 58 e-Paper signs, 19 LED signs, and 45 text-to-speech buttons for enhanced customer information.
- CCTV cameras improved and installed at various sites including Tigard Transit Center, Oregon City Transit Center, and Menlo Park/122nd.
- Security Operations Center (SOC) in operation and on duty 24 hours every day of the week.
- TriMet LIFT is working toward implementation of on-demand service in one service area.
- Ticket Vending Machines (TVMs) are being replaced with Transit Fare Card machines which will dispense Hop cards.
- Put into service new Type 6 light rail vehicles (LRVs) that are equipped with an intelligent system platform, including an “internet of things” (IOT) device and mobile router to enhance available vehicle information, supporting additional monitoring and analysis of efficiency and maintenance.

Customer Actions

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Customer	1	Strategy & Planning	Implement feasible service enhancements and necessary changes as developed through engagement with riders, public, and other partners	●	●	●	●	●
Customer	2	Strategy & Planning	Develop long-range plan for bus, FX, and MAX service that would help meet TriMet’s and the region’s goals for transit ridership if additional operations funds are identified	●	●			
Customer	3	Legal	Complete construction of HollywoodHUB ¹ project including TriMet infrastructure changes necessary for project and affordable housing	●	●			
Customer	4	Legal	Support delivery of the Multnomah County Library location and separate housing project for re-development of the Gresham City Hall Park & Ride	●	●	●		

¹ hollywoodhubpdx.com

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Customer	5	Transportation; TSAS	Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management	●	●	●	●	●
Customer	6	Safety & Security; Eng & Construction; Maintenance	Train for, and use, crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications including such treatments as CCTV improvements, enhanced lighting, modifying vegetation, and sight lines	●	●	●	●	●
Customer	7	Safety & Security; IT	Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology	●	●	●	●	●
Customer	8	Strategy & Planning	Using TriMet’s Pedestrian Plan ² as a start, conduct planning process to analyze the current state of accessibility for bus stops, identify key investments on a tiered cost/benefit approach, and lay the groundwork for jurisdictional partnerships focused on bus stop/MAX station accessibility	●	●			
Customer	9	Strategy & Planning; Public Affairs; Finance & Admin Svcs	Actively encourage accessibility improvements by jurisdictions, including supporting search for grants or other funding sources	●	●	●	●	●
Customer	10	Public Affairs	Engage riders, partners, and the community for feedback on the Budget, Business Plan, service changes, Equity and Title VI update, reduced fare based on income, fare policy, and other initiatives and projects in development or underway such as Interstate Bridge Replacement Project, projects on 82 nd Avenue and TV Hwy, and transit-oriented development	●	●	●	●	●
Customer	11	Transportation; Strategy & Planning	Continue to provide and, when feasible, enhance service that provides access to economic opportunity guided by Forward Together and future annual service plan engagement processes	●	●	●	●	●
Customer	12	Maintenance	Complete daily cleaning on at least 90% of fixed-route buses and complete deep cleaning at least every 30 days on 80% of MAX vehicles and every 60 days on 95% of fixed-route buses	●	●	●	●	●

² <http://trimet.org/walk>

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Customer	13	Maintenance	Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources	●	●	●	●	●
Customer	14	Strategy & Planning; Transportation; Eng & Construction	Analyze causes of stops and delays in service, develop mitigations, and implement those mitigations	●	●	●	●	●
Customer	15	Public Affairs; IT	Deliver new trimet.org features that make transit easier and more appealing for more people and build the brand relationship to encourage ridership	●				
Customer	16	Public Affairs	Enhance customer information systems with upgraded onboard announcements, how-to-ride video content, and ADA-compliant text-to-speech buttons, alongside e-Paper and LED service signs for real-time updates and improved accessibility	●	●	●	●	●
Customer	17	Public Affairs; IT; Transportation	Improve reliability of real-time service information, especially during disruptions	●				
Customer	18	Public Affairs; IT	Develop regional trip planning capability to support more seamless transfers with other transit providers	●				
Customer	19	Public Affairs; IT	Improve accessibility of digital channels including trimet.org to improve the experience for customers with disabilities by meeting accessibility standards	●	●			
Customer	20	Transportation	Implement and monitor on-demand service for people who are ADA-eligible and other people who are older adults (65-plus) and/or living with disabilities	●	●			
Customer	21	Transportation; LR/HR; TSAS	Hire, train, and retain operators to support service needs	●	●	●	●	●
Customer	22	Maintenance; LR/HR; TSAS	Hire, train, and retain service workers and mechanics to support service needs	●	●	●	●	●
Customer	23	Finance & Admin Svcs; Maintenance	Replace bus fareboxes for better customer service	●				

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Customer	24	Finance & Admin Svcs; Maintenance	Complete TVM replacement for improved Hop card distribution and sales	●				
Customer	25	Maintenance; IT	<p>Improve data collection and use for light rail vehicle (LRV) effectiveness, efficiency and security; individual projects include:</p> <p>(1) Implement new equipment capabilities of Type 6 LRVs, such as enhanced real time CCTV, real-time LRV position locations from the vehicle, and improved passenger counting</p> <p>(2) Use ATTAIN Grant to bring capabilities to the rest of the LRV fleet that will provide the ability for Rail Control to record service disruptions in real time and to communicate service changes to the public</p> <p>(3) Explore potential to upgrade the rail control system, including the ability to use real time locations which will provide significant improvements to vehicle tracking and customer information</p>	●	●			
Customer	26	GM; COO; Strategy & Planning	Deliver feasible actions and changes called for in TriMet’s Climate Action Plan	●	●	●	●	●

Infrastructure: Actions to Maintain and Build Transit Infrastructure

Infrastructure

FY2025 RESULTS and PROGRESS

- A Better Red Line extension project completed on-schedule, and under-budget with zero lost time from injuries; service started in fall 2024; the project also won the Best in Category for Transportation from the American Council of Engineering Companies Excellence Awards.
- Received and put into service 24 battery electric buses.
- Hollywood Transit Center new pedestrian ramp completed and new MAX substation built as part of the project, making way for affordable housing development which broke ground in January 2025.
- The 82nd Avenue Transit Project received approval to enter into the Federal Transit Administration's (FTA's) Capital Investment Grant Project Development Phase with the locally preferred alternative adoption anticipated in summer 2025.
- Won City of Portland Clean Energy Fund grant for 82nd Avenue Project.
- Accelerated bus shelter replacement and refurbishment with 57 replaced during calendar year 2024.
- Working on potential next generation signal priority (already implemented on Division for FX2) on Hawthorne Blvd in Portland and on McLoughlin Blvd in Clackamas County.
- In coordination with City of Portland street and intersection improvements, the Columbia Operations Facility completed installation of a new secured site access off of 42nd Ave.
- Workforce management (including operator scheduling) software update project underway with foundational upgrade complete and new functions roadmapped for FY2026.
- Implemented a new project management software, PMWeb, in the Engineering & Construction Division to bring project delivery efficiencies.
- Broke ground on electrical vehicle charging infrastructure at the Powell garage
- Expecting to break ground on electrical vehicle charging infrastructure at the Merlo garage during summer 2025.
- Park Ave Park and Ride Garage expansion added two levels of parking and anticipate opening to the public by June 2025.
- Scheduled to complete multiple locations with bus priority treatments such as intersection, lane, and signal improvements to reduce rider delays.
- Successfully retrofitted overhead catenary system (OCS), which supplies electricity to MAX trains, with a new type of OCS spring tensioner for

FY2025 RESULTS and PROGRESS

- extreme weather resiliency and reduced maintenance; anticipate retrofitting more throughout the system.
- New bumping posts installed at WES facilities.
 - New Type 6 LRVs are now in service and more are being delivered; at the same time, old Type 1s are being shipped away for recycling or other uses; delivery of a Type 1 to the Oregon Electric Railway Museum is planned for early FY2026 and potential reuse of two additional Type 1s is being coordinated.
 - Late night MAX service is now provided by buses, which provides more overnight time for system safety inspections and maintenance while reducing daytime impacts to riders.
 - Shifted all employees to Microsoft 365 for email and calendar functions, setting the stage for future functions.
 - Exceeded cybersecurity improvement target for 2024 in Nationwide Cybersecurity Review.
 - Continuing to pursue enterprise asset management system implementation when resources are available.
 - Enhanced IT governance process, adding analysis and review of risk tolerance and cybersecurity.

Infrastructure Actions

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Infra	1	Eng & Construction; Public Affairs	With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects	●	●	●	●	●
Infra	2	Eng & Construction	Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program	●	●	●	●	●
Infra	3	Eng & Construction	Complete bus rapid transit planning to develop vision and potential roadmap for future potential FX lines	●	●			

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Infra	4	Eng & Construction	Develop 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements	●	●	●	●	
Infra	5	Eng & Construction	Develop TV Hwy Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements	●	●	●	●	●
Infra	6	Eng & Construction	Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners	●	●	●	●	●
Infra	7	Eng & Construction; Finance & Admin Svcs	Use grants to purchase initial fleet of hydrogen fuel-cell electric buses, retrofit bays for maintenance and provide necessary fueling infrastructure	●	●	●	●	
Infra	8	Strategy & Planning	Plan for and identify funding opportunities for zero-emissions buses and maintenance facility improvements	●	●	●	●	●
Infra	9	Public Affairs; Eng & Construction; Strategy & Planning; COO; IT	Continue to seek opportunities with jurisdictions to implement transit priority treatments to reduce delays	●	●	●	●	●
Infra	10	IT	Continue aggressive reduction of technical debt by a combination of: (1) Business-driven projects that are scoped and executed to meet business needs while also reducing associated technical debt to the greatest extent possible, and (2) IT-sponsored projects to modernize core architecture as a foundation for future improvements	●	●	●	●	●
Infra	11	IT	Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity	●	●			
Infra	12	IT	Improve TriMet’s ability to effectively and efficiently identify, detect, and respond to cybersecurity incidents that pose a threat to the services we provide, including cybersecurity tabletop exercises with TriMet’s new Security Operations Center (SOC) that will lead to improved Incident Response Plan integration with the SOC and other key roles in the organization	●				

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Infra	13	Finance & Admin Svcs	Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives	●	●	●	●	●
Infra	14	Eng & Construction; Maintenance	Deliver budgeted state of good repair projects on-time and on-budget	●	●	●	●	●
Infra	15	Eng & Construction; Maintenance	Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail vehicles	●	●			
Infra	16	TSAS	Complete FTA-compliant update of TAM Plan	●	●			
Infra	17	GM; COO; Maintenance; Transportation; TSAS; IT	Procure and implement enterprise asset management system (EAMS) software	●	●	●	●	●

Internal Business Practices: Actions to Organize and Coordinate for Effectiveness and Efficiency

Internal Business Practices

FY2025 RESULTS and PROGRESS

- Continuing to use renewable electricity for all MAX service and TriMet owned and operated facilities and stations.
- Continuing to use renewable diesel for all fixed-route diesel bus service, all diesel-powered LIFT vehicles, and WES commuter rail trains.
- Won APTA Innovation award for providing grocery delivery to LIFT customers who would prefer to not have to make the trip themselves, reducing unneeded trips and costs.
- Conducted multiple outreach events for DBE and small business enterprises (SBE) to boost awareness of opportunities and provide support for high quality proposals when projects are available.
- TriMet Safety Response Team is active and visible on the system, with approximately 130,000 interactions with riders and members of the public in calendar year 2024.

Internal Business Practices Actions

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Int Bus Prac	1	GM; COO; Maintenance; TSAS	Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program	●	●	●	●	●
Int Bus Prac	2	Finance & Admin Svcs; IDEA	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	●	●	●	●	●
Int Bus Prac	3	Strategy & Planning	Provide transit expertise, analysis, and guidance for regional Metro Future Vision and other regional and jurisdictional efforts	●	●			

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Int Bus Prac	4	Safety & Security	Work with partners and service providers to address needs of vulnerable populations and those in need of services	●	●	●	●	●
Int Bus Prac	5	Public Affairs	Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies	●	●	●	●	●
Int Bus Prac	6	IDEA	Use equity lens framework in support of TriMet projects and programs	●	●	●	●	●

People: Actions to Support TriMet Team Members

People

FY2025 RESULTS and PROGRESS

- TriMet listed by Forbes as top Oregon-based employer and in top five best employers in Oregon overall during 2024.
- Implemented improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism.
- TriMet Rodeo held in September 2024, included Transportation, Maintenance, and LIFT operators.
- Held Employee Choice Awards, ROSE week, and Family Fun Day to recognize employees.
- Transit Driver Appreciation Day celebration held March 18, 2025.
- Sending team to APTA International Rodeo in April 2025.
- Hired Employee Engagement & Retention Manager to provide greater emphasis on retention and the employee experience.
- Hired wellness program coordinator to provide greater emphasis on employee wellness and retention.
- Hired new Safety Management System (SMS) Manager.
- New Working and Wage Agreement approved by Amalgamated Transit Union (ATU) members and adopted by TriMet Board.
- Launching field leaders program on learning and management for professional development by field staff.
- Operator mentor-mentee program with a focus on new employees has already supported hundreds of mentees and will soon have over 80 mentors trained as of February 2025; working to expand program to Maintenance staff.
- Successfully hosted popular Latinos in Transit conference.
- Continuing to expand membership in Employee Resource Groups with over 760 members.
- New employee wellness program for back, joint, and muscle pain is available to all who are covered by TriMet insurance.
- Conducted employee engagement survey and provided results to managers.
- Child care stipend now offered to make it easier for parents of young children to work for TriMet.
- Reduced turnover by 25% across core front-line positions.
- Created new Commercial Driver's License (CDL) training model that provides 20% more drive time with over 90% graduation rate to date.

FY2025 RESULTS and PROGRESS

- Rolling out a leadership succession program.
- General Manager Sam Desue, Jr. appointed to Board of Directors for International Transportation Learning Center.

People Actions

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
People	1	LR/HR	Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce	●	●	●	●	●
People	2	Transportation; Public Affairs; LR/HR	Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public	●	●	●	●	●
People	3	LR/HR	Increase retention of operators through employee experience committees	●				
People	4	LR/HR	Conduct and act on results from employee engagement survey:	●	●	●	●	●
People	5	LR/HR; Public Affairs	Regularly conduct employee surveys and work with employee communications for employee awareness and engagement	●	●	●	●	●
People	6	LR/HR	Implement Human Resources-related initiatives, especially those that are agency-wide	●	●	●	●	●
People	7	All	Engage with employees informed by results of engagement survey and initiatives developed as a result	●	●	●	●	●
People	8	LR/HR	Track performance under TriMet’s FTA-required Equal Employment Opportunity Program and implement actions as appropriate	●	●	●	●	●
People	9	LR/HR	Continue appropriate recruiting activities for vacant positions	●	●	●	●	●
People	10	TSAS; LR/HR	Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees	●	●	●	●	●
People	11	LR/HR	Develop and implement succession program	●	●			

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
People	12	Transportation; Maintenance	Support leadership and skills development in Transportation and Maintenance management positions	●	●	●	●	●
People	13	Safety & Security	Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees	●				
People	14	Safety & Security; Eng & Construction; Maintenance	Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers	●	●	●	●	●

Financial: Actions to Steward and Optimize Resources

Financial

FY2025 RESULTS and PROGRESS

- Continuing to provide financial management consistent with the Strategic Financial Plan.
- On schedule for developing a five-year Capital Improvement Plan that is coordinated with the FY2026 Budget.
- Funding the other post-employment benefits (OPEB) trust to avoid future unfunded liabilities.
- Working with potential partners for other funding and services that would support additional recipients of Access Transit support for free transit rides.
- Awarded \$39 million for zero-emission buses to be used on the 82nd Avenue Transit Project.
- Awarded federal ATTAIN grant for \$2.36 million to upgrade systems in light rail vehicles for effectiveness, efficiency, and safety.
- Continuing to operate services funded by the Statewide Transportation Improvement Fund (STIF).
- Board adopted STIF Plan for the FY2026-FY2027 biennium.
- Applied for and received STIF Discretionary grants for enhancing accessibility at bus stops and for reducing delay and improving travel times for bus service.
- On pace to have a record of over 15,000 enrollments in the Honored Citizen reduced fare program based on income during calendar year 2024. During one month in October 2024, there were over 400,000 Hop taps for riders in the reduced fare program based on income.
- Safety and security positions are close to fully staffed, providing more presence on board and at stations and stops, including more consistent attention to code compliance, including fare payment.

Financial Actions

Category	Action #	Lead Division	FY2026 – FY2030 ACTIONS	FY26	FY27	FY28	FY29	FY30
Financial	1	Finance & Admin Svcs	Manage and align financial performance and decision-making with the Strategic Financial Plan	●	●	●		
Financial	2	Finance & Admin Svcs	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand	●	●	●	●	●
Financial	3	Finance & Admin Svcs	Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan; the upcoming fiscal year will be fully defined and funded with years two through five allocated with projected resources known at this time	●	●	●	●	●
Financial	4	Finance & Admin Svcs; IDEA	Explore additional fare mitigation resources to allow greater subsidies for riders who are living on low incomes through external partners with overlapping vulnerable communities (i.e. Temporary Assistance to Needy Families, Department of Health Services, Veterans Administration, Medicaid/Medicare, Public Housing)	●	●			
Financial	5	GM; COO; TSAS	Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining continuous improvement		●	●		
Financial	6	COO; Finance & Admin Svcs	Manage Statewide Transportation Improvement Fund to support enhanced service and meet all regulatory requirements	●	●	●	●	●
Financial	7	Finance & Admin Svcs	Continue to overlay grant funding opportunities with TriMet’s Capital Improvement Plan and other initiatives to identify and apply for funding	●	●	●	●	●
Financial	8	Finance & Admin Svcs	Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants	●	●	●	●	●
Financial	9	Safety & Security	Implement plans to decrease fare evasion	●	●	●	●	●

The Route Ahead

TriMet has ambitions to widen the benefits of our services to aid our region in being recognized as one of the world's most livable places. TriMet uses the Business Plan to assess and guide our actions at the individual, team, and department level, which helps focus our efforts to align with overall strategic needs. The Business Plan is a dynamic document that is updated annually as we respond to changing conditions. Annual updates allow us to take on the future with a solid map while retaining the flexibility to respond when things change.

We will continue to develop and expand on key initiatives on the horizon in future updates of the Business Plan, including:

- Focusing on attracting riders and earning the trust of new riders to increase our ridership.
- Continuing to focus on the rider experience through safety, cleanliness, reliability, and by providing clear and easy-to-access information.

By doing so, we will continue to work together to help create a bright future for this region and are committed to connecting people for a better life.





Connecting People for a Better Life!