



Proposed Budget

2024–2025

Tri-County Metropolitan Transportation District of Oregon
Budget & Forecasting Department

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TriMet Board of Directors



Ozzie Gonzalez
Board President
District 2:
NW & SW Portland

All Board meetings are open to the public. For more information, dates and agendas of meetings, visit trimet.org/meetings/board

To learn more about the Board of Directors, and their roles on the board, visit trimet.org/about/board

Board Administrator, Email Board-Administrator@TriMet.org
Phone 503-962-4831, FAX 503-962-6451

TriMet Officials



Sam Desue, Jr.
General Manager



Thomas Kim
District 1:
Washington County



Robert Kellogg
District 3:
SW Portland



Tyler Frisbee
District 4:
SE Portland



Nancy Young-Oliver
CFO/Budget Officer



Vacant
District 5:
N and NE Portland



Dr. LaVerne Lewis
Board Vice President
District 6:
E Multnomah County



Kathy Wai
Secretary/Treasurer
District 7:
Clackamas County

Mailing Addresses:

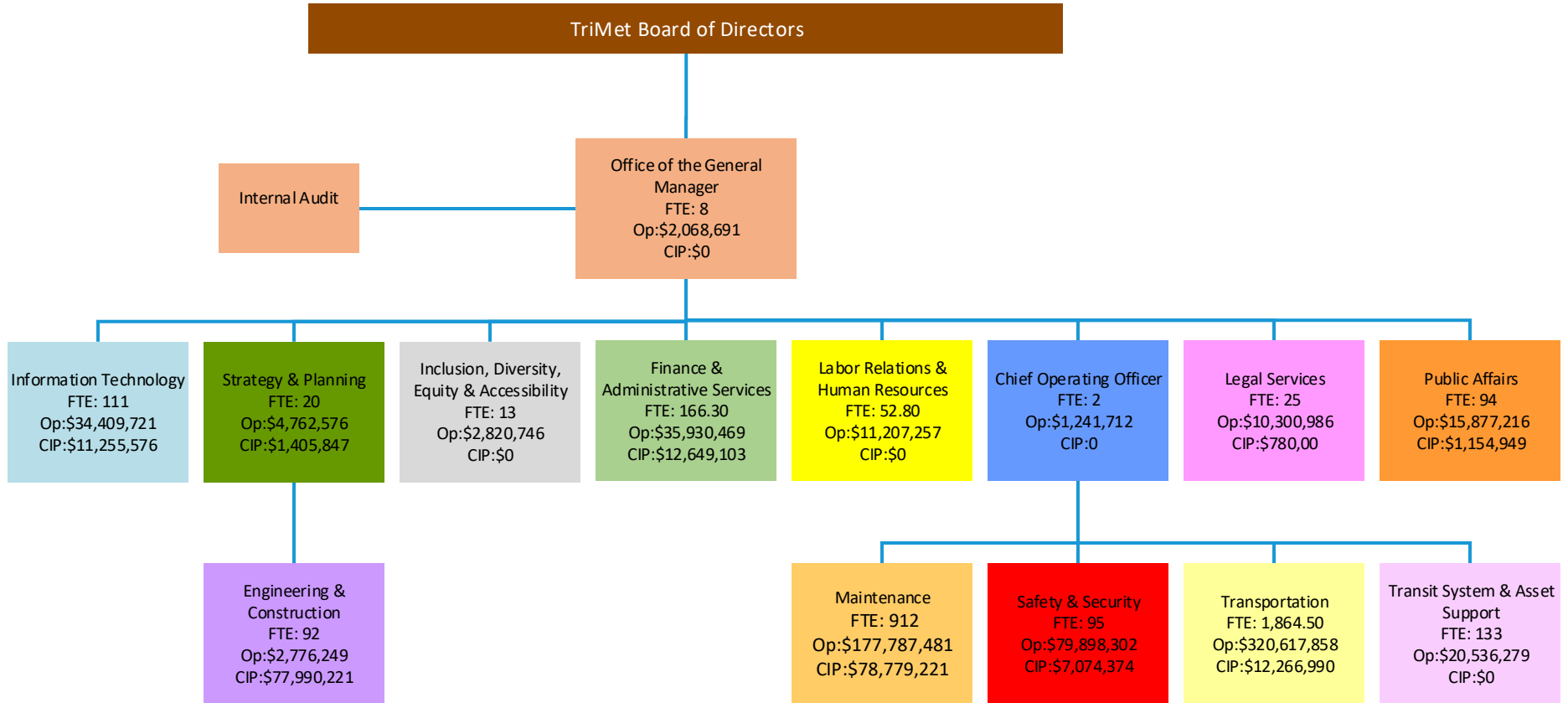
TriMet Board of Directors
Office of the General Manager
101 SW Main St., Suite 700
Portland, Oregon 97204

TriMet

101 SW Main St., Suite 700
Portland, Oregon 97204



Budget Organization Chart
FY2025





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Oregon**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

March 2024

To: TriMet Board of Directors
From: Nancy Young-Oliver, CPA, CPFO, CFE, CISA, Chief Financial Officer
Budget & Forecasting Department

Re: FY2025 Proposed Budget

Budget Overview

In FY2025 TriMet continues to provide essential transit service to the tri-county area while embarking on *Vision 2030*, the goal delivering 120 million annual rides in the year 2030. This is an ambitious goal that will be transformative for the region. To achieve this goal, the agency has identified five pillars on which to focus efforts and finances: Ridership, Community, People, Infrastructure, and Resources. This year's budget also includes a full-year of the fare increase, approved by the TriMet Board in May 2023, which increases adult fares by \$0.30 and the Honored Citizen and youth fares by \$0.15. As in previous years, the FY2025 budget cycle also lends itself to an intensive capital project period, although with a tightened spending forecast to improve utilization. FY2025 will also have its challenges as we continue to address operator and mechanic shortages and make concerted efforts toward achieving Vision 2030 and the 120 million annual ridership goal.

The TriMet Proposed Budget for FY2025 outlines a resource and expenditure plan for July 1, 2024 through June 30, 2025.

The FY2025 Proposed Budget totals \$1.75 billion and includes:

- Resources supporting FY2025 total \$1.75 billion including \$83.2 million in operating revenue, \$540.4 million in tax revenues, and \$139.3 million in Federal funding.
- Day-to-day Operating Requirements of \$848.7 million including \$498.4 million to operate the system, \$221.8 million in general and administrative costs, \$62.9 million for pension and other post-employment benefits (OPEB), and \$65.6 million for debt service.
- Capital Improvement Program (CIP) Requirements of \$200.6 million.
- Pass Through Requirements (under which TriMet receives funds required to be provided to other governmental agencies), Funding Exchange Payments (TriMet exchanges its general funds with another governments federal funds) and Special Payments (one time agreements to fund projects for which TriMet benefits) totaling \$21.4 million.
- Contingency is an appropriated amount of a minimum of 3% of operating requirements and is adjusted for known risks. Contingency is intended for those activities where the amount and timing are unknown at the time of budget adoption. FY2025 contingency totals \$36.3 million.
- Ending Fund Balance totals \$641.9 million and is unappropriated and not available for spending in FY2025. Fund balance includes \$67.7 million in restricted bond proceeds and other restrictions to be spent after FY2025; \$47.6 million restricted for future debt service payments; and \$526.6 million in unrestricted fund balance, which for FY2025 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in near-term and future years.

Significant Budgetary Items

New Divisions: TriMet is introducing two new divisions in the FY2025 Proposed Budget to better align the agency with the evolution of diversity and equity and the needs for providing ongoing and improved transit service. Inclusion, Diversity, Equity & Accessibility (IDEA), previously within the Office of the General Manager Division, better serves the agency as its own division. Additionally, Strategy & Planning will be a newly formed division to support the Business Plan Key Strategic Actions, Vision 2030, conversion to a zero-emissions bus fleet, and the planning essential to service improvements. As part of the adjustments, the Service Delivery Department will return to the Transportation Division, where it was previously positioned in FY2023.

Safety & Security Investments: Since FY2022, TriMet has made significant investments into safety and security efforts for riders and employees. The FY2025 Proposed Budget for the Safety & Security Division is four times what it was in FY2022, with investments in Transit Police, Safety Response Teams, customer safety supervisors and officers. These investments have allowed the agency to focus in on various concerns of the system and a path forward to improved ridership.

Capital Investments: Nearly completed *A Better Red Project*, expansion of the Park Avenue Park & Ride, development on the Columbia Bus Base site, and replacement of light rail vehicles are four of the major projects in process at TriMet. Other projects include regular replacements of equipment, track and signal infrastructure, and safety elements across the system.

Electrification: During FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition from diesel-fueled buses toward zero-emissions buses, first testing battery-electric buses (BEB) technology. In FY2020, TriMet began testing the first five short-range BEBs, and in FY2021, began testing the first five long-range BEBs, all of which are now in revenue service. Electrification infrastructure has been the focus of FY2021 through FY2024 to ensure Merlo and Powell bus operations facilities are ready to support an expanded fleet of long-range battery electric buses. As of February 2024, TriMet has begun receiving the initial buses which are part of the first bulk with the delivery of an additional 24 expected through the summer.

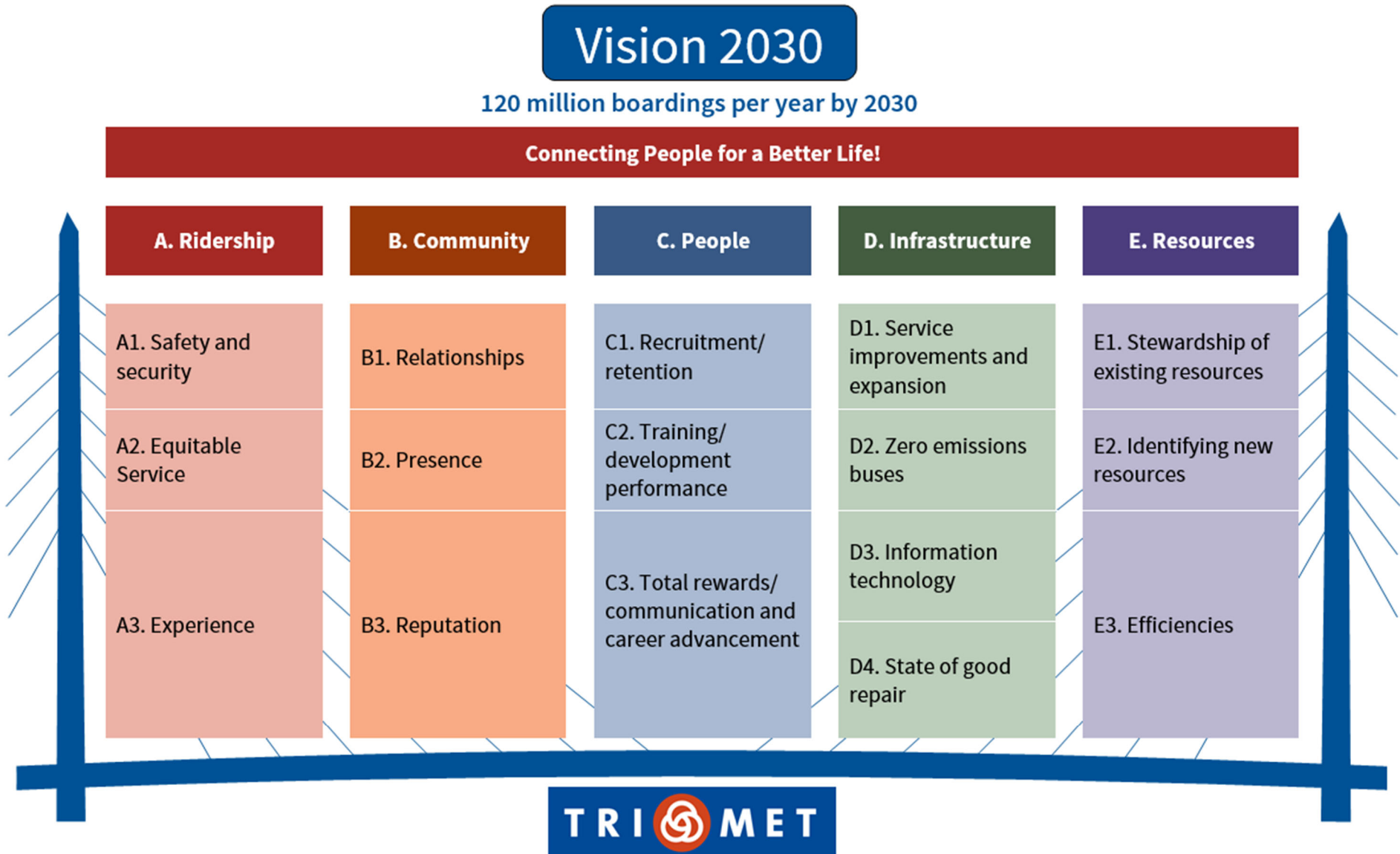
Budgetary Trends

The following are key budgetary trends that have a significant impact on TriMet operations, local economy and the tri-county region.

Trend (in Millions)	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Proposed	Trend Analysis
Revenues					
Passenger Revenues	\$49.2	\$49.9	\$54.6	\$62.4	Passenger revenues expects a 10.8% increase over FY2024. In January 2024, for the first time in over a decade, TriMet increased the adult fares by \$0.30. Honored Citizen and youth reduced fares increased by \$0.15. The increase brought fares to \$2.80/\$1.40 respectfully.
Payroll Taxes	\$463.5	\$485.2	\$507.7	\$540.4	Payroll taxes continue to perform well. The tax revenue is expected to grow 11.4% over FY2023 and 4.8% over FY2024.
Federal Operating Grants	\$241.4	\$130.1	\$139.4	\$139.3	Federal operating grants have been influenced by federal stimulus acts and are shown as one-time resources during FY2021-2024. FY2025 continues to be at an elevated level with multiple years of formula funding to draw upon.
Expenditures					
Personnel Services (not including OPEB)	\$341.8	\$368.5	\$415.0	\$465.8	Average cost increases in personnel services [wages & benefits] are about 5.6%. FY2024 and FY2025 include vacancies while FY2022 and FY2023 are the actual for the year.
Materials & Services (not including OPEB)	\$157.5	\$195.2	\$212.2	\$254.4	In FY2022 and FY2023, materials and services for regular operations came in significantly less due to reduced spending. FY2024 had increases in security services, renewable diesel fuel, and contracted services for accessible transportation. In FY2025, materials and services have increased due to security services, accessible transportation contracted services and general inflation.
Ridership (Fixed Route)	49.5	57.5	62.4	65.5	Ridership is expected to grow nearly 8.5% in FY2024, then taper off to more moderate growth of 5% for the next several years.
Employment (Tri-County)	824,200	839,600	864,800	881,200	In a recent economic report from the State of Oregon it was stated that nearly all of the job loss from the pandemic has been recovered. Job growth has slowed a bit, but inflation has curtailed significantly from this time last year.

Strategic Goals & Strategies

TriMet's Business Plan is intended to guide agency focus and efforts to benefit current and future residents, communities, businesses and public services in the growing region. TriMet's objectives are shaped by the agency's purpose, vision and Vision 2030 pillars (listed below).



TriMet has made progress on and substantially completed many of the FY2024 Business Plan Key Strategic Actions. Major accomplishments include:

- ✓ Conducted marketing efforts and distributed information to encourage ridership through current pass and sales channels to attract riders back to TriMet. Additional ridership promotion continues into the last quarter of FY2024.
- ✓ Hired and trained additional employees along with contracted personnel to provide more safety and security presence on the system.
- ✓ Reintroduced the TriMet Bus Roadeo in 2023 and hosting the International Bus Roadeo in Portland in April 2024.
- ✓ As adopted by TriMet Board of Directors, implemented the fare increase, raising the cost of 2 ½-hour tickets and day passes, while maintaining monthly and annual cap.

Additionally, several actions remain in progress:

- ✓ Hiring of operators has continued to increase the bus and rail operator ranks, with continuing and additional efforts planned for FY2025.
- ✓ Hollywood HUB project underway to transform the Hollywood Transit Center into a mixed-use, transit-oriented development, with temporary ramp construction expected to be completed to make way for the affordable housing component, scheduled to begin construction in early FY2025.
- ✓ Security Operations Center established to provide greater coordination, customer reporting, and analysis for safety and security issues or incidents.
- ✓ Awarded several grants for zero emission technology support including \$3 million from Oregon Department of Transportation Carbon Reduction Fund.
- ✓ 24 battery electric buses began arriving in February 2024.
- ✓ State safety oversight office has approved Safety Management System (SMS) implementation approach.
- ✓ Training procedures in place for operators signing battery electric bus service blocks.
- ✓ Elevator access control pilot proved successful at the Hollywood Transit Center MAX Station; project development underway to expand the functionality to other locations.
- ✓ *A Better Red* MAX Extension and Reliability Improvements Project is on-schedule and under-budget with service expected to begin by summer 2024.
- ✓ New Type 6 light rail vehicles (LRVs) are being delivered, with the initial Type 6s expected to be in service by the start of FY2025, and old Type 1 LRVs are being decommissioned and shipped away for recycling or other uses.
- ✓ Continuing financial management consistent with Strategic Finance Plan.
- ✓ Pursuing larger grants for future replacement of Type 2 LRVs when they reach end of useful life.

The Business Plan, mirroring Vision 2030, is broken into five Pillars including Ridership, Community, People, Infrastructure, and Resources that frame sixteen focus areas, which provide the structure for the Plan. Each focus area has one or more action items to provide specificity and definition. For FY2025, the focus areas will be achieved through 79 measurable objectives, which move the agency forward in purpose and vision.

Process for Creating Strategic Goals: Each year, TriMet leadership re-examines agency strengths, weaknesses, opportunities, and challenges and then identifies strategic priorities for the year. These are developed and refined with TriMet staff and during public meetings with the TriMet Board, made up of directors who represent seven districts within the overall service area. Public, partner, and employee feedback is incorporated into each year’s Business Plan. The table below provides excerpts from TriMet’s strengths, weaknesses, opportunities, and challenges.

Strengths	Weaknesses
<ul style="list-style-type: none"> • System safety is a value at TriMet • Taking clear steps to reduce greenhouse gas and other emissions • Overall positive public support of TriMet • Ability to maintain highest bond ratings • High Hop Fastpass® use 	<ul style="list-style-type: none"> • Have not yet fully achieved a consistent culture of safety • Employee shortages throughout the agency as retirements and employee attrition outpaces hiring • Ongoing competing needs for capital and operating resources • Capital asset maintenance and replacement needs • Still developing succession planning and technical capacity

Opportunities	Challenges
<ul style="list-style-type: none"> • Increase frequency of service, improve connections, and increase available destinations within reasonable travel time • Public and jurisdictional support for existing and expanded public transit services • Leveraging further transit-oriented development opportunities • Further expand diversity of TriMet employees and contractors • Advances in battery-electric and hydrogen fuel cell electric technology for bus propulsion 	<ul style="list-style-type: none"> • Need to increase ridership • High volume of vandalism to passenger facilities and vehicles • Enhancing safety of employees who provide direct service to customers • Cybersecurity threats • Worldwide supply chain delays and shortages of products • Resiliency to significant but rare events such as earthquakes, infectious diseases, and increasing climate-related events

TriMet’s purpose in the region is to connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all.

- **Support our economy and provide equitable opportunity:** Get employees to work, students to school, customers to businesses, and everyone to services with integrated transit service and mobility options
- **Ease congestion:** Attract many riders to transit and encourage travel modes other than driving by providing integrated transit service and mobility, coordinated information, and capital projects that lead to development and lifestyles that are less reliant on driving, especially during rush hours
- **Provide mobility for all:** Provide a critical service for people experiencing disability, older adults, young people in school, low-income households, essential workers, households without cars, and others, therefore supporting individual and regional resiliency
- **Help shape the future of our region:** Deliver transit service, mobility options, transit-oriented development, and capital projects that attract residents, businesses, and development to centers, main streets, and corridors identified by communities as vibrant activity centers and future growth areas
- **Reduce emissions and support environmental sustainability:** Deliver services and support developments that encourage mobility other than driving; traveling by transit, walking, and bicycling especially promote personal and community health, and reduce auto use, greenhouse gases, and local emissions in neighborhoods

Outreach and engagement with communities is fully integrated with our other activities related to *Forward Together* service improvements and budget decisions. A Draft Business Plan is released early in the year, with a public comment period following, before a Final Business Plan is produced for the upcoming fiscal year.

For a full review of the current status, results, targets and key strategic actions, see the [TriMet Business Plan](https://trimet.org/businessplan) on trimet.org/businessplan. The following three pages provide an excerpt of the key strategic actions, by category and objective, over the next five years, showing how the goals will be accomplished.

Pillar/ Focus	Action #	Lead Division	Ridership Pillar FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
A	1	GM; COO	Continue to fully develop and implement strategy and actions to achieve Vision 2030	●	●	●	●	●
A	2	COO; Transportation	Implement Forward Together as developed through engagement with riders, public, and other partners	●	●	●	●	●
A	5	COO	Complete long-range plan (Forward Together 2.0) for growth in bus and MAX service that would help meet TriMet's and the region's goals for transit ridership if additional operations funds are identified	●	●			
A	6	COO	Address passenger demand and overloads by purchasing and using larger, 60' articulated ("bendy") buses	●	●	●		
A	8	Legal	Support the delivery of the strategic vision for re-development of the Gresham City Hall Park & Ride	●	●	●	●	
A1	11	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	●	●	●	●	●
A2	16	Transportation; COO	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	●	●	●	●	●
A3	17	Maintenance	Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings	●	●	●	●	●
A3	18	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	●	●	●	●	●
A3	19	COO	Analyze causes of stops and delays in service, develop mitigations, and implement	●	●	●	●	●
A3	20	Safety & Security	Implement actions to reduce trip delays due to unpredictable behavioral issues with presence on the system	●				
A3	21	Public Affairs	Deliver enhanced customer experience training to all TriMet employees	●				
A3	22	Public Affairs	Deliver customer information enhancements such as onboard announcement improvements, new video and e-paper service information signs	●				
A3	23	Transportation; COO	Implement and monitor on-demand service with ADA-eligible and general purpose riders	●	●			
A3	25	Maintenance; LR/HR; TS&AS/Training	Hire and retain service workers and mechanics to preserve and expand service	●	●	●	●	●
A3	26	Finance & Admin Svcs; Maintenance	Replace fareboxes for better customer service	●	●			
A3	27	Finance & Admin Svcs; Maintenance	TVM replacement for improved Hop card distribution and sales	●	●			

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
B	1	Maintenance; Eng & Construction; Finance & Admin Svcs; Public Affairs; GM; COO	Deliver actions and changes called for in TriMet's Climate Action Plan	•	•	•	•	•
B1	5	Finance & Admin Svcs; Inclusion, Diversity, Equity, and Access	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	•	•	•	•	•
B2	6	Safety & Security	Work with partners and service providers to address needs of vulnerable populations and those in need of services	•	•	•	•	•
B3	7	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	•	•	•	•	•

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
C	1	Inclusion, Diversity, Equity, and Access; Eng & Construction	Use equity lens framework in support of TriMet projects and programs	•	•	•	•	•
C	5	LR/HR	Conduct and act on results from employee engagement survey:	•	•	•	•	•
C	7	LR/HR	Implement Human Resources-related initiatives, especially those that are agency-wide	•	•	•	•	•
C	8	All	Engage with employees informed by results of engagement survey and initiatives developed as a result	•	•	•	•	•
C1	10	LR/HR	Continue recruiting activities appropriate for vacant positions	•	•	•	•	•
C2	12	LR/HR	Develop and implement succession program	•	•			
C3	15	LR/HR; Finance & Admin Svcs	Implement improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism	•				
C4	16	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	•	•			

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
D	1	Eng & Construction; Public Affairs	With partners, pursue opportunities for potentially viable transit infrastructure projects	●	●	●	●	●
D1	4	Eng & Construction; Maintenance	Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project	●				
D1	8	Eng & Construction	Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners	●	●	●	●	●
D2	9	Eng & Construction; Finance & Admin Svcs	Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses	●	●	●	●	●
D3	11	IT	Implement modern workforce management software for Transportation	●	●			
D3	13	IT	Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity	●	●			
D4	14	Finance & Admin Svcs	Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives	●	●	●	●	●

Pillar/ Focus	Action #	Lead Division	FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
E	1	Finance & Admin Svcs	Manage and align financial performance and decision-making with the Strategic Financial Plan	●	●	●	●	
E	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	●	●	●	●	●
E1	5	GM; COO; TS&AS	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 and continuous improvement of structure		●	●		
E1	6	GM; COO; Maintenance; TS&AS; IT	Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt	●	●	●	●	●
E2	7	COO; Finance & Admin Svcs	Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements	●	●	●	●	●
E3	10	Safety and Security; Finance & Admin Svcs; Transportation	Implement plans to decrease fare evasion	●	●	●	●	●

Priorities & Issues: The following table identifies the key principal issues and actions in developing the FY2025 Budget.

Priorities & Issues	Actions	Business Plan Pillar & Action
Internal Policy		
Meet or exceed strategic financial goals	<p>The FY2025 Budget has been developed to meet or exceed all strategic financial guidelines including the following: fiscal policies, unrestricted fund balance and contingency policy, debt management policy, fare policy, capital improvement plan, and pension and OPEB funding plans.</p> <p>The FY2025 includes a full year of revenues from the first adult fare increase in over a decade.</p>	<p>Pillar: Resources</p> <ul style="list-style-type: none"> ➤ Action #01: Manage and align financial performance and decision-making with the Strategic Financial Plan; ➤ Action #02: Manage financial resources to sustain agency operations through shortfalls resulting from the COVID-19 pandemic economic impacts and shifts in travel demand
Economic		
Recover lost ridership and passenger revenues	<p>TriMet ridership down 40% and consequently passenger revenues are down 50% due to the continuing effects of the pandemic and slow return to in-person office work. The FY2025 Budget includes funding to recover ridership through marketing efforts, continued cleanliness of vehicles and service delivery changes.</p>	<p>Pillar: Ridership</p> <ul style="list-style-type: none"> ➤ Action #01: Continue to fully develop and implement the strategy and actions to achieve Vision 2030 [120 million annual rides] ➤ Action #17: Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings ➤ Action #24: Hire and retain operators to preserve and expand service ➤ Action #25: Hire and retain service workers and mechanics to preserve and expand service ➤ Action #26: Replace fareboxes for better customer service.
Regulatory		
Reduce Carbon Emissions	<p>In adherence with the Clean Air Act and Oregon’s Climate Smart Strategies, in FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition away from diesel buses and a move toward zero-emissions buses. In FY2022, TriMet authorized the purchase of 24 long-range battery-electric buses which began arriving in FY2024. In FY2024 TriMet dedicated funding to complete purchase and implementation of electric bus charging infrastructure. In FY2025 TriMet will continue to build capacity for a full zero-emissions fixed-route us fleet by 2040.</p>	<p>Pillar: Community</p> <ul style="list-style-type: none"> ➤ Action #1: Deliver actions and changes called for in TriMet’s Climate Action Plan ➤ Action #2: Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan, with 2040 the goal to achieve 100% zero-emissions bus fleet with attainable technology ➤ Action #3: Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate
Meet Transit Asset Management (TAM) requirements	<p>The FTA requires the development and implementation of a TAM plan to ensure assets are maintained in a State-of-Good-Repair. The FY2025 Budget includes continued replacement of Type I light rail vehicles fareboxes, Blue Line track segments, electrical substations, and other capital improvement projects to maintain existing assets in a state of good repair.</p>	<p>Pillar: Infrastructure</p> <ul style="list-style-type: none"> ➤ Action #14: Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives

Legislative		
Statewide Transportation Improvement Fund requirements	STIF moneys are to finance public transportation services including creation and continuation of new systems and services, planning and development. In FY2024, TriMet dedicated funding to preserving existing service, the income-based reduced fare program, and capital improvements such as bus stop amenities, ADA improvements, and others. All of these efforts continue in FY2025, the second year of the funding biennium.	Pillar: Finance ➤ Action #7: Manage State Transportation Improvement Fund (STIF) moneys to support enhanced service and meet all regulatory requirements

Differences from Prior Year

While the pandemic is officially over, it continues to influence budget development. Much of the FY2025 Proposed Budget is similar in comparison to the FY2024 Adopted Budget. There have been improvements in ridership; however, the agency has a long way to go before it can report a “fully recovered” status. A few of the major differences in comparison to FY2024 include:

Stabilization/Recovery: The pandemic put a strain on various areas of TriMet, however, one-time stimulus packages have helped to mend the short-term disruptions. TriMet will continue to draw on the American Rescue Plan (ARP) funds throughout FY2024 after which, TriMet will have exhausted all stimulus funding. TriMet continues to stabilize inflows/outflows while providing a continued level of commitment to the community. Passenger revenues are still below pre-pandemic levels given the lower ridership, but are continuing to recover. It is expected the fund balances of today will sustain the agency in the future until pre-pandemic levels of revenues return.

Operator & Mechanic Shortages: The agency has been challenged, similar to many other agencies and industries, with a labor shortage amongst its operators and mechanics. TriMet has taken measures such as increasing the starting wage, initiating hiring and referral bonuses to hire more operators, and retention bonuses. This will remain a major focus area in FY2025, as the effect of not having operators has affected service delivery.

Capital Improvement Projects: FY2025 will see the completion of the *A Better Red* MAX Extension & Reliability Improvements Project, with service beginning in summer 2024; farebox replacements; and construction work will begin to add capacity to the SE Park Avenue Park & Ride.

New Divisions: TriMet will have 14 divisions in FY2025 with the establishment of Inclusion, Diversity, Equity & Accessibility (IDEA) and Strategy & Planning Divisions. IDEA is a department that was already established, however, now branching into a division as a continued need for the agency. Strategy & Planning is a newly established division that will align various focuses for the agency including Vision 2030, conversion to zero-emissions bus fleet, service improvements and support the Key Strategic Actions of the Business Plan.

Major Changes in Service Levels, Fares, and/or Taxes Presented

TriMet has not experienced any major changes to tax revenue receipts. However, the passenger fares are down significantly compared to pre-pandemic levels by nearly 50%, which is a direct reflection of current ridership. TriMet is steadily restoring service hours after reducing service in 2020 due to the pandemic and in 2022 due to operator shortages. FY2024 saw the largest increase in bus service hours since FY2019.

Service hours in FY2025 are at a level not to exceed 52,934 weekly vehicle hours and will be restored to that level as ridership/capacity thresholds and limits are met. However, as stated above, operator shortages will put extensive pressure on the ability to add back any service. The service improvements come from TriMet’s Forward Together Plan and include the following changes:

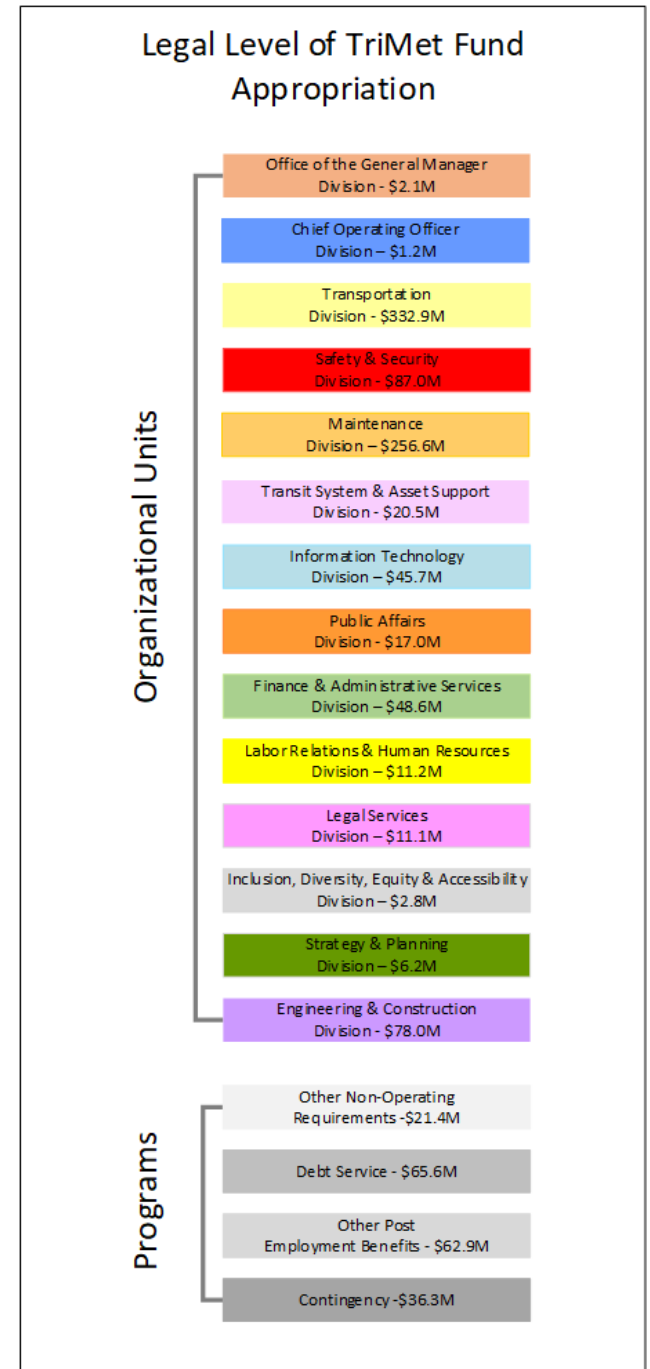
- The extension of the MAX Red Line to Fair Complex/Hillsboro Airport Station

- 4 new frequent service lines
- A new network of late night buses operating along the MAX alignments
- New bus lines in East Portland, Sellwood, and West Linn
- New service to PCC Sylvania
- Newly extended service along Glisan in East Multnomah county and I-205 between Tualatin and Oregon City
- Increased frequency for multiple non-frequent service lines, and
- Some route changes and service discontinuations

The status of service compared to pre-pandemic:

- Bus, Metropolitan Area Express (MAX), and Westside Express Service (WES) service combined currently [Winter 2023 schedules] running 6,187 weekly vehicle hours or 13% below pre-pandemic levels
 - Bus service down 13.5%
 - MAX service down 7.8%
- WES service down 33.6%
- Accessible Transportation (LIFT) continues as a demand service, however, current fiscal year has operated at 33.1% below the pre-pandemic level (February 2020)

TriMet has received federal funding from the FTA from three relief packages. First, \$184.9 million from the Coronavirus Aid, Relief and Economic Security (CARES) Act in FY2020; Second, \$195.4 million from Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA); and, \$289.1 million from American Rescue Plan (ARP) Act Section 5307 program funds in FY2021. Funding has and will continue to be used for operating and preventive maintenance activities and for TriMet to continue efforts in preventing, preparing for and responding to the pandemic. CARES Act funds were completely drawn down in FY2021 with CRRSAA Act fully drawn down in FY2022. ARP funds have been used through FY2024. The inflow of funding has allowed TriMet to forestall larger service cuts, maintain existing operating staff and not institute layoffs due to loss of ridership.



FINANCIAL STRUCTURE, POLICY, and PROCESS

Budgetary Fund Description/Structure & Basis of Budgeting

TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statutes (ORS) 267 to provide mass transit services to the Portland Metropolitan area with the assumption of the operations of a privately owned bus and light rail system. As such, TriMet is authorized to levy taxes and charge fares to pay for its operations. TriMet is also authorized to issue general obligation and revenue bonds.

Legal Level of Budget Control: TriMet uses **one major budgetary fund** to account for all its activities. As required by ORS 294.456, TriMet appropriates funds at the organizational unit (Divisions) and program (OPEB, Other non-Operating Requirements, Debt Service and Contingency) level. The chart to the right demonstrates the legal level of budgetary control and funding appropriation by organizational units and programs.

Basis of Budgeting: TriMet budgets on the cash basis whereas TriMet's financials are issued on the full accrual basis of accounting or Generally Accepted Accounting Principles (GAAP). Differences in revenues and expenses from budgetary basis to full accrual (GAAP) include:

- Additions due to budget activity not qualifying as revenues/expenses under GAAP such as principal payments on long-term debt and capital asset addition.
- Additions due to adjustments required by GAAP such as unfunded pension costs, depreciation, leveraged lease revenue, claims liability changes, unfunded OPEB costs.
- Subtractions due to resources not qualifying as revenues under GAAP such as net book value of assets retired and prior period adjustments and leases.

Differences in fund balance from budgetary basis to full accrual (GAAP) include:

- Additions due to capital assets
- GASB Statement No. 87 Lease adjustments
- Bond payables and related amounts
- Other postemployment benefits and deferred amounts
- Net pension liability and deferred amounts
- Claims liability
- Lease leaseback and deferred amounts
- Compensated absences

Organizational Units: TriMet utilizes fourteen different organizational units to manage its goals as an agency. New in FY2025 is the Strategy & Planning Division which will embark on providing the overall strategies and programs to align business operations and identify business opportunities and growth areas for the agency. The division will lead business process improvement initiatives, drive long-term planning of the agency the Vision 2030 initiative and provide strategy and execution to the engineering and construction division. The other new organization unit IDEA, is not new to TriMet but rather a department that is being moved into a divisional structure. IDEA will continue to provide leadership for inclusivity and equality in all that TriMet does including language services, multicultural marketing, public relations and community-based organization partnership programs.

Financial Policies

TriMet faces financial challenges that could impede its ability to meet present and future expectations for transit service. TriMet’s Strategic Financial Plan, last amended and restated in December 2019, outlines the financial and operational policies that guide TriMet forward in navigating near-term challenges and achieving a sustainable future.

The FY2025 Budget document complies with the following strategic financial policies to help guide financial decision making.

Strategic Financial Policies	Met	Performance
Fiscal Policies <ul style="list-style-type: none"> Limit one-time revenues to support one-time expenditures. Continuing revenues support continuing expenditures and one-time expenditures. When continuing revenues fall short of continuing expenditures, continuing expenditures must be reduced or continuing revenues raised. 	✓	As payroll tax revenues grow and passenger revenues begin to recover the following will occur: <ul style="list-style-type: none"> Retaining workforce and fulfilling current vacancies Closely monitor utility costs (including diesel and electricity) and ensure adequate funding Fund State of Good Repair CIP projects at a level that best utilizes assets in a safe manner.
Unrestricted Fund Balance & Contingency <ul style="list-style-type: none"> Begin each fiscal year with an unrestricted fund balance equal to a range of no less than 2 – 2.5 times average monthly operating expenses. If in a given year this range cannot be achieved, the agency should institute a plan to restore the unrestricted fund balance to a level within the range within the following 1-3 years. Contingency is an appropriated amount of a minimum of 3% of operating requirements. 	✓	In the midst of decline in passenger revenues and stunted growth of payroll taxes, TriMet had reduced continuing expenditures with the intent of increasing the FY2024 beginning fund balance to exceed 2.5 times average monthly operating expenditures in order to address forecasted shortfalls in near-term future years. Depending on the pace in which continuing revenues are restored, TriMet intends to reduce the unrestricted fund balance to the target of no less than 2 – 2.5 months times average monthly operating expenses. Contingency is budgeted at a minimum of 3%.
Debt Management Policy <ul style="list-style-type: none"> Debt Service on senior lien payroll tax revenue bonds must be less than 7.5% of continuing revenues. Financial managers should seek a credit rating that achieves a balance between minimizing borrowing costs and maximizing financial flexibility. 	✓	TriMet is maintaining debt service at less than 7.5% of continuing revenues. Finance regularly monitors continuing revenues and if warranted would seek approval from the TriMet Board to increase the debt ceiling.
Fare Policy <ul style="list-style-type: none"> Seek a financially sustainable system that encourages and supports ridership and ensures broad access to transit services. 	✓	Efforts include considerations of financial factors, customer experience, Transit equity and public engagement. Specific actions include: managing a pricing strategy to keep pace with costs of service; leveraging electronic fare collection; designing fares to be simple and understanding, easy to use; efficient fare enforcement; mitigating fare cost for low-income, transit-dependent riders; informing and engaging communities in the decision making process.
Capital Improvement Plan <ul style="list-style-type: none"> Continuously investing in capital critical to operating a safe, reliable, efficient and financially sustainable service. Maintain assets in a state of good repair. 	✓	Update the asset inventory and condition assessment of capital assets with repair and replacement schedules; investment priorities; and lifetime evaluation and maintenance plan for each asset class.
Pension Funding Plans <ul style="list-style-type: none"> Determine appropriate contributions to the plans on a regular basis to achieve fully funded status, defined as at least 93% within the approximate weighted average working life of the active participants in the plans. 	✓	Per fiscal policy, FY2025 includes budget to fund contributions to pensions and/or to fund OPEB liabilities for both union and non-union.

Balanced Budget

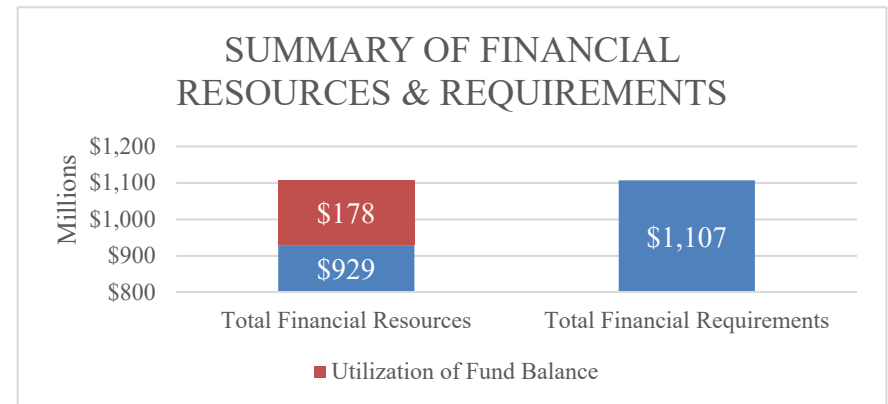
In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2025 Budget:

- Maintain between 2.0 and 2.5 months operating reserves.
- Maintain a minimum contingency of 3% adjusted upwards as needed to address significant impacts, such as negotiations on the Working & Wage Agreement.
- Ensure one-time-only expenditures are balanced with one-time-only revenues.
- Utilize continuing revenues to fund continuing and one-time expenditures.
- Make contributions of \$39.9M to the management and union pension plans and/or OPEB.
- Materials and services were held in alignment with the previous year. Items driven by rate setters outside the agency's control (i.e., diesel fuel, utilities, etc.) were adjusted accordingly.

TriMet then considers the budget balanced each year under three scenarios:

- 1) When total revenues are equal to total expenditures resulting in no change to fund balance;
- 2) Total revenues exceed total expenditures resulting in increases to ending fund balance, and;
- 3) Expenditures exceed revenues and spending from previous year's excess fund balance occurs resulting in a decrease in fund balance.

Scenario 1 No change in fund balance	• Revenues = Expenditures
Scenario 2 Increase in fund balance	• Revenues > Expenditures
Scenario 3 Decrease in fund balance	• Revenues < Expenditures



For FY2025, TriMet's Budget is balanced under **scenario three**; expenditures are greater than resources resulting in a decreased ending fund balance. Although TriMet's projected fund balance is declining over that of FY2024, it is well above 2.5 months of operating reserves. Management's plan is to end the year with excess ending fund balance in order to address forecasted funding shortfalls in near-term and future years resulting from the loss of revenues during the pandemic.

Budget Process

Local government budgeting in Oregon is governed by Local Budget Law, Chapter 294 of the Oregon Revised Statutes. The law has two major objectives:

- Provide standard procedures for preparing, presenting, and administering local budgets
- Ensure citizen input in the preparation of the budget

Preparing and Reviewing the Budget: Development of the TriMet Budget is an extensive effort conducted over the course of nine months prepared in accordance with Local Budget Law with input from riders as well as the broader community, with consideration of safety, equity, and long-term concerns and issues, as identified in TriMet's Business Plan. To give the public opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed.

Budget Officer: TriMet’s Chief Financial Officer serves as the Budget Officer and through its Budget & Forecasting Department prepares and publishes the Budget under direction of the General Manager.

Budget Committee: TriMet’s Board of Directors serve as the Budget Committee (Committee). The Committee will review, approve and if needed, make recommendations for revision to the Approved Budget before formally adopting the Budget. In addition, the Committee will hear and consider public testimony regarding the allocation of available funding, priorities, service enhancements, cleanliness of the system, and will review and approve any amendments to the Budget after formal adoption.

Public Involvement Process: TriMet engages in proactive public outreach efforts throughout the year by holding public meetings in various communities to gather feedback on fare changes, service changes, safety and security on the system, equity, services for seniors and people on a low income, and capital projects.

Direct Public Testimony: Community members may directly contact TriMet with input for the Budget during public outreach meetings described above or through www.trimet.org/meetings/board. In addition, community members also have opportunity to testify in public forum on the day of the public meeting or they can provide written testimony in advance of the public meeting to BoardTestimony@trimet.org. TriMet’s Board of Directors (acting in their capacity as the Budget Committee) meet to receive public comment before approving the Budget.

Budget Notices & Posted Information: Notices are published, budget documents are made available for public review, and opportunities for public comment are provided. These actions encourage public participation in the budget decision-making process and give public exposure to budget programs and fiscal policies before adoption.

TriMet maintains a community budget web page: www.trimet.org/about/accountability.htm#financial. The site contains TriMet’s Proposed, Approved and Adopted Budgets, along with TriMet’s audited financial statements, Strategic Financial Plan, Pension/OPEB Valuations, and Board approved policies.

Tax Supervising & Conservation Commission Hearing: The Tax Supervising & Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, is responsible for reviewing the budgets of all governmental jurisdictions in Multnomah County in accordance with Local Budget Law. The TSCC holds a required public hearing, with the TriMet Board of Directors and management in attendance, on the Budget. The outcome of this hearing is a letter certifying that the Budget is in compliance with Local Budget Law and may contain recommendations and/or objections. TriMet is responsible for addressing any recommendations or objections from the TSCC.

Adopting the Budget: The Board of Directors votes to officially adopt the budget before the start of the new fiscal year, which begins on July 1st. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include adjustments to revenue projections, changes in personnel and capital carryover and are presented to the Board at adoption.

Amending the Budget: Appropriation changes after budget adoption are completed through formal resolution to the Board of Directors. Such changes occur when moving funds from one organizational unit appropriation to another or when moving funds from the contingency appropriation to an organizational unit or program appropriation.

The following page demonstrates the annual budget cycle calendar and identifies activities within each budget development phase. Budget preparation starts in September of each year and the entire process includes procedures to prepare, review, approve, adopt and modify the budget for the fiscal year. The Budget cycle calls for the Budget Committee to adopt the budget during the May Board meeting. Should unforeseen changes need to be made, budget adoption would move to the June Board meeting. The cycle is set to ensure adoption by the beginning of the fiscal year, in accordance with Local Budget Law.



IMPLEMENTATION PHASE

JULY

- July 1 the Adopted Budget is implemented
- Budget amendment may occur anytime during the fiscal year*

ADOPTION PHASE

APRIL TO JUNE

- TSCC holds public budget hearing
- Public comment is received
- Final budget changes are implemented
- Board of Directors adopts the Budget through formal resolution

APPROVAL PHASE

MARCH

- Proposed Budget is released to the public
- General Manager and Budget Officer deliver message
- Public comment is received in open session
- Budget Committee signs resolution approving the Proposed Budget
- Approved Budget is released

PREPARATION PHASE

SEPTEMBER TO DECEMBER

- Financial analysis on Revenues & Expenditures
- Public comment is gathered
- Prior year Adopted Budget is set to baseline
- Initial operating and capital budget modification proposals are prepared

REVIEW & DECISION PHASE

JANUARY TO FEBRUARY

- Budget modification proposals are submitted
- General Manager reviews and approval, approves in part or declines proposals
- 30-day Public Notice is published
- Business Plan is released



**After the budget is adopted, events may occur during the fiscal year that cause management to determine an amendment to the budget to move appropriation is needed. In such circumstances, the Board of Directors would approve a Budget Resolution to move appropriation. Such amendments however do not appropriate fund balance, which is an unappropriated amount.*

FINANCIAL SUMMARIES

Fund Balance

Fund Balance Defined: The beginning fund balance including the difference between forecasted total resources (revenues) and requirements (expenditures).

Unappropriated fund balance includes the following three categories:

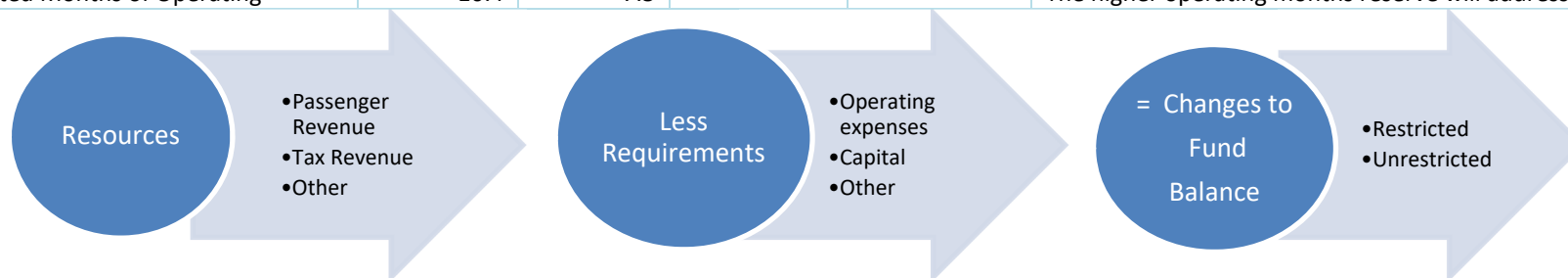
- Restricted Bond Proceeds & Other Restricted funds including funds held for major capital project spending in a subsequent year.
- Restricted Debt Service includes funds held to pay debt obligations in a subsequent year.
- Unrestricted Fund Balance includes cash, investments, receivables, prepaid expenses, unearned revenues, accrued payroll, accounts payable, limited liabilities and materials & supplies.

Beginning fund balance	\$819.6
+ All Increases (resources)	\$929.3
- All Decreases (requirements)	(\$1,107.0)
= Ending Fund Balance	\$641.9

Causes & consequences of changes in fund balance: Differences in fund balance may occur due to differences from budget to actual results in either revenues or expenditures. TriMet forecasts passenger and tax revenues based on historical trends, service changes, and growth in the region, which may be different than actual results. In addition, TriMet's expenditures may be less than budgeted due to vacancies in approved positions, unscheduled overtime (often caused by inclement weather), and delays in major capital project development. However, TriMet is reducing fund balance by 22% in FY2025 largely in part to utilization of bond proceeds on projects and the cost of operations.

TriMet Strategic Fiscal Policy requires beginning each fiscal year with an unrestricted fund balance equal to a range of no less than 2 – 2.5 times average monthly operating expenses. Due to the consequences of the pandemic, TriMet planned to end fiscal years 2021, 2022 and 2023 with a larger unappropriated fund balance to address forecasted shortfalls in later years due to decreases in current continuing resources. Other factors affecting fund balance include the receipt of federal stimulus funding and changes in service hours.

Fiscal Year Ending	FY2024 Est. Actual	FY2025 Budget	\$ Change	% Change	Explanation
Restricted For Bond Proceeds	\$134.0	\$67.7	(\$66.3)	(49.5%)	TriMet is expected to spend down and utilize existing bond proceeds.
Restricted for Debt Service	\$44.1	\$47.6	\$3.5	7.9%	Future obligation for debt service.
Unrestricted Fund Balance	\$641.4	\$526.6	(\$114.8)	(17.9%)	Utilizing stimulus proceeds to meet service needs.
Operating Requirements	\$741.6	\$848.7	\$107.1	14.4%	Higher than previous year due to agency reorganization and restructuring effort.
Budgeted Months of Operating	10.4	7.5			The higher operating months reserve will address future deficit.



Revenues and Requirements Discussion

The TriMet Proposed Budget for FY2025 outlines a resource and expenditure plan for July 1, 2024 through June 30, 2025. Following is a discussion on short-term factors, presented by resources and requirements, which have guided the development of this annual budget.

Revenues

Approximately 91% of TriMet’s operating resources come from three sources; payroll tax revenues, passenger revenues and federal funds. In addition, the Budget also includes Capital Improvement Program (CIP) revenues that are dedicated for major capital projects separate from operations.

The following describes the major revenues, other financing sources and capital resources. The Resources tab provides financial details by source including the federal and state grant/local contributions.

TriMet’s total FY2025 resources is \$1.75 billion, a \$178.7 million decrease over the FY2024 Budget. Following is a discussion on each revenue source and the chart to the right provides a high-level summary of resources by source.

Operating Revenues

TriMet’s operating revenues are generated from passenger fares, service contract revenues and advertising.

Passenger Revenue - The revenue TriMet earns from passenger fares is forecast to cover \$62.4 million in current annual operating costs, or 8.7% of operating expenses (less Other Post-Employment Benefits and Debt Service). The FY2025 Adopted Budget includes the first full-year base adult fare increase in a decade of \$0.30 and a \$0.15 increase for Honored Citizens and youth reduced fares. FY2025 passenger revenues are forecasted based on ridership activity since the pandemic began and is estimated to be \$6.1 million higher than the FY2024 Adopted Budget, although lower than FY2019 [pre-pandemic level]. The continuation of the reduced fare based on income, Hop Fastpass® market penetration, and continued on-time performance will have positive effects on returning ridership.

Hop Fastpass® – In Fiscal Year 2018, Hop Fastpass® launched, bringing the region’s riders a state-of-the-art fare collection system, serving TriMet, C-TRAN and Portland Streetcar customers. Since then, adoption of the electronic fare system has increased dramatically. Now more than 85% of TriMet’s passenger revenues flow through the Hop system.

TriMet has continued to innovate Hop payments since its initial launch, partnering with Apple and Google to roll out the first virtual transit cards in North America for both platforms, which made it even easier for riders to pay fares while getting the benefit of fare-capping. This progressive electronic payment feature provides riders the ability to earn a day or month pass as they ride, without the upfront cost of a pass.

With fare capping, Honored Citizen fare payers, which includes (among others) those who qualify with a low income that is up to 200% of the federal poverty level, receive a 50% reduction in 2½ Hour Tickets and Day passes, as well as unlimited rides within a calendar month for \$28. Hop offers many options for those without access to bank or similar financial institution payment methods, as TriMet’s Hop retail network includes hundreds of locations where cash can be converted to Hop Fastpass® value.

Budgeted Resources (millions)				
Source	FY2024	FY2025	Increase (Decrease)	% Change
Operating	\$76.6	\$83.2	\$6.6	8.6%
P/R Taxes	\$515.8	\$540.4	\$24.6	4.8%
Federal	\$156.8	\$139.3	(\$17.5)	(11.1%)
Other	\$49.8	\$54.5	\$4.7	9.6%
CIP/Light Rail	\$140.7	\$94.2	(\$46.5)	(66.9%)
Non-Operating	\$16.3	\$17.8	\$1.5	87.0%
Beg. Fund Balance	\$971.7	\$819.6	(\$152.1)	(15.6%)
Total Resources	\$1,927.6	\$1,748.9	(\$178.7)	(9.3%)

Note: Numbers have been rounded

Accessible Transportation Contract Revenues - State and federal sources dedicated to LIFT Paratransit Service revenues are estimated at \$7.0 million for FY2024 and expected to rebound in FY2025 to \$7.4 million.

Service Contract Revenues - This category contains only Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. In FY2025, these revenues are projected to be \$9.4 million.

Advertising Revenues - This category contains transit advertising revenue from local vendors advertising on TriMet buses and light rail vehicles. In FY2025, these revenues are projected to be \$4.1 million.

Non-Operating Revenues

TriMet's non-operating revenues are generated from payroll taxes, federal funding, state and local grants, and other resources.

Payroll Taxes

Employer Payroll Tax Revenues - Customers, employers, and local governments in the region continue to desire more service than TriMet is able to fund. To help TriMet pay for service and expansion, the Oregon legislature in 2003 and 2009 authorized TriMet to increase the payroll tax rate one-tenth of one percent over ten years.

The first payroll tax increase authorized by the TriMet Board of Directors began January 1, 2005 and ended January 1, 2014 and continues to pay for the service including numerous bus frequent service upgrades, the MAX Green Line, WES, MAX Orange Line, and the associated cost of those operations.

The Board of Directors authorized the second payroll tax increase of one-tenth of one percent over ten years starting January 1, 2016 and ends January 1, 2025. The revenues from this tax rate increase has helped or will help pay for additional service such as the Division Transit Project, Better Red project and other new service-related projects identified in TriMet's Forward Together service plans and the Capital Improvement Program (CIP).

TriMet is projecting stable payroll tax revenue growth through FY2025, with a total growth rate of 6.5%. By comparison, average annual growth of underlying employer payroll tax of 5.2%, inclusive of recovery from pandemic and inflation impacts.

Payroll tax revenue forecasts are developed by an outside consultant and carefully considers the impact of the economy, wage growth and job growth. Internally, staff performs a reasonableness test against historical figures which assists in creating the budgeted figures.

Self-employment Tax Revenues – In FY2025, self-employment tax revenue of \$21.5 million is expected to increase 2.1% compared to \$21.0 million in FY2024.

Federal Resources

Federal Grants - Federal operating funds total \$139.3 million or 17.0% of TriMet's resources for operations. This includes Section 5337 State of Good Repair of \$44.5 million, 5310 Enhanced Mobility of Seniors & Individuals with Disabilities of \$1.3 million, and other smaller federal grants of \$6.1 million. Additionally, TriMet receives \$21.8 million dollars a year in federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional rail program debt service.

CARES Act, CRRSAA, and ARP Federal Funds – TriMet received \$184.9 million in CARES Act funding during FY2020 through FY2021 and as a result of the CRRSAA federal award, TriMet received an additional \$195.4 million through the end of FY2022. The American Rescue Plan (ARP) provided TriMet with an additional \$289.1 million which the agency began drawing in FY2022, and lasted through FY2024. These Federal funds are a one-time-only resource used to prevent, prepare for and respond to the pandemic and allows

TriMet to continue providing service that would otherwise need to be cut due to overall lost revenues resulting from the pandemic and orders to work-from-home. TriMet does not anticipate any additional stimulus packages going forward.

State & Local Operating Grants

Statewide Transportation Improvement Fund (STIF): In 2017, Oregon established a statewide employee payroll tax of 1 tenth of 1 percent, that dedicates funds for public transportation. TriMet received its first allocation of grant funds in May 2019 and has since received regular quarterly allocations. TriMet is budgeted to utilize \$45.3 million in STIF funding in FY2025 for operating and capital improvement programs.

Other Revenues

In FY2025, other revenues are budgeted at \$6.6 million including interest revenue, revenue sale of fuel credits and other miscellaneous revenue, which is 0.8% of TriMet’s operating revenues.

Capital Resources

Capital Resources total \$200.6 million, including \$59.3 million in State Transportation Infrastructure Fund (STIF); \$34.9 in Federal State, Local government & Private Contributions; and \$66.3 million in Revenue Bond Proceeds.

Requirements

TriMet’s requirements total of \$1.75 billion for FY2025 (including fund balance) is a \$178.7 million decrease over the prior year or 9.3% lower. The Requirements tab details expenditures by organization unit (divisions), by Object Class and includes the personnel services schedule, materials & services schedule, summary of employees, and summary of fixed route service.

Operating requirements include funding to continue implementing the requirements of Statewide Transportation Improvement Fund (STIF); the cost of operating and maintaining service in the existing transit system; costs associated with further development of Hop Fastpass®; compensation, pension funding and benefit costs; and diesel renewable fuel costs. Non-operating costs include funding for capital investments, debt service expense, pass-through, and contingency. Following is a discussion on expenditures and the table to the right provides of summary of expenditures by object.

Operating Requirements

Statewide Transportation Improvement Fund (STIF) – The FY2025 Budget commits STIF funds to pay for preserving and expanding service, operation of Access Transit programs (including those based on income), student fare programs, the enhanced transit corridor program, paratransit services and bus stop improvements.

Expenditure Baseline Budget (millions)				
Source	FY2024	FY2025	Increase (Decrease)	% Change
Personnel Services	\$528.7	\$528.5	(\$0.2)	(0.04%)
Materials & Services	\$231.1	\$254.7	\$23.6	10.2%
CIP	\$328.3	\$200.6	(\$127.7)	(38.9%)
Pass Through	\$20.9	\$21.4	\$0.5	2.5%
Debt	\$65.6	\$65.6	\$0.0	0.0%
Contingency	\$24.8	\$36.3	\$11.5	46.7%
Fund Balance	\$728.3	\$641.9	(\$86.4)	(11.9%)
Total Requirements	\$1,927.6	\$1,748.9	(\$178.7)	(9.3%)

Note: Numbers have been rounded.

Service – Even in the midst of the pandemic, the demand for bus and rail service continues. Service was originally reduced in April 2020 by nearly 20% due to the pandemic, with bus service restored to 90% of pre-pandemic levels at the end of August 2020. A continuing issue affecting service is the shortage of operators to drive the buses and trains. As a result, in January 2022, service was again reduced to the original cuts made in April 2020. In September 2022, the new TriMet FX™—Frequent Express—service, FX2-Division, began revenue service. Additional service restoration will be evaluated based on need and availability of operators. Future service beyond FY2024 will include additional service restoration, *A Better Red* MAX Extension and Reliability Improvements Project, and new service expansion funded through State Transportation Improvement Fund (STIF).

Compensation, Pension Funding & Benefit Costs – The FY2025 Proposed Budget includes a non-union merit increase of up to 5% of baseline salaries. Management and the ATU Working and Wage Agreement extends through November 30, 2024. The extension included a recent union wage increase of 4.0% wage increase effective December 1, 2023. Negotiations for a new Working and Wage Agreement are underway.

The FY2025 Budget includes funding of the TriMet Defined Benefit (DB) pension plans for both union and non-union, both of which are closed and new hires now participate in a Defined Contribution (DC) pension plan. Current funding policies aim to be well funded without developing a surplus that could not be used until all benefits have been paid. Consequently, TriMet’s funding policies target a funded ratio between 80-90% rather than the normal target of 100%. As reported in the FY2023 audited financial statements, the non-union plan is 86.6% funded and the union plan 78.0% funded. The FY2025 Proposed Budget is consistent with the pension policies within the Strategic Financial Plan, approved by the Board of Directors on February 26, 2014 and amended November 23, 2019. Once the DB pension plans are funded in accordance with funding policies, funding will annually be directed to fund the OPEB Trust., the same level of funding would annually be directed to fund the OPEB liability plan. TriMet anticipates fully establishing the OPEB Trust and directing funds into the account during FY2025.

TriMet continues a self-insured medical plan for both union and non-union employees, which was implemented in January 2017.

Diesel Fuel - The cost of bus diesel fuel has decreased over the past five years. From a high in FY2015 at \$3.15 per gallon to a low in FY2020 at \$0.62 per gallon (onset of pandemic). The average in FY2021 was \$1.95 per gallon, FY2022 was \$2.67 per gallon and FY2023 was \$4.25 per gallon. Year-to-date FY2024 reflects an average of \$3.16 per gallon, a bit lower than the budgeted \$4.29 per gallon, whereas FY2025 Budget reflects \$3.95 per gallon. On average TriMet pays a 3% to 5% premium for the change to renewable diesel, however, cleaner emissions is an active goal for the agency.

Non-Operating Requirements

Capital Maintenance and Replacement – The FY2025 Budget includes just over \$200.6 million towards capital projects including, light rail maintenance of way, light rail vehicle maintenance, facilities modernization, technology changes and station upgrades. The capital investments are further described in the Capital Program section.

Debt Service – In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2025 debt service is \$65.6 million, of which \$44.1 million is senior lien debt or 5.6% of continuing revenues, meeting the goal set by the Board.

Pass Through – TriMet will pass-through to sub-recipients \$17.7 million and participate in Regional funding exchanges totaling \$3.7 million with Metro.

Contingency – Contingency is an appropriated amount of a minimum of 3% of operating requirements and adjusted for risks and those activities unknown at the time of budget adoption. FY2025 contingency totals \$36.3 million and includes an increased amount in anticipation of settling the Working and Wage Agreement however, that agreement will not be final until after Budget adoption. Additional adjustments are based on the timing light rail vehicle replacements and further discussions regarding the agency’s investment in safety and security.

Long Range Planning

TriMet utilizes a 10-year financial forecasting model to help guide the financial health of the agency. The longer-term modeling takes into account upcoming pressures on both the capital and operating impacts of the future. Such things as payroll tax growth, inflation, infrastructure needs, staffing levels, and vehicle replacements are evaluated in the financial forecast, helping inform the upcoming year budget.

TriMet continues in its most intensive decade yet with size, complexity of operations, and overall expansion and growth. The illustration below depicts TriMet's projected revenues and expenditures (and key assumptions) over the next several years, and in accordance to the Strategic Financial Plan Guidelines.

Financial Forecast Summary (millions)										
Fiscal Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenues	\$ 836	\$ 901	\$ 951	\$ 995	\$ 1,008	\$ 1,040	\$ 1,086	\$ 1,136	\$ 1,188	\$ 1,280
Expenditures	\$ 807	\$ 895	\$ 966	\$ 1,025	\$ 1,091	\$ 1,152	\$ 1,217	\$ 1,289	\$ 1,355	\$ 1,450
Revenues over Expenditures	\$ 29	\$ 6	\$ (15)	\$ (30)	\$ (84)	\$ (112)	\$ (131)	\$ (153)	\$ (167)	\$ (170)
Beg./Unrestricted Budgetary Fund Balance	\$ 642	\$ 671	\$ 637	\$ 605	\$ 559	\$ 476	\$ 364	\$ 233	\$ 80	\$ (87)
End./Unrestricted Budgetary Fund Balance	\$ 671	\$ 637	\$ 605	\$ 559	\$ 476	\$ 364	\$ 233	\$ 80	\$ (87)	\$ (257)
Months Unrestricted Budgetary Fund Balance	10.58	8.90	7.81	6.79	5.41	3.92	2.37	0.77	(0.79)	(2.18)

Key Assumptions [These are reflective of individual growth rates, not overall impact to figures above.]

Passenger Revenue ¹	14.3%	11.9%	10.3%	6.4%	6.1%	6.1%	6.0%	5.0%	4.9%	7.7%
Fixed Route Ridership ¹	6.8%	12.1%	8.6%	6.5%	6.2%	6.2%	6.1%	5.1%	5.0%	7.6%
Payroll Tax Base (underlying growth)	5.2%	4.5%	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Payroll Tax Base (growth w/ increment) ²	6.5%	5.4%	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Federal Formula Funds ³	404.5%	4.0%	4.0%	4.0%	-14.8%	-7.5%	2.0%	3.4%	3.4%	3.4%
Personnel Services - Salary/Wages	5.4%	5.4%	5.4%	4.6%	4.7%	3.5%	3.6%	3.6%	3.6%	3.6%
Personnel Services - Medical Dental	2.2%	7.2%	7.1%	7.1%	7.1%	6.0%	6.0%	6.0%	6.0%	6.0%
Personnel Services - Other	4.2%	5.9%	5.9%	5.1%	5.1%	4.0%	4.1%	4.1%	4.1%	4.2%
Materials & Services	3.8%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	1.0%	3.0%
Diesel Fuel & Utilities ⁴	20.3%	4.1%	3.8%	3.5%	3.4%	3.4%	3.4%	3.4%	3.0%	3.0%
Funding of Pension OPEB/UAAL (incl. Normal Cost)	-29.4%	3.0%	2.8%	2.9%	2.5%	2.0%	2.9%	3.2%	3.7%	2.3%
Sr. Lien Debt as a % of Revenue	5.6%	7.5%	7.1%	6.8%	7.5%	7.3%	6.9%	7.5%	7.2%	6.8%
Fixed Route Service Hours (MAX & Bus) ⁵	8.4%	8.0%	6.5%	2.7%	2.6%	2.7%	2.8%	2.4%	2.3%	2.1%
Bus Service Hours	8.8%	8.1%	7.5%	2.6%	2.5%	2.7%	2.8%	2.7%	2.6%	0.5%
MAX Service Hours	6.2%	8.0%	0.0%	3.0%	2.9%	2.8%	2.7%	0.0%	0.0%	14.4%

¹Passenger Revenue and Ridership are related to one another. Increases through *Forward Together* and *A Better Red* service expansion will add both revenue and ridership.

²Employer Payroll Tax Increments expected through FY2026, then underlying growth only.

³FY2025 is due to utilization of Federal Formula Funds that have been held due to having federal stimulus available. This continues through FY2030 then returns to regular growth.

⁴Diesel Fuel and Utilities reflect short term expected rate increases then leveling out.

⁵Increases in FY2025-27 are focused on *Forward Together* initiatives including restoration to pre-pandemic levels and *A Better Red* service expansion.

Assumptions used in the long-range financial plan and relation to strategic goals

The following assumptions used in the long-range financial plan were developed in accordance with the strategic goals as identified in the FY2025 Business Plan. The following assumptions are listed by the five strategic pillars of the Vision 2030 Business Plan: *Ridership, Community, People, Infrastructure, and Resources* which include numerous focus areas and a timeframe for completion. This long range financial plan makes the assumption that all of the objectives in that plan are completed on time and any one-time or ongoing financial impact resulting from implementing the strategic plan are included in the long-range financial forecast. These long-range goals when linked with the assumptions support TriMet’s financial and operating commitment when serving customers – riders, partners and taxpayers, and the broader community.

Ridership	Business Plan Focus Areas
<p><u>Forward Together</u>: This dynamic service planning effort expands the Frequent Service bus network (buses every 15 minutes throughout the majority of the day), extends bus service to new areas and expands weekend service, adds more local bus service running every 30 minutes, and adds new bus lines serving areas that are currently far from transit today.</p>	<ul style="list-style-type: none"> ➤ A1. Safety and security ➤ A2. Equitable Service ➤ A3. Experience
<p><u>Investments in Safety and Security</u>: TriMet is committing unprecedented resources to keep riders and employees safe on buses and trains, which is necessitated by disorderly conduct and illicit drug use in the community extending onto the public transit at times.</p>	
<p><u>Income-based Fare Qualification</u>: Since FY2018, more than 60,000 Oregonians, living on a low income of up to 200% of the federal poverty level, have signed up for TriMet’s Honored Citizen reduced fare. Those enrolled through the program have taken over 260,000 rides on average per month (post pandemic).</p>	

Community	Business Plan Focus Areas
<p><u>Zero Emissions</u>: The agency has committed to fully implementing a non-diesel bus fleet by 2040, and no longer purchases diesel buses. Additionally, the agency has transitioned the MAX light rail system and all TriMet-owned facilities to run on 100% renewable energy. TriMet also converted the fixed-route fleet of nearly 700 buses to cleaner burning R99 renewable diesel. TriMet’s battery-electric fleet will expand to a fleet of 34 by summer 2024.</p>	<ul style="list-style-type: none"> ➤ B1. Relationships ➤ B2. Presence ➤ B3. Reputation
<p><u>Better Bus</u>: TriMet continues to partner with all local governments to implement protected bus lanes and Transit Signal Priority (TSP) which speeds up trips for riders and reduces bus emissions from idling.</p>	
<p><u>Transit Oriented Development</u>: TriMet promotes and facilitates real estate development along bus routes and light rail alignments. These developments give riders places to live, places to shop, and places to recreate within easy walking distance of our routes.</p>	

People	Business Plan Focus Areas
<p><u>Equity Lens</u>: TriMet is bringing an equity lens to everything it does, from service planning to employee development. The newly created Inclusion, Diversity, Equity & Accessibility (IDEA) Division will support this effort.</p>	<ul style="list-style-type: none"> ➤ C1. Recruitment/retention ➤ C2. Training/development performance ➤ C3. Total rewards/communication and career advancement
<p><u>Recruitment & Training</u>: During this once-in-a-generation labor shortage, TriMet is investing significantly in the recruitment and training of operators and mechanics.</p>	
<p><u>Scheduling Technology</u>: The scheduling of bus and MAX operator shifts is complex and highly manual. TriMet is investing in a state-of-the-art scheduling software system that will improve employee experience in the interest of employee satisfaction and retention.</p>	

Infrastructure	Business Plan Focus Areas
<p><u>Expansion Projects:</u> A Better Red MAX Extension and Reliability Improvement Project is continuing into FY2025 along with the continuing replacement of light rail vehicles.</p>	<ul style="list-style-type: none"> ➤ D1. Service improvements and expansion ➤ D2. Zero Emissions Buses ➤ D3. Information technology ➤ D4. State of good repair
<p><u>Service Enhancement:</u> Infrastructure improvements planned for 82nd Avenue will make way for TriMet’s next FX – Frequent Express – bus line, following on the success of the Division Transit Project and the FX2-Division line.</p>	
<p><u>Bus Facility Planning:</u> Development efforts continue on the Columbia Bus Base site. This bus base will give TriMet its first bus operations facility in the northern section of the district, and it will support the transition to zero-emissions bus technology.</p>	
<p><u>State of Good Repair:</u> The agency continues to devote resources to an aging infrastructure, including a rebuilt maintenance facility, replacement of Type 1 light rail vehicles and other large equipment and continued state of good repair needs on facilities and customer amenities.</p>	

Resources	Business Plan Focus Areas
<p><u>Fare Increase:</u> Facing rising costs, TriMet implement its first adult fare increase in more than a decade and also increased Honored Citizen and Youth reduced fares in January 2024. The new funds from these increases will be used to preserve and expand essential transit services. Additional fare increases will be considered as necessary.</p>	<ul style="list-style-type: none"> ➤ E1. Stewardship of existing resources ➤ E2. Identifying new resources ➤ E3. Efficiencies
<p><u>Strategic Capital Planning:</u> TriMet has implemented a Five-Year Capital Improvement Plan that carefully charts the course of the districts capital investments and leverages all available funding opportunities.</p>	
<p><u>Fiscal Restraint:</u> The FY2025 Capital Budget is reduced from prior years to best align available funding with agency needs and capacity for execution.</p>	
<p><u>Debt</u> – The long range planning includes maximizing the debt capacity of the agency per the Strategic Financial Plan guidelines. This includes going out for bonds every two to three years but not exceeding 7.5% debt capacity limit. Borrowing is also evaluated for need by reviewing project timelines and cash flows. As the infrastructure continues to age the debt issuances of the agency become even more critical.</p>	



SUPPLEMENTAL INFORMATION

The following describes TriMet's organization, community (riders), population and key background information.

Organization, Service and Background

- TriMet was created by the State of Oregon to serve over 1.56 million people in a 519-UZA (urbanized area) square-mile area across three counties.
- By using renewable electricity for our MAX trains and electric buses, and renewable diesel to fuel or fixed-route buses, we're expecting to reduce more than 155 million pounds of greenhouse gas emissions every year—the equivalent of taking more than 15,000 cars off the road.
- Transportation and land use efficiency GHG savings related to MAX were 551,794 million metric tons of CO₂-equivalent in 2018.
- Nearly 65% of our ridership state the primary purpose for their trip is for either recreation or work [2023 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- TriMet riders can save up to \$10,000 per year in transportation costs.
- More than 1,275 employer worksites offer transit passes as an employee benefit.
- TriMet's Disadvantaged Business Enterprise (DBE) program serves as a national model for creating opportunities for women and people of color.
- There are more than 8,000 security cameras on our transit system, on board every bus and MAX train and at many stops, stations and transit centers.
- Bus Service
 - 76 bus lines; 6,058 stops
 - 118,740 average weekday rides [182,837 rides pre-pandemic]
 - 35.5 million rides [FY2023]



- MAX Service
 - 5 MAX Lines; 94 stations
 - 69,310 average weekday rides [120,923 rides pre-pandemic]
 - 21.9 million rides [FY2023]
- WES Service
 - 1 commuter rail line; 5 stations
 - 487 average weekday rides [1,485 rides pre-pandemic]
- LIFT Service
 - Door to door demand service
 - 1,769 average weekday rides [3,288 riders pre-pandemic]

Community

TriMet's make up of riders across the three counties is diverse in both age and diversity. Of those riders, homelessness/hunger is the top issue for most followed by crime.

More than seven in ten riders (74%) value the benefits TriMet provides in the region while close to four of ten non-riders (38%) also value the benefits provided by the agency. Additionally, nearly half of riders feel buses and MAX are safe to ride. (Riders who felt safe to ride bus is 60% and safe to ride MAX is 49%). Over three-fourths (77%) of riders feel they get a good value for the fare paid.

Bus and MAX are rated as reliable by riders (74% and 80% respectively). In the survey conducted in 2018, 70% of our ridership stated the primary purpose for their trip was for either recreation or work. In 2022, that percentage dropped to 57% as many people continue to work from home. In 2023, the percentage began to recover to nearly 65% as people returned to offices or moved to a hybrid work schedule

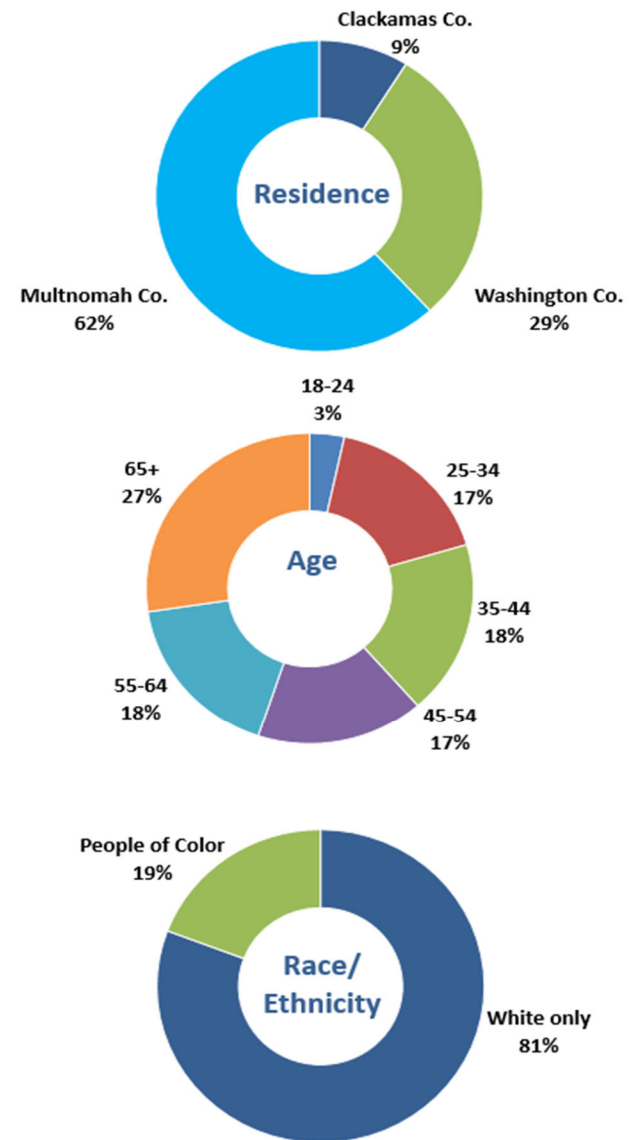
According to our most recent Hop Fastpass® report (December 2023), adults account for 55% the regional taps (includes C-TRAN & Portland Streetcar), while closely followed by Honored Citizens at 35%. Youth and Paratransit taps account for 9% and 2%, respectively. The Hop Fastpass® adoption rate (% of rides being tapped) is approximately 48.5%.

The economy was greatly impacted by the pandemic and TriMet like many others observed significant drops in ridership. The unemployment rate in the Portland region skyrocketed to 13% in Spring 2020, but leveled off to 3.7% as of December 2023.

The top five largest employers in the TriMet District:

- Intel Corporation [23,700 employees]
- Oregon Health & Sciences University [19,100 employees]
- Providence Health & Services [17,600 employees]
- Nike, Inc. Subsidiaries [12,500]
- Kaiser Permanente [11,400 employees]

Attitude and Awareness Survey 2023



The Tri-County Property Value [Real Market Value] has continued to increase much faster than inflation, averaging 7.1% over the last five years, even with the high inflation rates the last couple of years. FY2022 was 6.9% over the previous year, FY2023 was 13.0%, with FY2024 expected to come in 5.0% higher.

More statistical and supplemental information can be found in the *Trend Tab* of the budget document.

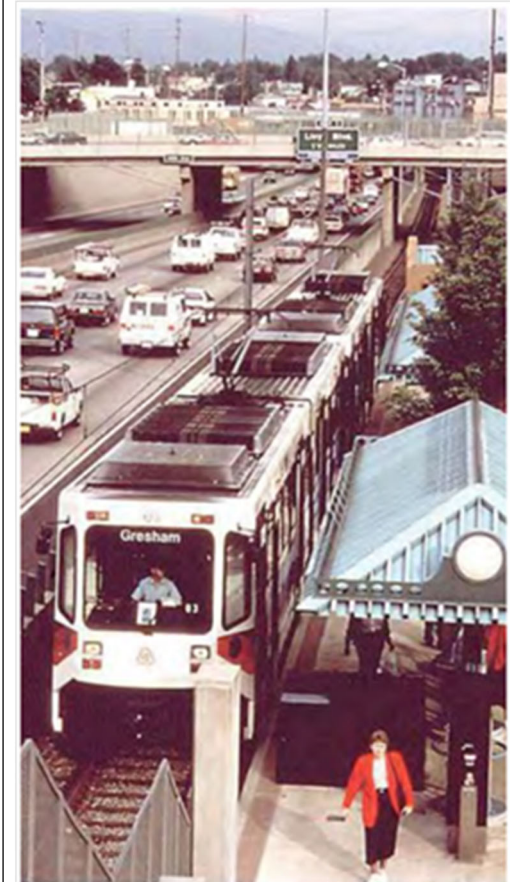
A small piece of TriMet history...

1986

On September 5, 1986, Banfield light rail—now MAX—opened on a 15.1-mile alignment between the eastern suburb of Gresham and downtown Portland. With community organizer Joan Biggs, a party was planned and funds solicited by then-Portland Commissioner Earl Blumenauer.

It was the first rail service in the Portland region since the 1950s. The \$214 million project was completed \$10 million under budget. A three-day celebration stretched for 15 miles with free rides and entertainment, attracting an estimated 200,000 participants. “MAX” was soon in the vocabulary of every Portlander, and the MAX vehicle became a Portland icon. Evening news broadcasts typically opened with MAX pulling into the downtown Pioneer Square station. MAX was a point of pride that put Portland on the map with other modern transit cities. While MAX stole the show, the coordinated highway corridor project that widened the Banfield Freeway from four to six lanes along a 4.5 mile section was completed in summer 1985. All was paid for by funds saved by canceling the Mount Hood Freeway. MAX trains filled up, and so did the freeway. While congestion remains a part of life in a growing region, the marriage of the Portland region’s transit system with a growth boundary and coordinated land-use planning has resulted in shorter commute times and distances compared to other cities similar in size.

Portland was among a few metropolitan areas electing to bring back light rail transit as a more robust version of the traditional streetcar—electric-powered through overhead catenaries but capable of freeway speeds. Toronto, Boston, Newark, Philadelphia, New Orleans and San Francisco had saved remnants of their former streetcar systems, while only San Diego, Calgary and Edmonton dabbled in light rail. There were few models other than European cities for TriMet to follow. TriMet raised the bar for design of light rail in North America, with full street-wide construction in downtown and 15 miles of smartly designed stations. In-street running within downtown featured Belgian Block pavers to define the exclusive right-of-way. Trains could preempt traffic signals to keep moving. The coming of MAX allowed the eastside Lloyd Center business district to expand with hardly any new parking. High-capacity transport via MAX supported the construction of a major league sports arena and the Oregon Convention Center in the urban core—bucking the national trend toward building stadiums in the suburbs with unlimited parking.



MAX at Hollywood station

In Summary

The FY2025 Proposed Budget totals just under \$1.75 billion. TriMet continues to provide essential transit service to the tri-county area while recovering from the pandemic. For the first time in over a decade, TriMet increased adult fares in January 1, 2024 by \$0.30 and raised Honored Citizen and youth fares by \$0.15. As in previous years, the FY2025 budget cycle also lends itself to an intensive capital project period. FY2025 will also have its challenges as we continue to implement initiatives, restore ridership and address operator shortages.

The TriMet Proposed Budget for FY2025 outlines a resource and expenditure plan for July 1, 2024 through June 30, 2025, and focuses on continuing to increase ridership and recover from the pandemic while ensuring customers and employees are safe. Additionally, the agency will continue:

- Enhance customer and employee safety,
- Incorporate STIF programs, such as the transit assistance programs,
- Implement key state of good repairs on critical infrastructure,
- Develop a long term carbon reduction strategy that includes zero-emissions power sources for TriMet's facilities and fleet,
- Implement bus and rail fleet replacement and expansion, and
- Increase speed and capacity in the Portland metro areas key transit corridors.

Operator and mechanic shortages, cleanliness of buses, trains and platforms, as well as safety and security will remain paramount in FY2025.

TriMet's fiscal plan continues to address essential capital maintenance and replacement in addition to the advancement of important regional expansion projects such as the *Better Red Project*.

The fiscal plan dedicates new payroll tax revenues to service and meets the Board Strategic Finance Plan policies, including limiting debt service to no more than 7.5% of ongoing revenue.

TriMet is committed to staying on course to achieve long-term fiscal stability to keep commitments to riders, employees, retirees and payroll taxpayers and to meet the transit needs of the growing region.

HELPFUL LINKS

About TriMet

Our Organization - <https://trimet.org/about/index.htm>
News - <https://news.trimet.org/>
History - <https://trimet.org/history/index.htm>
Sustainability - <https://trimet.org/bettertransit/environment.htm>
Transit Equity - <https://trimet.org/equity/index.htm>
Public Meetings - <https://trimet.org/meetings/board/index.htm>
Making Transit Better - <https://trimet.org/bettertransit/index.htm>
Reimagining Public Safety - <https://trimet.org/publicsafety/index.htm>
Tilikum Crossing - <https://trimet.org/tilikum/index.htm>

About TriMet – To learn more about TriMet use any of the links above. Find out more about our agency’s structure, current news, our history and how we became TriMet, our efforts in sustainability and transit equity, everything you need to know about our public meetings and committees, what we are doing to make TriMet a better transit provider, and some keep points regarding the Reimagining Public Safety initiative and Tilikum Crossing.



Financial – To learn more about specifics about what is in the budget and financial structure of TriMet, agency goals and metrics, information about TriMet’s #1 revenue source – payroll taxes, financial reports and other specific audit reports please use links above.

Regional

State of Oregon Economic and Revenue Forecast – <https://www.oregon.gov/das/oea/pages/forecastecorev.aspx>
Oregon Economic Indicators - www.qualityinfo.org/home
TSCC - <https://www.tscmultco.com/>



Transportation

Regional Transportation Plan - www.oregonmetro.gov/regional-transportation-plan
Statewide Transportation Improvement Fund

<https://www.oregon.gov/odot/RPTD/Pages/STIF.aspx>
FTA - www.transit.dot.gov/
TAM Plan - www.transit.dot.gov/TAM/TAMPlans

Regional – TriMet utilizes various regional reports, information and data to construct the budget and validate expected resource and requirement changes.

Transportation – To learn more about regional long-term planning, the mechanics of the Statewide Transportation Improvement Fund, federal requirements of public transportation and the elements of the Transit Asset Management plan.

Summary of Financial Resources & Requirements

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Financial Resources							
Operating Revenue	66,339,091	69,923,131	76,565,500	74,884,300	83,178,100		
Total Tax Revenue	463,534,200	485,182,225	515,827,000	507,688,636	540,430,300		
Federal Operating Grants	241,448,490	130,143,059	156,769,900	139,430,800	139,302,000		
State Funding	52,768,154	34,333,021	42,880,100	43,904,500	46,296,700		
Local Funding	2,739,779	3,228,385	1,487,500	1,457,992	1,588,300		
Interest	-9,247,437	22,522,874	475,000	3,365,729	305,000		
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,100	6,340,800		
CIP Resources	128,012,678	62,368,808	132,608,414	82,230,098	88,839,868		
Bond Proceeds	429,524,241						
Light Rail Program Resources			8,100,000	4,803,584	5,323,167		
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	15,723,400	17,736,400		
Total Financial Resources	\$1,391,002,205	\$831,484,890	\$955,952,014	\$878,411,139	\$929,340,635		
Financial Requirements							
Personnel Services	341,783,975	368,483,336	441,348,154	415,018,742	465,826,643		
Materials & Services	157,465,663	195,173,750	230,784,600	212,200,926	254,408,900		
Other Post Employment Benefits	25,487,491	71,101,234	87,613,832	48,733,844	62,882,630		
Capital Improvement Program (CIP)	251,123,521	195,335,826	328,316,978	246,323,345	200,580,032		
Pass Through/Fund Exch/Special Payments	24,938,614	16,297,796	20,917,200	20,216,100	21,444,800		
Debt Service	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560		
Contingency			24,760,753		36,317,386		
Total Financial Requirements	\$1,090,823,296	\$908,889,679	\$1,199,353,380	\$1,008,104,819	\$1,107,024,951		
Surplus (Deficit)	\$300,178,909	-\$77,404,789	-\$243,401,366	-\$129,693,680	-\$177,684,316		
Fund Balance							
Beginning Balance	726,496,717	1,026,675,626	971,671,044	949,270,837	819,577,157		
Ending Balance	1,026,675,626	949,270,837	728,269,678	819,577,157	641,892,841		
Change in Balance	300,178,909	-77,404,789	-243,401,366	-129,693,680	-177,684,316		
Percent Change	41.32%	-7.54%	-25.05%	-13.66%	-21.68%		
Total Resources (includes beginning fund balance)	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		
Total Requirements (includes ending fund balance)	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

Resource Summary

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	201,925,840	209,123,379	134,043,721		
Restricted Fund Adjustment	-1,015						
Restricted Debt Service	43,685,902	52,360,833	44,120,313	48,815,775	44,122,000		
Unrestricted Budgetary Fund Balance	485,009,052	681,301,786	725,624,891	691,331,683	641,411,436		
Total Beginning Fund Balance	\$726,496,717	\$1,026,675,626	\$971,671,044	\$949,270,837	\$819,577,157		
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	54,618,800	62,367,400		
Transit Advertising	3,523,958	3,856,048	4,017,000	4,017,000	4,090,900		
ATP Serv - Contract Rev	4,696,138	6,823,321	7,020,000	7,020,000	7,371,000		
Service Contracts	8,874,115	9,366,090	9,228,500	9,228,500	9,348,800		
Total Operating Revenue	\$66,339,091	\$69,923,131	\$76,565,500	\$74,884,300	\$83,178,100		
Tax Revenue **							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	484,184,200	515,005,200		
Payroll Tax Rev-Self Empl	19,666,025	18,995,847	21,002,000	19,808,536	21,455,800		
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	3,695,900	3,969,300		
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$507,688,636	\$540,430,300		
Other Revenue							
Federal Operating Grants	241,448,490	130,143,059	156,769,900	139,430,800	139,302,000		
State STIF-Discretionary	115,992	259,490	150,000	72,600	400,000		
State STIF-Formula	50,762,513	32,984,000	42,695,200	42,800,000	44,900,000		
State Operating Grants	1,889,649	1,089,531	34,900	1,031,900	996,700		
Local Operating Grants	1,255,092	1,742,621	62,500	355,900	132,200		
Local Operating Revenue	1,484,687	1,485,764	1,425,000	1,102,092	1,456,100		
Interest	-9,247,437	22,522,874	475,000	3,365,729	305,000		
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,100	6,340,800		
Total Other Revenue	\$296,906,257	\$194,728,226	\$206,534,600	\$193,081,121	\$193,832,800		
Total Operating Resources(Excluding Beginning Fund Balance)	\$826,779,548	\$749,833,582	\$798,927,100	\$775,654,057	\$817,441,200		
CIP Resources	128,012,678	62,368,808	132,608,414	82,230,098	88,839,868		
Bond Proceeds	429,524,241						
Light Rail Program Resources			8,100,000	4,803,584	5,323,167		
GASB Statement No 87 Leasing Adjustment							
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	15,723,400	17,736,400		
Total Resources	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

* Budgetary Fund Balance. Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific projects.

Restricted Fund Adjustment is due to change in basis of accounting for debt service from GAAP/full accrual to cash basis.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

** Budgeted payroll tax revenues are an estimate of fiscal year payroll tax cash receipts. Actuals are an estimate of payroll taxes from wages and salaries earned in the fiscal year.

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	714,552	1,098,388	1,996,376	1,374,920	1,343,163		
Inclusion Diversity Equity & Accessibility Department		1,138,798	2,703,568	1,985,940			
Internal Audit Department	300,175	363,229	520,048	546,459	725,528		
Total Office of the General Manager Division	\$1,014,727	\$2,600,415	\$5,219,992	\$3,907,319	\$2,068,691		
Chief Operating Officer Division							
Office of Chief Operating Officer Department	831,836	1,292,105	1,322,750	1,137,527	1,241,712		
Operations Planning & Development Department	1,279,334	2,166,295					
Service Planning & Delivery Department	558,421	639,958	10,137,650	10,085,615			
Operations Training & Planning Department	8,451,399	9,241,699					
Total Chief Operating Officer Division	\$11,120,990	\$13,340,057	\$11,460,400	\$11,223,142	\$1,241,712		
Transportation Division							
Transportation Administration Department	1,076,713	1,374,976	2,020,905	1,328,711	2,615,151		
Bus Transportation Department	148,992,080	153,357,882	170,998,102	162,195,873	173,404,270		
Operations Command Center Department			9,069,613	8,943,644	9,683,024		
Service Delivery Department	2,182,289	2,856,597			7,240,120		
Accessible Transportation Programs Department	29,220,008	38,694,024	49,679,665	49,020,405	62,773,702		
Rail Transportation Department	33,997,421	35,267,481	34,629,319	32,970,454	38,352,620		
Commuter Rail Department	7,009,792	7,934,194	8,268,411	7,567,532	8,502,743		
Portland Streetcar Department	17,348,675	19,067,675	19,942,599	20,015,390	18,046,228		
Total Transportation Division	\$239,826,978	\$258,552,829	\$294,608,614	\$282,042,009	\$320,617,858		
Safety & Security Division							
Safety & Security Administration Department	770,210	883,998	1,646,004	1,222,014	1,563,450		
Safety & Environmental Services Department	2,837,286	4,652,630	5,769,921	4,968,436	7,448,179		
Security & Emergency Management Department	17,043,936	27,900,845	58,599,709	46,393,309	70,886,673		
Total Safety & Security Division	\$20,651,432	\$33,437,473	\$66,015,634	\$52,583,759	\$79,898,302		
Maintenance Division							
Maintenance Administration Department	935,477	1,199,984	2,264,367	928,639	2,899,387		
Bus Maintenance Department	64,485,170	67,666,724	82,572,199	74,720,190	78,743,271		
Facilities Management Bus-Rail Department	26,997,081	29,967,316	26,873,637	27,785,301	31,213,907		
Rail Maintenance Of Way Department	16,516,791	21,496,197	22,906,992	22,320,122	24,612,227		
Rail Equipment Maintenance Department	39,179,032	40,750,651	39,238,170	42,061,945	40,318,689		
Total Maintenance Division	\$148,113,551	\$161,080,872	\$173,855,365	\$167,816,197	\$177,787,481		

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department			1,643,886	935,333	1,669,541		
Transit System Support Services Department			3,003,923	2,200,067	2,273,307		
Transit Training & Development Department			10,913,014	10,684,177	12,727,151		
Transit Asset & Maintenance Support Department			1,084,999	879,534	3,866,280		
Total Transit System & Asset Support Division			\$16,645,822	\$14,699,111	\$20,536,279		
Information Technology Division							
IT Administration Department	9,817,092	14,547,959	17,565,549	14,412,792	18,868,431		
IT Operations & Infrastructure Department	3,870,636	4,687,733	4,425,937	4,795,064	4,613,108		
Information Security Department	749,487	1,111,798	1,173,161	1,131,428	1,153,823		
Enterprise Systems Department	5,113,394	5,123,679	5,449,024	5,345,429	5,402,154		
Intelligent Transportation Systems Department	2,859,288	3,794,746	3,875,631	4,030,995	4,372,205		
Total Information Technology Division	\$22,409,897	\$29,265,915	\$32,489,302	\$29,715,708	\$34,409,721		
Public Affairs Division							
Public Affairs Administration Department	851,918	858,308	1,313,116	923,446	1,504,747		
Community Affairs & Engagement Department	1,435,291	2,196,362	1,425,671	1,375,814	1,533,699		
Government Services and Public Affairs Department	723,751	1,112,981	1,220,348	1,222,550	1,171,141		
Communications & Marketing Department	5,497,683	5,924,276	8,227,192	7,707,586	6,666,591		
Customer Information Services Department	3,358,373	4,270,850	4,596,377	4,611,151	5,001,038		
Total Public Affairs Division	\$11,867,016	\$14,362,777	\$16,782,704	\$15,840,547	\$15,877,216		
Finance & Administrative Services Division							
Finance & Administrative Services Department	675,723	915,336	1,870,334	1,031,261	2,653,428		
Financial Services Department	3,450,670	3,801,426	4,296,445	4,482,416	4,428,861		
Budget & Forecasting Department	1,569,894	1,294,244	1,547,582	1,433,841	2,010,581		
Risk Management Department	5,274,407	5,477,979	5,435,739	5,602,043	6,175,701		
Procurement & Supply Chain Management Department	5,344,728	6,337,501	6,800,095	6,758,472	7,423,424		
Fare Revenue & Administrative Services Department	8,058,703	10,487,776	12,278,943	10,724,421	11,928,568		
Grants Development & Compliance Department			1,004,439	830,247	1,309,906		
Total Finance & Administrative Services Division	\$24,374,125	\$28,314,262	\$33,233,577	\$30,862,701	\$35,930,469		
Labor Relations & Human Resources Division							
Human Resources Administration Department	674,755	964,404	2,344,658	1,566,584	1,863,611		
Benefits & HRIS Department	1,478,065	1,798,036	1,922,755	2,021,565	2,137,218		
Talent Management Department	2,520,854	3,179,554	3,980,128	3,800,443	4,316,985		
Labor Relations Department	885,923	1,053,072	1,441,791	1,314,193	1,491,259		
Compensation Department	583,020	732,199	776,059	695,011	1,398,184		
Total Labor Relations & Human Resources Division	\$6,142,617	\$7,727,265	\$10,465,391	\$9,397,796	\$11,207,257		

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Division							
Legal Services Administration Department	1,418,743	1,677,584	2,281,904	1,867,333	2,176,726		
Litigation Department	987,752	1,150,504	1,168,052	1,235,157	1,347,765		
Real Estate & Transit Oriented Development Department	3,435,118	3,924,857	2,841,179	2,574,722	6,776,495		
Total Legal Services Division	\$5,841,613	\$6,752,945	\$6,291,135	\$5,677,212	\$10,300,986		
Inclusion, Diversity, Equity & Accessibility Division							
Inclusion, Diversity, Equity & Accessibility Department					2,820,746		
Total Inclusion, Diversity, Equity & Accessibility Division					\$2,820,746		
Strategy & Planning Division							
Strategy & Planning Administration Department					985,807		
Service Planning Department					3,776,769		
Total Strategy & Planning Division					\$4,762,576		
Engineering & Construction Division							
Engineering & Construction Administration Department	1,542,289	1,765,456	2,166,862	1,728,596	1,593,596		
Policy & Planning Department	5,269,497	5,435,010					
Design & Construction Department	497,550	209,023	1,796,384	869,638	665,215		
Major Projects Department	577,356	812,787	1,101,572	855,933	517,438		
Total Engineering & Construction Division	\$7,886,692	\$8,222,276	\$5,064,818	\$3,454,167	\$2,776,249		
Other Post Employment Benefits	25,487,491	71,101,234	87,613,832	48,733,844	62,882,630		
Debt Service (1)	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560		
Total Operating Requirements	\$814,761,161	\$697,256,057	\$825,358,449	\$741,565,374	\$848,682,733		
Capital Improvement Program (CIP)							
Chief Operating Officer Division		-410	2,944,832	1,671,052			
Transportation Division	480	3,145,867	16,387,807	15,880,132	12,266,990		
Safety & Security Division	5,068,164	6,618,621	11,240,622	5,254,959	7,074,374		
Maintenance Division	100,453,585	67,841,450	127,298,083	89,185,930	78,779,221		
Transit System & Asset Support Division			927,093	927,093			
Information Technology Division	8,748,939	11,882,426	12,962,229	12,555,020	11,255,576		
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949		
Finance & Administrative Services Division	705,718	502,338	10,991,398	9,830,755	12,649,103		
Legal Services Division	965,344	10,738,539	13,755,309	15,173,394	780,000		
Strategy & Planning Division					1,405,847		
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	94,306,516	75,213,972		
Total Capital Improvement Program (CIP)	\$251,123,521	\$195,335,826	\$328,316,978	\$246,323,345	\$200,580,032		

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	6,685,738	14,136,969	16,316,500	15,723,400	17,736,400		
Regional Fund Exchange Payments	12,652,499		3,708,400	3,600,400	3,708,400		
Special Payments	5,600,377	2,160,827	892,300	892,300			
Total Other Non-Operating Requirements	\$24,938,614	\$16,297,796	\$20,917,200	\$20,216,100	\$21,444,800		
Contingency			24,760,753		36,317,386		
Ending Fund Balance as of June 30 (2)							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	100,281,521	134,043,721	67,711,918		
Restricted Debt Service	52,360,833	48,815,775	43,803,577	44,122,000	47,611,000		
Unrestricted Funds	681,301,786	691,331,683	584,184,580	641,411,436	526,569,923		
Total Ending Fund Balance	\$1,026,675,626	\$949,270,837	\$728,269,678	\$819,577,157	\$641,892,841		
Total Requirements	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

(1) Included in the FY2022 actuals line item of \$290,024,032 for debt service is a refunding in the amount of \$229,840,592. Per ORS, debt refunding are not subject to Oregon Budget law. Therefore, this over-expenditure is not a budget violation.

(2) Budgetary Fund Balance. Restricted funds include funds held in Trust to pay debt service, plus bond proceeds and other resources designated for specific projects.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected. Additionally CARES Act, CRRSAA and ARP funds are reflected here.

CIP Resources

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	28,428,795	14,198,069	57,909,765	34,359,716	59,271,723		
Federal Transit Administration Grants, Programmed	99,583,883	48,170,739	82,798,649	52,673,966	34,891,312		
Revenue Bond Proceeds	102,081,926	90,449,753	101,644,318	75,079,658	66,331,803		
Operating Resources Dedicated for Capital*	21,028,917	42,517,265	85,964,246	84,210,005	40,085,194		
Total CIP Resources	\$251,123,521	\$195,335,826	\$328,316,978	\$246,323,345	\$200,580,032		

* Line included for information only. Operating resources are drawn on agency resources.

CIP Requirements

Division	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division		-410	2,944,832	1,671,052			
Transportation Division	480	3,145,867	16,387,807	15,880,132	12,266,990		
Safety & Security Division	5,068,164	6,618,621	11,240,622	5,254,959	7,074,374		
Maintenance Division	100,453,585	67,841,450	127,298,083	89,185,930	78,779,221		
Transit System & Asset Support Division			927,093	927,093			
Information Technology Division	8,748,939	11,882,426	12,962,229	12,555,020	11,255,576		
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949		
Finance & Administrative Services Division	705,718	502,338	10,991,398	9,830,755	12,649,103		
Legal Services Division	965,344	10,738,539	13,755,309	15,173,394	780,000		
Strategy & Planning Division					1,405,847		
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	94,306,516	75,213,972		
Total CIP Requirements	\$251,123,521	\$195,335,826	\$328,316,978	\$246,323,345	\$200,580,032		

Summary of Fund History

FY2022 Actual	FY2023 Actual	FY2024 Budget	Fund	FY2025		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
726,496,717	1,026,675,626	971,671,044	Beginning Fund Balance-Restricted & Unrestricted	819,577,157		
49,244,880	49,877,672	56,300,000	Passenger Revenue	62,367,400		
17,094,211	20,045,459	20,265,500	Other Operating Revenue	20,810,700		
463,534,200	485,182,225	515,827,000	Tax Revenue	540,430,300		
296,906,257	194,728,226	206,534,600	Other Revenue	193,832,800		
6,685,738	19,282,500	16,316,500	Other Non-Operating Resources	17,736,400		
429,524,241		8,100,000	Bond Proceeds			
			Light Rail Funds Restricted for Debt Service	5,323,167		
			Total Operating Program Resources	\$1,660,077,924		
\$1,989,486,244	\$1,795,791,708	\$1,795,014,644				
			B. Requirements			
367,170,472	439,409,828	528,661,986	Personnel Services	528,459,273		
157,566,657	195,348,492	231,084,600	Materials & Services	254,658,900		
290,024,032	62,497,737	65,611,863	Debt Service	65,564,560		
24,938,614	16,297,796	20,917,200	Other Non-Operating Requirements	21,444,800		
		24,760,753	Contingency	36,317,386		
1,026,675,626	949,270,837	728,269,678	Ending Fund Balance-Restricted & Unrestricted	641,892,841		
\$1,866,375,401	\$1,662,824,690	\$1,599,306,080	Total Operating Program Requirements	\$1,548,337,760		
			II. CIP			
			A. Resources			
28,428,795	14,198,069	57,909,765	State, Local Government & Private Contributions	59,271,723		
99,583,883	48,170,739	74,698,649	Federal Transit Administration Grants	29,568,145		
\$128,012,678	\$62,368,808	\$132,608,414	Total CIP Resources	\$88,839,868		
			B. Requirements			
251,123,521	195,335,826	328,316,978	Projects	200,580,032		
\$251,123,521	\$195,335,826	\$328,316,978	Total CIP Requirements	\$200,580,032		
\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	Total Resources	\$1,748,917,792		
\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	Total Requirements	\$1,748,917,792		

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Special Transportation Fund Formula	3,326,698	3,326,697	2,005,100	1,805,100	1,805,100		
State STIF-Discretionary	100,624						
State STIF-Formula Regional Coordination			5,276,900	7,404,900	7,366,000		
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet	3,258,416	10,810,272	9,034,500	6,513,400	8,565,300		
Total Pass Through Revenues & Requirements	\$6,685,738	\$14,136,969	\$16,316,500	\$15,723,400	\$17,736,400		

REGIONAL FUND EXCHANGE PAYMENTS

	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Metro Program Fund Exchanges	12,652,499		3,708,400	3,600,400	3,708,400		
Total Regional Fund Exchanges	\$12,652,499		\$3,708,400	\$3,600,400	\$3,708,400		

SPECIAL PAYMENTS

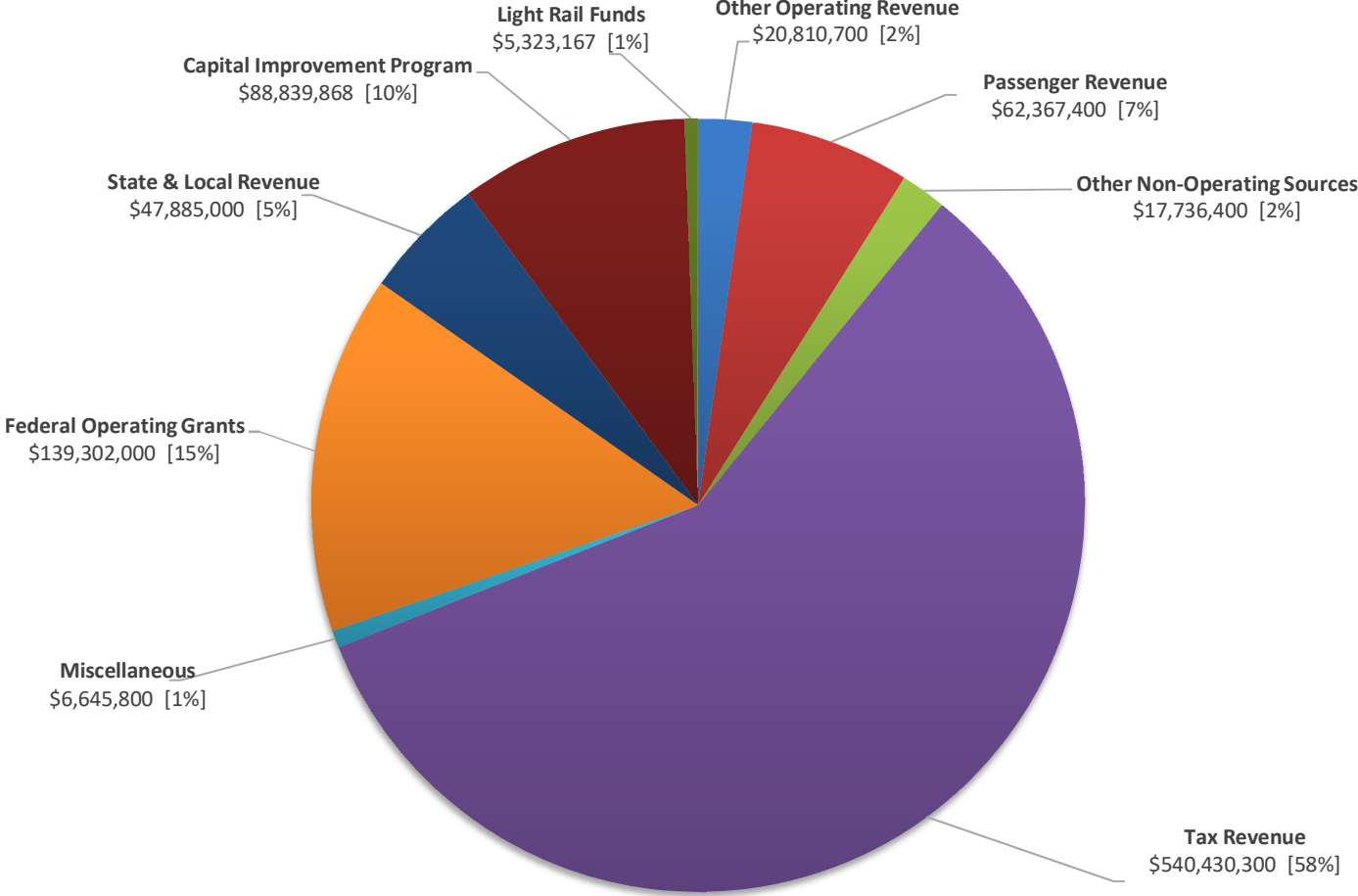
	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
City of Portland/Portland Streetcar (Stimulus Credit)	5,600,377	2,160,827	892,300	892,300			
Total Special Payments	\$5,600,377	\$2,160,827	\$892,300	\$892,300			

PASS THROUGH/FUND EXCHANGES/SPECIAL PAYMENTS

	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Total Pass Through/Fund Exchanges/Special Payments	\$24,938,614	\$16,297,796	\$20,917,200	\$20,216,100	\$21,444,800		

TOTAL RESOURCES

Budget FY2025



Total Resources = \$929,340,635*

*Total Resources excludes Beginning Fund Balance of \$819,577,157

Resource Summary

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	201,925,840	209,123,379	134,043,721		
Restricted Fund Adjustment	-1,015						
Restricted Debt Service	43,685,902	52,360,833	44,120,313	48,815,775	44,122,000		
Unrestricted Budgetary Fund Balance	485,009,052	681,301,786	725,624,891	691,331,683	641,411,436		
Total Beginning Fund Balance	\$726,496,717	\$1,026,675,626	\$971,671,044	\$949,270,837	\$819,577,157		
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	54,618,800	62,367,400		
Transit Advertising	3,523,958	3,856,048	4,017,000	4,017,000	4,090,900		
ATP Serv - Contract Rev	4,696,138	6,823,321	7,020,000	7,020,000	7,371,000		
Service Contracts	8,874,115	9,366,090	9,228,500	9,228,500	9,348,800		
Total Operating Revenue	\$66,339,091	\$69,923,131	\$76,565,500	\$74,884,300	\$83,178,100		
Tax Revenue **							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	484,184,200	515,005,200		
Payroll Tax Rev-Self Empl	19,666,025	18,995,847	21,002,000	19,808,536	21,455,800		
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	3,695,900	3,969,300		
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$507,688,636	\$540,430,300		
Other Revenue							
Federal Operating Grants	241,448,490	130,143,059	156,769,900	139,430,800	139,302,000		
State STIF-Discretionary	115,992	259,490	150,000	72,600	400,000		
State STIF-Formula	50,762,513	32,984,000	42,695,200	42,800,000	44,900,000		
State Operating Grants	1,889,649	1,089,531	34,900	1,031,900	996,700		
Local Operating Grants	1,255,092	1,742,621	62,500	355,900	132,200		
Local Operating Revenue	1,484,687	1,485,764	1,425,000	1,102,092	1,456,100		
Interest	-9,247,437	22,522,874	475,000	3,365,729	305,000		
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,100	6,340,800		
Total Other Revenue	\$296,906,257	\$194,728,226	\$206,534,600	\$193,081,121	\$193,832,800		
Total Operating Resources(Excluding Beginning Fund Balance)	\$826,779,548	\$749,833,582	\$798,927,100	\$775,654,057	\$817,441,200		
CIP Resources	128,012,678	62,368,808	132,608,414	82,230,098	88,839,868		
Bond Proceeds	429,524,241						
Light Rail Program Resources			8,100,000	4,803,584	5,323,167		
GASB Statement No 87 Leasing Adjustment							
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	15,723,400	17,736,400		
Total Resources	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

* Budgetary Fund Balance. Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific projects.

Restricted Fund Adjustment is due to change in basis of accounting for debt service from GAAP/full accrual to cash basis.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

** Budgeted payroll tax revenues are an estimate of fiscal year payroll tax cash receipts. Actuals are an estimate of payroll taxes from wages and salaries earned in the fiscal year.

Resource Summary By Source

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	201,925,840	209,123,379	134,043,721		
Restricted Fund Adjustment	-1,015						
Restricted Debt Service	43,685,902	52,360,833	44,120,313	48,815,775	44,122,000		
Unrestricted Budgetary Fund Balance	485,009,052	681,301,786	725,624,891	691,331,683	641,411,436		
Total Beginning Fund Balance	\$726,496,717	\$1,026,675,626	\$971,671,044	\$949,270,837	\$819,577,157		
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	54,618,800	62,367,400		
Transit Advertising	3,523,958	3,856,048	4,017,000	4,017,000	4,090,900		
ATP Serv - Contract Rev	4,696,138	6,823,321	7,020,000	7,020,000	7,371,000		
Service Contracts	8,874,115	9,366,090	9,228,500	9,228,500	9,348,800		
Local Operating Revenue	1,484,687	1,485,764	1,425,000	1,102,092	1,456,100		
Total Operating Revenue	\$67,823,778	\$71,408,895	\$77,990,500	\$75,986,392	\$84,634,200		
Non-Operating Resources							
Interest	-9,247,437	22,522,874	475,000	3,365,729	305,000		
Miscellaneous	\$9,197,271	4,500,887	4,922,100	4,922,100	6,340,800		
Total Non-Operating Resources	-\$50,166	\$27,023,761	\$5,397,100	\$8,287,829	\$6,645,800		
Tax Revenue **							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	484,184,200	515,005,200		
Payroll Tax Rev-Self Empl	19,666,025	18,995,847	21,002,000	19,808,536	21,455,800		
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	3,695,900	3,969,300		
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$507,688,636	\$540,430,300		
Grants							
Federal Operating Grants	241,448,490	130,143,059	156,769,900	139,430,800	139,302,000		
State STIF-Discretionary	115,992	259,490	150,000	72,600	400,000		
State STIF-Formula	50,762,513	32,984,000	42,695,200	42,800,000	44,900,000		
State Operating Grants	1,889,649	1,089,531	34,900	1,031,900	996,700		
Local Operating Grants	1,255,092	1,742,621	62,500	355,900	132,200		
Capital Grants	\$99,583,883	\$48,170,739	82,798,649	52,673,965	34,891,312		
Total Grants	\$395,055,619	\$214,389,440	\$282,511,149	\$236,365,165	\$220,622,212		
Other Resources							
Capital Assistance	28,428,795	14,198,069	57,909,765	34,359,716	59,271,723		
Bond Proceeds	429,524,241						
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	15,723,400	17,736,400		
Total Other Resources	\$464,638,774	\$33,480,569	\$74,226,265	\$50,083,116	\$77,008,123		
Total Resources	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

* Budgetary Fund Balance. Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific projects.

Restricted Fund Adjustment is due to change in basis of accounting for debt service from GAAP/full accrual to cash basis.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

** Budgeted payroll tax revenues are an estimate of fiscal year payroll tax cash receipts. Actuals are an estimate of payroll taxes from wages and salaries earned in the fiscal year.

Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	FY2025		
		Proposed	Approved	Adopted
Federal Operating Grants				
FTA Section 5307 Urbanized Area Formula(ARP)	Preventive Maintenance & Operating Assistance	66,930,000		
FTA Section 5337 State of Good Repair	Preventive Maintenance	44,480,000		
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service & Preventive Maintenance	21,800,000		
Regional STBG FHWA Flex Funds	Metro Program Fund Exchanges	3,708,400		
Regional STBG FHWA Flex Funds	Regional Transp Options Program	400,000		
FTA Section 20005b Pilot Program	Transit Oriented Development & Eastside Park & Ride	207,300		
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	1,333,700		
Homeland Security Funds	Safety & Security-Canine/Tactical Training	415,100		
FTA Section 5307/CMAQ FHWA Flex Funds	Open Street Map Data Maintenance	27,500		
Total Federal Operating Grants		\$139,302,000		
Federal CIP Grants				
FEMA ATTAIN	LRV CAD-AVL	980,000		
FEMA Transit Security Grant Program	CCTV & Intrusion Detection	445,000		
FTA Section 5309 CIG New Starts	Portland-Milwaukie Light Rail Project	5,323,167		
FTA Section 5309 CIG Small Starts	Division Transit Project	1,150,761		
FTA Sec 5339(a), 5339(c) NEV, & ODOT STBG FHWA Flex	Electric Bus Purchases	5,144,252		
FTA Section 5309 CIG Small Starts	Red Line Extension and Reliability Improvement	6,921,916		
FTA Section 5312 Public Transp Innovation Prog	Rail Crossing Safety Enhancements	78,492		
FTA Areas of Persistent Poverty & Carbon Reduction Programs	82nd Avenue Transit Improvements	4,721,619		
FTA Comm Proj Funding/Congressionally Directed Spending	Blue Line Station Rehab.	1,494,267		
FTA Sec 5339(a) Discr & FTA Comm Proj Funding/Congress	Garage, Layover & TC Expansion	5,923,222		
FTA Comm Proj Funding/Congressionally Directed Spending	Willamette Shore Trolley	492,192		
FTA Section 5310 Enhanced Mobility of Sr. & Indv w/Disab.	ATP Technology Grant	369,373		
FTA FY2023 CMAQ Funds-Transferred to Sec 5307	Electric Vehicle Charging Infrastructure-Powell	500,000		
Regional STBG FHWA Flex Funds	Powell-Division Corridor Safety & Access to Transit	1,347,051		
Total Federal CIP Grants		\$34,891,312		
Total Federal Grants		\$174,193,312		
State Operating Grants				
State STIF-Formula	Service and Fare Programs	44,900,000		
State STIF-Discretionary	Spot Improvement Program & Market Study	400,000		
Strengthening Mobility & Revolutionizing Transp	Weather Responsive Transit Mgmt Framework	996,700		
Total State Operating Grants		\$46,296,700		

Federal & State Grant/Local Contribution Summary

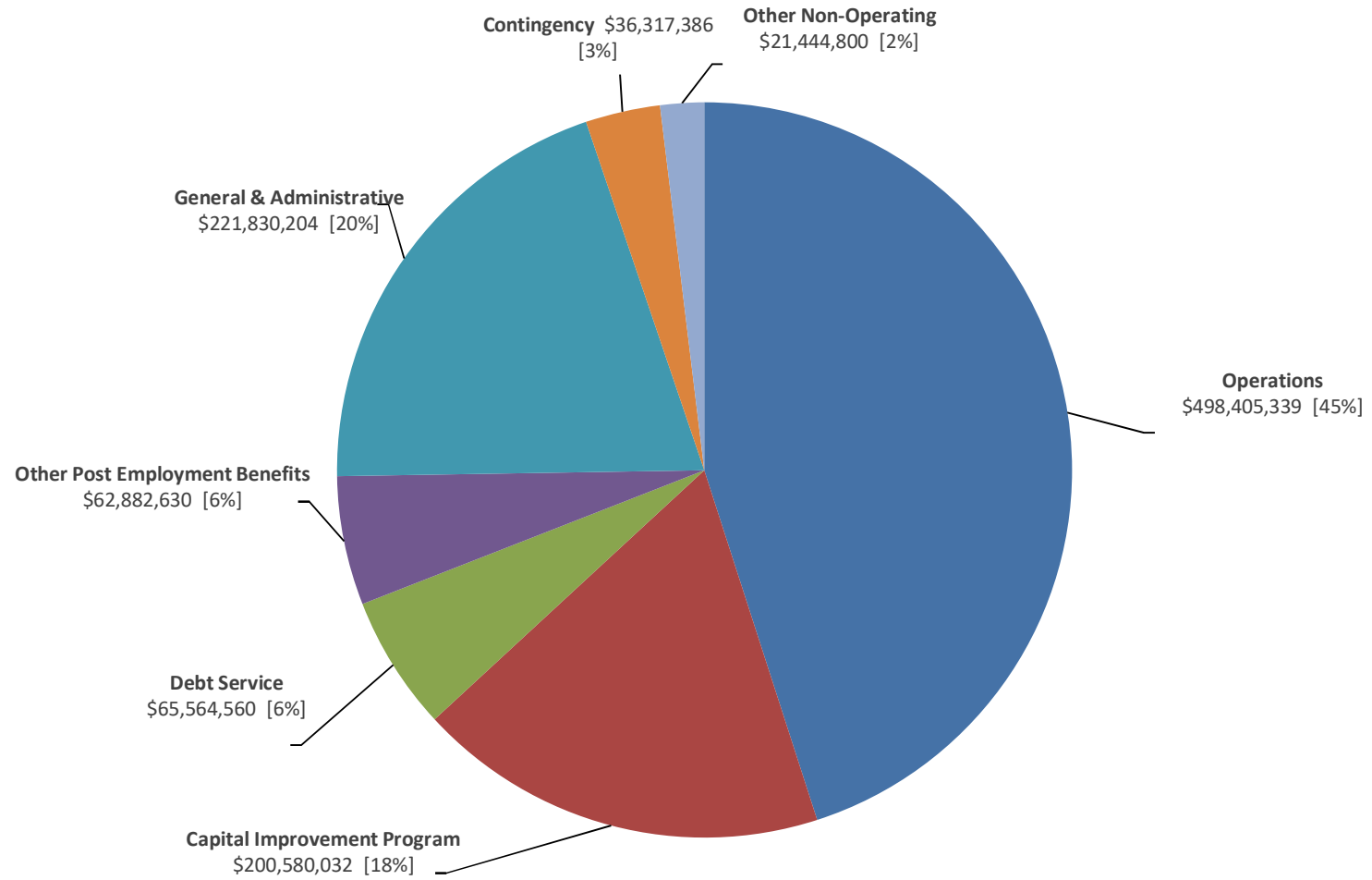
Type of Funding	Purpose	FY2025		
		Proposed	Approved	Adopted
State CIP Grants				
State STP/5310, 5339(a) & STF	ATP Fleet Expansion / Replacement	872,000		
State, Sec 5310 Enhanced Mobility of Seniors w/Disabilities	Transit Tracker Display	127,150		
State STIF Formula	Electric Vehicle Charging Infrastructure-Merlo	1,534,000		
State STIF Formula	Electric Bus Purchases	16,118,507		
State STIF Formula	BRT System & Implementation Plan	67,196		
State STIF Formula	Security Funds for Transit Enhancement	500,000		
State STIF Formula	Regional Mobility Planner	1,267,313		
State STIF Formula	Operator Workforce Management Systems Upgrade	6,504,782		
State ATCMTD Grant	NextGen Transit Signal Priority	729,192		
State STIF Formula	Garage, Layover and TC Expansion	3,413,342		
State STIF Formula	Columbia Bus Base	4,000,000		
State STIF Formula	Facilities System MasterPlan	996,284		
State STIF Formula	Transit Tracker Project	1,027,799		
State STIF Formula	ATP Technology Grant	19,726		
State, Sec 5310 Enhanced Mobility of Sr. & Indiv. w/Disab	ATP Technology Grant	230,273		
State STIF Formula	Bus Stop Development	1,686,090		
State STIF Formula	Electric Vehicle Charging Infrastructure-Powell	6,415,000		
State STIF Formula	Enhanced Transit Concepts-Better Bus	7,013,460		
Total State CIP Grants		\$52,522,114		
Total State Grants		\$98,818,814		
Local Operating Grants				
Portland Bureau of Transportation	Transit Priority Spot Improvements	100,000		
City of Gresham	Oregon 99W	20,200		
Midwest Art Conservation(MACC)	Protecting Public Art Collections	12,000		
Total Local Operating Grants		\$132,200		
Local CIP Contributions				
Port of Portland-Local match for Sec 5309, CIG SS, Red Line Ext	PMIS Replacement	550,072		
WSDOT-Inerstate Bridge Project(IBR)	Interstate Bridge Replacement Program	3,884,375		
City of Portland, City of Gresham, Local Match, Section 5307	Powell-Division Corridor Safety & Access to Transit	58,796		
Metro	Enhanced Transit Concepts - Better Bus	1,485,592		
City of Portland, Earmark-InKind	Hollywood TC TOD & Substation Replacement	288,181		
Multiple Local Agencies	Third Party Recovery	482,593		
Total Local CIP Contributions		\$6,749,609		
Total Local Contributions		\$6,881,809		



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TOTAL REQUIREMENTS

Budget FY2025



Total Operating & Capital Requirements = \$1,107,024,951*
*Total Requirements exclude Ending Fund Balance of \$641,892,841

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	714,552	1,098,388	1,996,376	1,374,920	1,343,163		
Inclusion Diversity Equity & Accessibility Department		1,138,798	2,703,568	1,985,940			
Internal Audit Department	300,175	363,229	520,048	546,459	725,528		
Total Office of the General Manager Division	\$1,014,727	\$2,600,415	\$5,219,992	\$3,907,319	\$2,068,691		
Chief Operating Officer Division							
Office of Chief Operating Officer Department	831,836	1,292,105	1,322,750	1,137,527	1,241,712		
Operations Planning & Development Department	1,279,334	2,166,295					
Service Planning & Delivery Department	558,421	639,958	10,137,650	10,085,615			
Operations Training & Planning Department	8,451,399	9,241,699					
Total Chief Operating Officer Division	\$11,120,990	\$13,340,057	\$11,460,400	\$11,223,142	\$1,241,712		
Transportation Division							
Transportation Administration Department	1,076,713	1,374,976	2,020,905	1,328,711	2,615,151		
Bus Transportation Department	148,992,080	153,357,882	170,998,102	162,195,873	173,404,270		
Operations Command Center Department			9,069,613	8,943,644	9,683,024		
Service Delivery Department	2,182,289	2,856,597			7,240,120		
Accessible Transportation Programs Department	29,220,008	38,694,024	49,679,665	49,020,405	62,773,702		
Rail Transportation Department	33,997,421	35,267,481	34,629,319	32,970,454	38,352,620		
Commuter Rail Department	7,009,792	7,934,194	8,268,411	7,567,532	8,502,743		
Portland Streetcar Department	17,348,675	19,067,675	19,942,599	20,015,390	18,046,228		
Total Transportation Division	\$239,826,978	\$258,552,829	\$294,608,614	\$282,042,009	\$320,617,858		
Safety & Security Division							
Safety & Security Administration Department	770,210	883,998	1,646,004	1,222,014	1,563,450		
Safety & Environmental Services Department	2,837,286	4,652,630	5,769,921	4,968,436	7,448,179		
Security & Emergency Management Department	17,043,936	27,900,845	58,599,709	46,393,309	70,886,673		
Total Safety & Security Division	\$20,651,432	\$33,437,473	\$66,015,634	\$52,583,759	\$79,898,302		
Maintenance Division							
Maintenance Administration Department	935,477	1,199,984	2,264,367	928,639	2,899,387		
Bus Maintenance Department	64,485,170	67,666,724	82,572,199	74,720,190	78,743,271		
Facilities Management Bus-Rail Department	26,997,081	29,967,316	26,873,637	27,785,301	31,213,907		
Rail Maintenance Of Way Department	16,516,791	21,496,197	22,906,992	22,320,122	24,612,227		
Rail Equipment Maintenance Department	39,179,032	40,750,651	39,238,170	42,061,945	40,318,689		
Total Maintenance Division	\$148,113,551	\$161,080,872	\$173,855,365	\$167,816,197	\$177,787,481		

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department			1,643,886	935,333	1,669,541		
Transit System Support Services Department			3,003,923	2,200,067	2,273,307		
Transit Training & Development Department			10,913,014	10,684,177	12,727,151		
Transit Asset & Maintenance Support Department			1,084,999	879,534	3,866,280		
Total Transit System & Asset Support Division			\$16,645,822	\$14,699,111	\$20,536,279		
Information Technology Division							
IT Administration Department	9,817,092	14,547,959	17,565,549	14,412,792	18,868,431		
IT Operations & Infrastructure Department	3,870,636	4,687,733	4,425,937	4,795,064	4,613,108		
Information Security Department	749,487	1,111,798	1,173,161	1,131,428	1,153,823		
Enterprise Systems Department	5,113,394	5,123,679	5,449,024	5,345,429	5,402,154		
Intelligent Transportation Systems Department	2,859,288	3,794,746	3,875,631	4,030,995	4,372,205		
Total Information Technology Division	\$22,409,897	\$29,265,915	\$32,489,302	\$29,715,708	\$34,409,721		
Public Affairs Division							
Public Affairs Administration Department	851,918	858,308	1,313,116	923,446	1,504,747		
Community Affairs & Engagement Department	1,435,291	2,196,362	1,425,671	1,375,814	1,533,699		
Government Services and Public Affairs Department	723,751	1,112,981	1,220,348	1,222,550	1,171,141		
Communications & Marketing Department	5,497,683	5,924,276	8,227,192	7,707,586	6,666,591		
Customer Information Services Department	3,358,373	4,270,850	4,596,377	4,611,151	5,001,038		
Total Public Affairs Division	\$11,867,016	\$14,362,777	\$16,782,704	\$15,840,547	\$15,877,216		
Finance & Administrative Services Division							
Finance & Administrative Services Department	675,723	915,336	1,870,334	1,031,261	2,653,428		
Financial Services Department	3,450,670	3,801,426	4,296,445	4,482,416	4,428,861		
Budget & Forecasting Department	1,569,894	1,294,244	1,547,582	1,433,841	2,010,581		
Risk Management Department	5,274,407	5,477,979	5,435,739	5,602,043	6,175,701		
Procurement & Supply Chain Management Department	5,344,728	6,337,501	6,800,095	6,758,472	7,423,424		
Fare Revenue & Administrative Services Department	8,058,703	10,487,776	12,278,943	10,724,421	11,928,568		
Grants Development & Compliance Department			1,004,439	830,247	1,309,906		
Total Finance & Administrative Services Division	\$24,374,125	\$28,314,262	\$33,233,577	\$30,862,701	\$35,930,469		
Labor Relations & Human Resources Division							
Human Resources Administration Department	674,755	964,404	2,344,658	1,566,584	1,863,611		
Benefits & HRIS Department	1,478,065	1,798,036	1,922,755	2,021,565	2,137,218		
Talent Management Department	2,520,854	3,179,554	3,980,128	3,800,443	4,316,985		
Labor Relations Department	885,923	1,053,072	1,441,791	1,314,193	1,491,259		
Compensation Department	583,020	732,199	776,059	695,011	1,398,184		
Total Labor Relations & Human Resources Division	\$6,142,617	\$7,727,265	\$10,465,391	\$9,397,796	\$11,207,257		

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Division							
Legal Services Administration Department	1,418,743	1,677,584	2,281,904	1,867,333	2,176,726		
Litigation Department	987,752	1,150,504	1,168,052	1,235,157	1,347,765		
Real Estate & Transit Oriented Development Department	3,435,118	3,924,857	2,841,179	2,574,722	6,776,495		
Total Legal Services Division	\$5,841,613	\$6,752,945	\$6,291,135	\$5,677,212	\$10,300,986		
Inclusion, Diversity, Equity & Accessibility Division							
Inclusion, Diversity, Equity & Accessibility Department					2,820,746		
Total Inclusion, Diversity, Equity & Accessibility Division					\$2,820,746		
Strategy & Planning Division							
Strategy & Planning Administration Department					985,807		
Service Planning Department					3,776,769		
Total Strategy & Planning Division					\$4,762,576		
Engineering & Construction Division							
Engineering & Construction Administration Department	1,542,289	1,765,456	2,166,862	1,728,596	1,593,596		
Policy & Planning Department	5,269,497	5,435,010					
Design & Construction Department	497,550	209,023	1,796,384	869,638	665,215		
Major Projects Department	577,356	812,787	1,101,572	855,933	517,438		
Total Engineering & Construction Division	\$7,886,692	\$8,222,276	\$5,064,818	\$3,454,167	\$2,776,249		
Other Post Employment Benefits	25,487,491	71,101,234	87,613,832	48,733,844	62,882,630		
Debt Service (1)	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560		
Total Operating Requirements	\$814,761,161	\$697,256,057	\$825,358,449	\$741,565,374	\$848,682,733		
Capital Improvement Program (CIP)							
Chief Operating Officer Division		-410	2,944,832	1,671,052			
Transportation Division	480	3,145,867	16,387,807	15,880,132	12,266,990		
Safety & Security Division	5,068,164	6,618,621	11,240,622	5,254,959	7,074,374		
Maintenance Division	100,453,585	67,841,450	127,298,083	89,185,930	78,779,221		
Transit System & Asset Support Division			927,093	927,093			
Information Technology Division	8,748,939	11,882,426	12,962,229	12,555,020	11,255,576		
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949		
Finance & Administrative Services Division	705,718	502,338	10,991,398	9,830,755	12,649,103		
Legal Services Division	965,344	10,738,539	13,755,309	15,173,394	780,000		
Strategy & Planning Division					1,405,847		
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	94,306,516	75,213,972		
Total Capital Improvement Program (CIP)	\$251,123,521	\$195,335,826	\$328,316,978	\$246,323,345	\$200,580,032		

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	6,685,738	14,136,969	16,316,500	15,723,400	17,736,400		
Regional Fund Exchange Payments	12,652,499		3,708,400	3,600,400	3,708,400		
Special Payments	5,600,377	2,160,827	892,300	892,300			
Total Other Non-Operating Requirements	\$24,938,614	\$16,297,796	\$20,917,200	\$20,216,100	\$21,444,800		
Contingency			24,760,753		36,317,386		
Ending Fund Balance as of June 30 (2)							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	100,281,521	134,043,721	67,711,918		
Restricted Debt Service	52,360,833	48,815,775	43,803,577	44,122,000	47,611,000		
Unrestricted Funds	681,301,786	691,331,683	584,184,580	641,411,436	526,569,923		
Total Ending Fund Balance	\$1,026,675,626	\$949,270,837	\$728,269,678	\$819,577,157	\$641,892,841		
Total Requirements	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

(1) Included in the FY2022 actuals line item of \$290,024,032 for debt service is a refunding in the amount of \$229,840,592. Per ORS, debt refunding are not subject to Oregon Budget law. Therefore, this over-expenditure is not a budget violation.

(2) Budgetary Fund Balance. Restricted funds include funds held in Trust to pay debt service, plus bond proceeds and other resources designated for specific projects.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected. Additionally CARES Act, CRRSAA and ARP funds are reflected here.

Requirements by Object Class

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	916,271	1,719,519	3,764,192	2,944,364	1,752,291		
Chief Operating Officer	10,072,044	12,064,710	9,578,500	9,790,848	800,112		
Transportation	193,311,420	201,050,593	222,252,614	212,233,974	237,844,258		
Safety & Security	5,481,055	8,719,145	12,770,334	12,317,962	14,123,702		
Maintenance	84,383,982	88,280,938	109,666,865	100,700,870	114,656,581		
Transit System & Asset Support			14,920,622	13,745,566	19,531,779		
Information Technology	12,719,731	15,692,471	19,243,302	18,134,789	20,287,121		
Public Affairs	7,976,273	9,605,536	11,057,904	10,744,613	11,976,816		
Finance & Administrative Services	16,022,920	18,286,017	22,101,877	20,660,294	24,168,769		
Labor Relations & Human Resources	4,349,910	5,352,051	7,029,691	6,492,119	8,037,557		
Legal Services	3,167,826	3,974,228	4,623,435	4,400,631	4,728,386		
Inclusion, Diversity, Equity & Accessibility					2,158,546		
Strategy & Planning					3,608,876		
Engineering & Construction	3,382,543	3,738,128	4,338,818	2,852,712	2,151,849		
Other Post Employment Benefits	25,386,497	70,926,492	87,313,832	48,420,200	62,632,630		
Total Personnel Services	\$367,170,472	\$439,409,828	\$528,661,986	\$463,438,942	\$528,459,273		
Materials & Services							
Office of the General Manager	98,456	880,896	1,455,800	962,955	316,400		
Chief Operating Officer	1,048,946	1,275,347	1,881,900	1,432,294	441,600		
Transportation	46,515,558	57,502,236	72,356,000	69,808,035	82,773,600		
Safety & Security	15,170,377	24,718,328	53,245,300	40,265,797	65,774,600		
Maintenance	63,729,569	72,799,934	64,188,500	67,115,327	63,130,900		
Transit System & Asset Support			1,725,200	953,545	1,004,500		
Information Technology	9,690,166	13,573,444	13,246,000	11,580,919	14,122,600		
Public Affairs	3,890,743	4,757,241	5,724,800	5,095,934	3,900,400		
Finance & Administrative Services	8,351,205	10,028,245	11,131,700	10,202,407	11,761,700		
Labor Relations & Human Resources	1,792,707	2,375,214	3,435,700	2,905,677	3,169,700		
Legal Services	2,673,787	2,778,717	1,667,700	1,276,581	5,572,600		
Inclusion, Diversity, Equity & Accessibility					662,200		
Strategy & Planning					1,153,700		
Engineering & Construction	4,504,149	4,484,148	726,000	601,455	624,400		
Other Post Employment Benefits	100,994	174,742	300,000	313,644	250,000		
Total Materials & Services	\$157,566,657	\$195,348,492	\$231,084,600	\$212,514,570	\$254,658,900		

Requirements by Object Class

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Other Requirements							
Capital Improvement Program (CIP)	251,123,521	195,335,826	328,316,978	246,323,345	200,580,032		
Pass Through/Fund Exchanges/Special Payments	24,938,614	16,297,796	20,917,200	20,216,100	21,444,800		
Debt Service	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560		
Contingency			24,760,753		36,317,386		
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	100,281,521	134,043,721	67,711,918		
Restricted Debt Service	52,360,833	48,815,775	43,803,577	44,122,000	47,611,000		
Unrestricted Funds	681,301,786	691,331,683	584,184,580	641,411,436	526,569,923		
Total Ending Fund Balance	\$1,026,675,626	\$949,270,837	\$728,269,678	\$819,577,157	\$641,892,841		
Total Requirements	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,827,681,976	\$1,748,917,792		

*Budgetary Fund Balance. Restricted funds include funds held in Trust to pay debt service, plus bond proceeds and other resources designated for specific projects. Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected. Additionally CARES Act, CRRSAA and ARP funds are reflected here.

Personnel Services Schedule

Expense Category	Explanation	Budget FY2024	Budget FY2025
Earnings			
Salaries and Wages	Base compensation for all non-temporary positions including student training pay and union employee wage premiums based on years of service. \$216,761,717 for union and \$93,261,590 for non-union	293,396,411	310,023,307
Sick and Vac Payout	\$571,928 for union sick and vacation payout; \$683,410 for non-union vacation payout.	1,319,136	1,255,338
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	4,449,867	5,157,451
Scheduled Overtime	Overtime that has been built into union operator shifts.	12,043,095	12,524,819
Unscheduled Overtime	All other overtime except scheduled overtime.	12,321,082	12,876,444
Limited Term Salaries & Wages	Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date. \$851,651 for union and \$6,241,630 for non-union.	7,341,474	7,093,281
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$242,503 for union and \$110,211 for non-union.	343,386	352,714
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,318,274	-3,318,274
Fringe Benefits			
Medical and Dental	\$62,734,082 for union medical and dental; \$13,431,132 for non-union medical and dental.	71,740,273	76,165,214
Disability and Life Insurance	\$223,802 for union Life/STD premiums; \$513,877 for non-union Life/LTD premiums.	1,275,582	737,679
Oregon Paid Leave	\$863,564 for union Oregon Paid Leave; \$337,099 for non-union Oregon Paid Leave		1,200,663
Social Security FICA	7.65% of first \$168,600 of salaries and wages; 1.45% thereafter.	24,842,108	26,270,436
TriMet Payroll Tax-PRT	Average of 0.8187% of gross income. 0.8137% of 2024 gross income; 0.8237% of 2025 gross income.	2,648,918	2,829,396
Pension Expense-Normal Cost (cost of benefits earned this year)	\$15,624,580 for union Defined Contribution pension; \$9,304,488 for non-union Defined Contribution pension.	22,369,935	24,929,068
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits	-15,924,839	-18,770,893
Workers' Compensation	Medical and time loss payments to employees injured in work related accidents. Time loss is paid at 66.67% of average weekly wage not to exceed \$1,723.49 per week.	6,500,000	6,500,000
Total Personnel Services*		\$441,348,154	\$465,826,643

* Total does not include Other Post Employment Benefit costs of \$87,313,832 in FY2024 and \$62,632,630 in FY2025. See Other Post Employment Benefits department for DB pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget FY2024	Budget FY2025	Percent Change	Explanation
Advertising/Promotion Media Fees	379,800	379,800	0.00%	
Audits	225,000	245,000	8.89%	
Banking Charges	1,769,000	1,595,000	-9.84%	
Bridge, Tunnel & Highway Expenses	418,300	418,300	0.00%	
Casualty and Liability Costs	9,247,300	9,257,300	0.11%	
Contract Maintenance	14,288,900	15,487,300	8.39%	
Contracted Dispatch	6,422,600	4,243,400	-33.93%	Some expense lines in FY24 now billed to other expense lines in FY25.
Contracted Eligibility Assessment	1,815,300	1,635,600	-9.90%	
Custodial Service	1,480,700	1,480,700	0.00%	
Dues & Subscriptions	487,000	559,000	14.78%	
Education & Training	1,655,800	1,804,800	9.00%	
Employee Relations & Union Contractual Services	484,100	484,100	0.00%	
Health Benefit Consultant	253,100	253,100	0.00%	
Lease Expenses	1,143,600	5,085,600	344.70%	Project leases & full year cost for One Main Place; first year discounted.
Legal	382,400	304,200	-20.45%	
Light Rail Propulsion Power	6,056,400	6,493,100	7.21%	
Maintenance Materials-Revenue Equipments	14,195,100	14,259,100	0.45%	
Miscellaneous Expenses	2,455,600	1,200,700	-51.10%	Removed Employee Recognition and Special Events (One-Time-Only).
Other Materials & Services	9,680,800	9,380,700	-3.10%	
Other Services	10,712,400	10,972,700	2.43%	
Portland Streetcar	10,846,000	8,387,300	-22.67%	Service hours & staffing reset which decreased the overall commitment.
Professional & Technical Services	9,413,400	9,059,000	-3.76%	
Purchased Transportation Service	30,636,000	44,895,300	46.54%	Mandated CPI increases; also increase in service miles.
Revenue Vehicles - Diesel Fuel	25,229,000	22,098,500	-12.41%	\$3.95/gallon for bus, \$4.35/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	985,300	1,205,300	22.33%	
Revenue Vehicles - Tires	1,332,300	1,332,300	0.00%	
Security Services	49,408,600	60,498,800	22.45%	Increased presence on system.
Software License Fees	11,192,200	12,716,700	13.62%	
Temporary Help	359,700	340,700	-5.28%	
Telephone Expense	708,300	747,000	5.46%	
Tickets, Passes & Fare Media Cards	1,800,000	1,400,000	-22.22%	Budget decreased to reflect actual utilization.
Uniforms	421,600	428,300	1.59%	
Utilities (Natural Gas, Electricity, Water/Sewer)	4,899,000	5,760,200	17.58%	
Total Materials & Services*	\$230,784,600	\$254,408,900	10.24%	

* Total does not include Other Post Employment Benefit costs of \$300,000 in FY2024 and \$250,000 in FY2025. See Other Post Employment Benefits department for service contracts for retirement plans.

Summary of Employees

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025			Change FY2024-FY2025
				Proposed	Approved	Adopted	
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	5.00	6.00	20.00	8.00			-12.00
Total Office of the General Manager Division	5.00	6.00	20.00	8.00	0.00	0.00	-12.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees	41.00	49.00	20.00	2.00			-18.00
Limited Term Full-Time Employees	3.00	0.00	3.00	0.00			-3.00
Union Employees							
Full-Time Employees	48.00	57.00	42.00	0.00			-42.00
Limited Term Full-Time Employees	0.00	0.00	1.00	0.00			-1.00
Total Chief Operating Officer Division	92.00	106.00	66.00	2.00	0.00	0.00	-64.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	41.00	60.00	62.00	74.00			12.00
Limited Term Full-Time Employees	0.00	0.00	0.00	0.00			0.00
Union Employees							
Full-Time Employees	1,366.00	1,458.00	1,519.00	1,552.00			33.00
Part-Time Employees	236.00	220.00	238.50	238.50			0.00
Total Transportation Division	1,643.00	1,738.00	1,819.50	1,864.50	0.00	0.00	45.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	23.00	25.00	39.00	41.00			2.00
Limited Term Full-Time Employees	4.00	3.00	0.00	0.00			0.00
Union Employees							
Full-Time Employees	21.00	36.00	50.00	54.00			4.00
Total Safety & Security Division	48.00	64.00	89.00	95.00	0.00	0.00	6.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	91.00	103.00	112.00	106.00			-6.00
Limited Term Full-Time Employees	5.00	2.00	4.00	1.00			-3.00
Union Employees							
Full-Time Employees	591.00	657.00	800.00	805.00			5.00
Limited Term Full-Time Employees	98.00	26.00	0.00	0.00			0.00
Total Maintenance Division	785.00	788.00	916.00	912.00	0.00	0.00	-4.00

Summary of Employees

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025			Change FY2024-FY2025
				Proposed	Approved	Adopted	
Transit System & Asset Support Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	40.00	64.00			24.00
Limited Term Full-Time Employees	0.00	0.00	1.00	1.00			0.00
Union Employees							
Full-Time Employees	0.00	0.00	53.00	57.00			4.00
Limited Term Full-Time Employees	0.00	0.00	9.00	11.00			2.00
Total Transit System & Asset Support Division	0.00	0.00	103.00	133.00	0.00	0.00	30.00
Information Technology Division							
Non-Union Employees							
Full-Time Employees	80.00	91.00	98.00	98.00			0.00
Limited Term Full-Time Employees	0.00	1.00	13.00	13.00			0.00
Total Information Technology Division	80.00	92.00	111.00	111.00	0.00	0.00	0.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	55.00	50.00	56.00	57.00			1.00
Limited Term Full-Time Employees	4.00	7.00	5.00	4.00			-1.00
Limited Term Part-Time Employees	0.75	0.00	0.00	0.00			0.00
Union Employees							
Full-Time Employees	21.00	31.00	33.00	33.00			0.00
Part-Time Employees	4.50	0.00	0.00	0.00			0.00
Total Public Affairs Division	85.25	88.00	94.00	94.00	0.00	0.00	0.00
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	59.00	63.00	72.00	78.00			6.00
Limited Term Full-Time Employees	1.00	1.00	0.00	1.00			1.00
Union Employees							
Full-Time Employees	77.00	78.00	88.00	86.00			-2.00
Part-Time Employees	0.00	0.00	1.50	1.30			-0.20
Total Finance & Administrative Services Division	137.00	142.00	161.50	166.30	0.00	0.00	4.80
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	32.00	38.00	45.00	49.00			4.00
Limited Term Full-Time Employees	0.00	0.00	1.00	3.00			2.00
Part-Time Employees	0.80	0.80	0.80	0.80			0.00
Total Labor Relations & Human Resources Division	32.80	38.80	46.80	52.80	0.00	0.00	6.00

Summary of Employees

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025			Change FY2024-FY2025
				Proposed	Approved	Adopted	
Legal Services Division							
Non-Union Employees							
Full-Time Employees	21.00	22.00	25.00	25.00			0.00
Limited Term Full-Time Employees	4.00	3.00	3.00	0.00			-3.00
Total Legal Services Division	25.00	25.00	28.00	25.00	0.00	0.00	-3.00
Inclusion, Diversity, Equity & Accessibility Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	0.00	13.00			13.00
Total Inclusion, Diversity, Equity & Accessibility Division	0.00	0.00	0.00	13.00	0.00	0.00	13.00
Strategy & Planning Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	0.00	17.00			17.00
Limited Term Full-Time Employees	0.00	0.00	0.00	3.00			3.00
Total Strategy & Planning Division	0.00	0.00	0.00	20.00	0.00	0.00	20.00
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	51.00	56.00	67.00	67.00			0.00
Limited Term Full-Time Employees	12.00	15.00	23.00	25.00			2.00
Total Engineering & Construction Division	63.00	71.00	90.00	92.00	0.00	0.00	2.00
Operating Program							
Non-Union Employees							
Full-Time Employees	499.00	563.00	656.00	699.00			43.00
Limited Term Full-Time Employees	33.00	32.00	53.00	51.00			-2.00
Part-Time Employees	0.80	0.80	0.80	0.80			0.00
Limited Term Part-Time Employees	0.75	0.00	0.00	0.00			0.00
Total Non Union Employees	533.55	595.80	709.80	750.80	0.00	0.00	41.00
Union Employees							
Full-Time Employees	2,124.00	2,317.00	2,585.00	2,587.00			2.00
Limited Term Full-Time Employees	98.00	26.00	10.00	11.00			1.00
Part-Time Employees	240.50	220.00	240.00	239.80			-0.20
Total Union Employees	2,462.50	2,563.00	2,835.00	2,837.80	0.00	0.00	2.80
Total Operating Program Employees*	2,996.05	3,158.80	3,544.80	3,588.60	0.00	0.00	43.80

*Actual number of employees, at any given time, may vary significantly from these totals due to the nature of some operations

Staffing Changes FY2025 Proposed Budget:

Changes to FTE between the FY2024 Adopted and FY2025 Proposed Budget occurred primarily as result of:

FY2025 includes a reorganization impacting the Office of the General Manager Division and the formulation of two new divisions; Inclusion, Diversity, Equity & Accessibility and Strategy & Planning Divisions. The Inclusion, Diversity, Equity & Accessibility Division has been separated to elevate the overall goals, objectives and strategies of TriMet’s Title VI & Civil Rights Program, agency Disadvantaged, Small Business & Workforce Equity Programs, and support the implementation of TriMet’s fare subsidy efforts. The Strategy & Planning Division will be responsible for identifying and implementing agency-wide strategies and programs to align business operations, identify opportunities and growth, lead business process improvement initiatives and drive the long-term planning of the agency.

Additionally FTE were added to ensure new work requirements were met agency-wide. These include additional general and administrative staffing to increase community engagement, security, maintenance, financial services and talent management, project development and positions to support new projects (such as Interstate Bridge).

Finally a restructuring effort occurred impacting the Chief Operating Office, Transportation, Maintenance, Transit System & Asset Support, Legal Services and Labor Relations & Human Resources Divisions. The functions of several positions were realigned to better reflect where the work is performed and one new department was created as a result. The new department is Service Delivery (Transportation Division). The function for this new department previously existed within another department in the Chief Operating Office Division, but has now been separated to better distinguish and provide focus in this area.

FTE Change	Non-Union	Union	Total	Purpose of Change
Office of the General Manager Division	-12.00	0.00	-12.00	Additional work requirements; reorganization to Inclusion, Diversity, Equity & Accessibility Division.
Chief Operating Office Division	-21.00	-43.00	-64.00	Reorganization to Transportation and Strategy & Planning Divisions.
Transportation Division	12.00	33.00	45.00	Additional work requirements; reorganization to Labor Relations & Human Resources Division and from Chief Operating Office Division; restructuring for right-sizing.
Safety & Security Division	2.00	4.00	6.00	Additional work requirements.
Maintenance Division	-9.00	5.00	-4.00	Additional work requirements; reorganization to Transit System & Asset Support Division and from Legal Services Division; restructuring for right-sizing.
Transit System & Asset Support Division	24.00	6.00	30.00	Additional work requirements; reorganization to Strategy & Planning Division and from Maintenance Division; restructuring for right-sizing.
Information Technology Division	0.00	0.00	0.00	No staffing changes.
Public Affairs Division	0.00	0.00	0.00	No staffing changes.
Finance & Administrative Services Division	7.00	-2.20	4.80	Additional work requirements; restructuring for right-sizing.
Labor Relations & Human Resources Division	6.00	0.00	6.00	Additional work requirements; reorganization from Transportation Division.
Legal Services Division	-3.00	0.00	-3.00	Reorganization to Maintenance Division; restructuring for right-sizing.
Inclusion Diversity Equity & Accessibility Division	13.00	0.00	13.00	Reorganization from Office of the General Manager Division.
Strategy & Planning Division	20.00	0.00	20.00	Additional work requirements; reorganization from Chief Operating Office and Transit System & Asset Support Divisions; restructuring for right-sizing.
Engineering & Construction Division	2.00	0.00	2.00	Additional work requirements; restructuring for right-sizing.
Total Non-Union and Union Changes	41.00	2.80	43.80	

SUMMARY OF FIXED ROUTE SERVICE (Hours and Miles)

	FY2022 Actual	FY2023 Actual	FY2024 Adopted	FY2024 Estimate	FY2025 Proposed	% Change Budget**	% Change Estimate***	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	38,273	39,059	46,378	40,327	45,194	-2.55%	12.07%	85.38%
Light Rail (Train Hours)	6,314	6,206	6,093	6,355	6,187	1.54%	-2.64%	11.69%
Commuter Rail (Train Hours)	81	81	122	81	122	0.00%	50.62%	0.23%
Portland Streetcar (Train Hours)*	1,265	1,265	1,431	1,265	1,431	0.00%	13.12%	2.70%
Fixed Route Total	45,933	46,611	54,024	48,028	52,934	-2.02%	10.21%	100.00%
Weekly Vehicle Miles								
Fixed Route								
Bus Service	536,587	540,576	528,696	559,739	515,199	-2.55%	-7.96%	72.10%
Light Rail (Car Miles)	113,778	110,771	175,420	114,453	178,127	1.54%	55.63%	24.94%
Commuter Rail (Train Miles)	1,478	1,478	2,307	1,478	2,307	0.00%	56.09%	0.32%
Portland Streetcar (Car Miles)*	7,549	7,552	18,890	7,552	18,890	0.00%	150.13%	2.62%
Fixed Route Total	659,392	660,377	725,313	683,222	714,523	-1.49%	4.58%	100.00%

*Streetcar vehicles are owned by the City of Portland, which manages Portland Streetcar service. TriMet furnishes vehicle operators and mechanics to Portland Streetcar with costs reimbursed to TriMet by the City of Portland. In addition, TriMet funds approximately 72% of the City of Portland's net cost (after fares) of Portland Streetcar operation.

**The % Change Budget is the percentage of change from the prior year Budget amount to the current year Budget amount.

***The % Change Estimate is the percentage of change from the prior year Estimate actual amount to the current year Budget amount and will change once actuals are posted at June 30.

SUMMARY OF FIXED ROUTE AND ACCESSIBLE TRANSPORTATION VEHICLES

	FY2022 Actual	FY2023 Actual	FY2024 Adopted	FY2024 Estimate	FY2025 Proposed	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	436	435	616	454	610	-0.97%	34.36%
Total Vehicles	698	685	733	646	646	-11.87%	0.00%
Light Rail							
Peak Vehicles	94	94	116	94	116	0.00%	23.40%
Total Vehicles	144	143	142	142	149	4.93%	4.93%
Commuter Rail							
Peak Vehicles	2	2	2	2	2	0.00%	0.00%
Total Vehicles	6	6	6	6	6	0.00%	0.00%
Portland Streetcar*							
Peak Vehicles	12	12	12	12	12	0.00%	0.00%
Total Vehicles	17	19	19	20	20	5.26%	0.00%
Accessible Transportation							
Peak Vehicles	138	137	200	167	200	0.00%	19.76%
Total Vehicles	262	260	262	276	262	0.00%	-5.07%

*Streetcar vehicles are owned by the City of Portland, which manages Portland Streetcar service. TriMet furnishes vehicle operators and mechanics to Portland Streetcar, with costs reimbursed to TriMet by the City of Portland. In addition, TriMet funds approximately 72% of the City of Portland's net cost (after fares) of Portland Streetcar operation.



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Debt

Debt Limits & Coverage Requirements: In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2025 debt service is \$65.6 million, of which \$44.1 million is senior lien debt or 5.6% of continuing revenues, meeting the goal set by the Board.

Debt Ceiling Calculation

Total Senior Lien Debt	\$44,122,260
Total Net Continuing Resources	\$787,350,900
Total Senior Lien Debt / Total Net Continuing Resources	5.6%

Bond Rating: TriMet's payroll tax bonds continue to set the pace with the top rating from Moody's (Aaa), S&P (AAA), and the Kroll Bond Rating Agency (AAA). TriMet's payroll tax bonds are the only transit credit to earn the top rating at all three ratings agencies. TriMet's capital grant receipt revenue bonds are also investment grade and are rated A3 and A by Moody's and S&P, respectively.

Effects of existing debt levels on current operations: Debt financing allows TriMet to expand its capital improvement program and allocate the costs over the period of benefit. However, such financing incurs interest that must be paid and bond covenant requirements that must be met. Increases in continuing revenues may be needed to maintain the debt ceiling of 7.5% in economic down times or to expand the capital program.

Debt Instruments: TriMet participates in two forms of bonds: payroll tax bonds and capital grant receipt bonds. Both types of bonds are used to finance the acquisition or construction of a major capital assets with a useful life greater than one year.

Payroll Tax Bonds: Payroll tax bonds are payable from specified revenues that include employer payroll taxes, self-employment taxes, and receipts from the State of Oregon in lieu of payroll taxes.

TriMet's payroll and self-employment tax rate was initially established by the State of Oregon in 1969 and enacted in 1970. The current tax rate is 0.8137 percent of applicable wages. TriMet also receives in-lieu payments from the State of Oregon as the State is not required to contribute the payroll tax. Below is a table showing pledged payroll tax revenues and debt service for the last five fiscal years:

Fiscal Year	Specified Payroll Tax Revenues	Debt Service on Bonds	Coverage
2023	\$485,182	40,979	11.8
2022	\$463,534	37,979	12.2
2021	\$415,529	38,552	10.8
2020	\$398,354	34,884	11.4
2019	\$372,751	33,378	11.2



Capital Grant Receipt Bonds: Capital grant receipt bonds are payable from the following specified grant receipts:

- Section 5307 Urbanized Area Formula federal grants
- Surface Transportation Block federal grants
- Congestion Mitigation & Air Quality federal grants

Below is a table showing pledged capital grant receipt revenues and debt service for the last five fiscal years:

Fiscal Year	Specified Grant Revenues	Debt Service on Bonds	Coverage
2023	\$125,570*	21,519	5.8
2022	\$208,202*	21,096	9.9
2021	\$61,917	21,111	2.9
2020	\$61,928	20,760	3.0
2019	\$61,727	20,754	3.0

**Specified revenues in 2022 and 2023 were supplemented with additional 5307 funds awarded for COVID relief.*

Other: Other forms of financing may include short-term debt and lease-leaseback agreements.

Short-Term Debt: TriMet may enter into a revolving credit agreement (RCA) on a short-term basis that allows TriMet to draw for working capital and/or advances in capital projects. TriMet currently has no RCA but retains the option to do so in response to changes in the economy.

Lease-Leaseback: In November 2005, TriMet entered into a series of agreements related to 28 light rail vehicles for a basic term of 28 or 29 years, depending on the age of the vehicle. The debt payment obligations are general obligations of TriMet.

Investor Relations: During FY24 TriMet launched its first investor relations program at TriMetBonds.com. Information on this site includes:

- Background information about TriMet’s operations, including services provided and quick facts
- Details on the types of bonds offered by TriMet, debt service coverage, credit ratings, and updates on future issuances
- Priorities for TriMet’s environmental, social, and governance (ESG) initiatives
- An overview of completed and upcoming bond funded projects
- Monthly updates on key metrics such as revenues and ridership
- A document library including annual budgets, audited financial statements, rating agency reports, and other continuing disclosures

The tables on the following pages include the following: Identification and purpose of the payroll tax and capital grant receipt bonds including the date issued, term (years), par amount, projected balance at June 30, 2024 and bond ratings; Principal and interest payments presented through maturity for each fund; Summary of Debt Service; Summary of Debt Service Principal and Interest; and Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio.

Bond Purpose and Bond Ratings

Series	Purpose	Issued	Term (Years)	Par Amount	Balance at June 30, 2024	Bond Ratings		
						Moody's	Standard & Poor's	Kroll
Payroll Tax Bonds								
2009 B	WES Commuter Rail, Bus Replacements, Dispatch System	10/27/2009	24	\$ 12,530	\$ 12,530	Aaa	AAA	AAA
2015 A/B	Bus replacements, Electronic Fare System, and to refinance bonds currently outstanding	9/30/2015	25	134,590	22,520	Aaa	AAA	AAA
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	54,095	Aaa	AAA	AAA
2017 A	Bus replacements, Electronic Fare System, Transit Police Center, Powell Lift Relocation, Hogan Operations Facility, Cleveland Station	2/22/2017	25	97,430	32,025	Aaa	AAA	AAA
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	39,205	Aaa	AAA	AAA
2019 A/B	Columbia bus base, bus and light rail vehicle replacements, Red line MAX extension, Ruby Junction extension, Division Transit Project and to refinance capital projects currently outstanding.	10/9/2019	30	237,815	234,885	Aaa	AAA	AAA
2021A/B	Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance bonds currently outstanding.	10/27/2021	30	409,640	406,415	Aaa	AAA	AAA
Balance at June 30, 2024 for all Payroll Tax Bonds					\$ 801,675			
Capital Grant Receipt Bonds								
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	53,105	A3	A	Not Rated
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	109,705	A3	A	Not Rated
Balance at June 30, 2024 for all Capital Grant Receipt Bonds					\$ 162,810			
Balance at June 30, 2024 all Bonds					\$ 964,485			

Principal and Interest payments presented through maturity for each fund

Fiscal year ending June 30:	Payroll Tax Bonds			Capital Grant Receipt Bonds			Total Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2025	\$ 18,920	\$ 25,202	\$ 44,122	\$ 14,105	\$ 7,337	\$ 21,442	\$ 33,025	\$ 32,539	\$ 65,564
2026	\$ 23,370	\$ 24,241	\$ 47,611	\$ 14,795	\$ 6,615	\$ 21,410	\$ 38,165	\$ 30,856	\$ 69,021
2027	\$ 24,210	\$ 23,400	\$ 47,610	\$ 15,515	\$ 5,857	\$ 21,372	\$ 39,725	\$ 29,257	\$ 68,982
2028	\$ 24,980	\$ 22,634	\$ 47,614	\$ 16,270	\$ 5,062	\$ 21,332	\$ 41,250	\$ 27,696	\$ 68,946
2029	\$ 25,895	\$ 21,721	\$ 47,616	\$ 12,620	\$ 4,340	\$ 16,960	\$ 38,515	\$ 26,061	\$ 64,576
2030-2034	\$ 142,335	\$ 95,718	\$ 238,053	\$ 72,895	\$ 11,435	\$ 84,330	\$ 215,230	\$ 107,153	\$ 322,383
2035-2039	\$ 167,520	\$ 70,525	\$ 238,045	\$ 16,610	\$ 270	\$ 16,880	\$ 184,130	\$ 70,795	\$ 254,925
2040-2044	\$ 164,280	\$ 42,141	\$ 206,421				\$ 164,280	\$ 42,141	\$ 206,421
2045-2049	\$ 166,780	\$ 18,566	\$ 185,346				\$ 166,780	\$ 18,566	\$ 185,346
2050-2052	\$ 43,385	\$ 1,273	\$ 44,658				\$ 43,385	\$ 1,273	\$ 44,658
Total	\$ 801,675	\$ 345,420	\$ 1,147,095	\$ 162,810	\$ 40,914	\$ 203,724	\$ 964,485	\$ 386,336	\$ 1,350,821



Summary of Debt Service

Operating	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Payroll Tax Bonds							
2009 Senior Lien Revenue Bonds Series A and B	717,969	717,967	717,969	717,969	717,969		
2012 Senior Lien Revenue Bonds	3,071,250	3,075,000					
2015 Revenue Bonds	7,572,738	6,995,125	7,040,013	7,040,013	6,996,225		
2016 Revenue Bonds	2,787,750	2,465,613	5,546,650	5,546,650	5,533,150		
2017 Revenue Bonds	5,473,213	4,221,463	4,217,788	4,217,787	4,217,863		
2018 Payroll Bonds -Sr Lien	6,105,275	3,601,025	3,550,275	3,550,275	3,609,650		
2019 Senior Lien Payroll Tax Rev Bonds Series A	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950		
2019 Payroll Tax Rev Bonds - Sr Lien Series B	1,941,632	1,942,893	1,943,655	1,943,655	1,943,815		
2021 Senior Lien Payroll Tax Rev Bonds Series A	2,151,779	6,247,100	9,391,475	9,391,475	9,391,100		
2021 Payroll Bonds - Sr Lien Series B	1,888,774	5,483,538	5,483,538	5,483,538	5,483,538		
Capital Grant Receipt Bonds							
2011 Capital Grant Receipt Bonds	11,670,500						
2017 Capital Grant Bonds	3,800,750	14,696,375	14,683,625	14,683,625	14,667,250		
2018 Capital Grant Bonds	5,624,425	6,822,675	6,807,925	6,807,925	6,775,050		
Others							
Bond Issuance Costs and Misc	1,148,435	13					
Total Debt Service	\$60,183,440	\$62,497,737	\$65,611,863	\$65,611,862	\$65,564,560		

Refunding	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2015 Revenue Bonds Refunding Escrow Deposit (1)	\$229,840,592						

(1) Outstanding revenue bonds were refunded through funding issuances in FY2022; the escrow deposit is not subject to budget limitations.

Summary of Debt Service Principal and Interest

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B		717,969	717,969
2015 Revenue Bonds	6,125,000	871,225	6,996,225
2016 Revenue Bonds	3,700,000	1,833,150	5,533,150
2017 Revenue Bonds	2,945,000	1,272,863	4,217,863
2017 Capital Grant Bonds	12,320,000	2,347,250	14,667,250
2018 Capital Grant Bonds	1,785,000	4,990,050	6,775,050
2018 Payroll Bonds -Sr Lien	1,990,000	1,619,650	3,609,650
2019 Payroll Bonds - Sr Lien Series A		6,228,950	6,228,950
2019 Payroll Bonds - Sr Lien Series B	770,000	1,173,815	1,943,815
2021 Payroll Bonds - Sr Lien Series A	3,390,000	6,001,100	9,391,100
2021 Payroll Bonds - Sr Lien Series B		5,483,538	5,483,538
FY2025 Total Debt Service	\$33,025,000	\$32,539,560	\$65,564,560

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	54,618,800	62,367,400		
Transit Advertising	3,523,958	3,856,048	4,017,000	4,017,000	4,090,900		
Accessible Transportation Contract (see Note 1)	4,696,138	6,823,321	7,020,000	7,020,000	7,371,000		
Service Contracts (see Note 2)	8,874,115	9,366,090	9,228,500	9,228,500	9,348,800		
Total Operating Revenue	\$66,339,091	\$69,923,131	\$76,565,500	\$74,884,300	\$83,178,100		
Tax Revenue							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	484,184,200	515,005,200		
Payroll Tax Rev-Self Empl	19,666,025	18,995,847	21,002,000	19,808,536	21,455,800		
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	3,695,900	3,969,300		
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$507,688,636	\$540,430,300		
Other Revenue							
Federal Operating Grants (see Note 3)	90,154,160	125,570,179	127,347,100	110,249,500	111,200,000		
State STIF-Formula	17,529,941	43,042,396	30,862,800	42,800,000	44,900,000		
State Operating Grants (see Note 4)	1,889,649	1,089,531	34,900	1,031,900	996,700		
Interest (See Note 5)	-9,247,437	22,522,874	475,000	3,365,729	305,000		
Miscellaneous	9,197,271	4,500,872	4,922,100	4,922,100	6,340,800		
Total Other Revenue	\$109,523,584	\$196,725,852	\$163,641,900	\$162,369,229	\$163,742,500		
Net Continuing Resources*	\$639,396,875	\$751,831,208	\$756,034,400	\$744,942,165	\$787,350,900		
Debt Service on Senior Lien Bonds	\$37,939,330	\$40,978,674	\$44,120,313	\$44,120,312	\$44,122,260		
Senior Lien Debt Service as a Percent of Net Continuing Revenues	5.9%	5.5%	5.8%	5.9%	5.6%		

* Net Continuing Revenues exclude :

- Surface Transportation Block Grant Program/Congestion, Mitigation & Air Quality grant funds pledged to TriMet by Metro to support grant receipt bonds
- Other state and federal grant revenues legally required to be used for an intended purpose (Homeland Security, Regional Transportation Option (RTO) Program and Regional Fund Exchanges), and a portion of State STIF-Formula revenue

Notes:

- 1) Revenue offset rides provided by LIFT.
- 2) Portland Streetcar personnel revenue.
- 3) Federal Section 5307 Urbanized Area Formula Funds and Federal Section 5337 State of Good Repair Funds.
- 4) Contracted Accessibility Services - State 5310, State 5310 Formula Funds, STF Formula Funds prior to FY2024.
- 5) Negative interest income in FY2022 due to volatile market conditions over the past twelve months and includes interest income/loss for both restricted and unrestricted investments.



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OPEB

General Information about the OPEB Plan

Plan description: The District’s defined benefit OPEB plan provides health care and life insurance benefits for eligible employees and their qualified dependents. The District’s plan is a single employer defined benefit OPEB plan administered by the TriMet Board. The authority to establish and amend the benefit terms and financing is accomplished through contractual agreement with union employees and through Board adopted personnel policies for non-union employees. While TriMet has placed \$415,000 in a trust for the purpose of funding OPEB payments, such assets are considered de-minimis and are, therefore, not considered a trust that meets the criteria in paragraph 4 of GASB Statement 75.

Eligibility: The District’s plan provides healthcare and life insurance benefits for retirees and their dependents. The benefit terms vary depending on whether the employee is union or non-union, and the employee’s date of hire. Below is a brief summary of employee eligibility and the benefits provided:

Eligibility for OPEB		
Union	Employee must be at least 55 and have 10 years of continuous service.	
Non-Union	Hired prior to April 27, 2003	Must be at least 55 and have 5 years of credited service.
Non-Union	Hired on or after April 27, 2003 and before May 1, 2009	Must be at least 55 and have 10 years of credited service.
Non-Union	Hired after May 1, 2009	Must be at least 62 and have 3 years of credited service.

Benefits Provided: The date of hire determines the level of benefits, covered members (retiree, spouses, and domestic partners), retiree contributions, and monthly stipend amount. Benefits include varying levels of Medical, prescription drug, dental coverage, and life insurance.

Employees covered by benefit terms. At January 1, 2023, the following employees (union and non-union) were covered by the benefit terms: 2,095 inactive employees or beneficiaries currently receiving benefit payments and 3,000 active employees, for a total of 5,095.

Net OPEB Liability: TriMet’s net OPEB liability of \$622.8 million was measured as of January 1, 2023, and was determined by an actuarial valuation as of that date.

Actuarial assumptions and other inputs: The total OPEB liability in the January 1, 2023 actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation:	2.75% (2.5% at January 1, 2022)
Salary Increases:	3.0-3.25% (2.75% at January 1, 2022)
Discount Rate:	3.72% (2.06% at January 1, 2022)*

*The discount rate was based on Bond Buyer 20-Bond GO Index, December 31, 2022 and 2021. Healthcare cost trend rates:

Union Plans			Non-Union Plans	
Pre-Medicare	Medicare	Medicare Part B	Pre-Medicare	Medicare
7.1% in 2023, trending up to 8.0% in 2025, then trending down to 4.19% in 2043 and thereafter	7% in 2023 trending down to 4.19% in 2043 and thereafter	6% in 2023 trending up to 7.23% in 2026, then trending down to 4.19% in 2043 and thereafter.	5.9% in 2023 trending up to 6.8% in 2025, then trending down to 4.19% in 2043 and thereafter.	7% in 2023 trending down to 4.19% in 2043 and thereafter.

Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2022	FY2023	FY2024		FY2025		
		Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	4,627,141	51,286,805	9,000,000	25,000,000	25,000,000		
OPEB Contributions	Current year portion of funding OPEB liabilities			43,766,000		12,772,800		
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	487,478	498,510	548,000	525,714	560,000		
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	15,515,705	14,416,058	19,149,000	16,844,817	16,625,000		
Medicare Part B	Post Employment Medicare Part B Benefit (note 3)	3,509,280	3,747,770	3,664,000	3,817,856	4,029,000		
Total Union		\$24,139,604	\$69,949,143	\$76,127,000	\$46,188,387	\$58,986,800		
Non-Union								
Pension UAAL Expense (note 2)	Current year portion of 10 years funding of UAAL	460,233	1,003		700,000	841,600		
OPEB Contributions	Current year portion of funding OPEB liabilities			9,629,000		1,316,900		
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	70,554	72,224	84,000	78,548	82,000		
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	1,876,496	1,676,904	2,620,000	2,139,066	1,845,000		
Total Non-Union		\$2,407,283	\$1,750,131	\$12,333,000	\$2,917,614	\$4,085,500		
Professional & Technical	Service contracts for retirement plans	100,994	174,742	300,000	313,644	250,000		
Capitalized Fringe	Capital grant fringe reimbursement	-1,160,390	-772,782	-1,146,168	-685,801	-439,670		
Total Other Post Employment Benefits		\$25,487,491	\$71,101,234	\$87,613,832	\$48,733,844	\$62,882,630		

Pension Expense-Normal Cost (cost of benefits earned this year) is incorporated in departmental costs.

Notes:

1. Union retiree/disabled medical assumes current Working & Wage Agreement costs through November 30, 2024.
2. FY2025 contributions Other Post Employment Benefits (OPEB) trust.
3. Union non-active employees, retirees, spouses, surviving spouses and dependents having enrolled in Medicare and a TriMet sponsored Medicare Advantage plan will be reimbursed by the Agency the actual cost of the Medicare Part B monthly premium.

Office of the General Manager Division

DEPARTMENTS

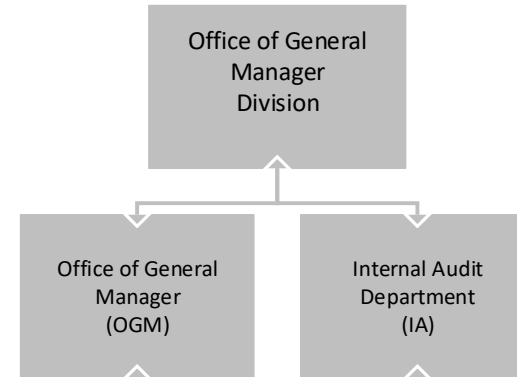
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MAJOR PRIORITIES OF THE DIVISION

- ∇ (OGM) Under the direct authority of the Board of Directors.
- ∇ (IA) Performs internal audits and provides advisory services to give the District reasonable assurance that its control objectives are met.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

- » The five pillars of Vision 2030—Ridership, Infrastructure, Resources, Community, and People—will position the agency to achieve 120 million rides by 2030, a target that not only underscores its commitment to public transit but also promises significant environmental benefits. By striving to reduce single-occupancy vehicle usage, TriMet is actively contributing to the fight against climate change.
- » TriMet's impact extends beyond the realm of transportation; it plays a central role in the ongoing revitalization of Portland. As TriMet leads the way towards Vision 2030, FY25 stands out as a key chapter in the agency's journey, marked by innovation, inclusivity, and a profound impact on the Portland metropolitan area.
- » Internal Audit works collaboratively with departments/divisions on a range of subjects focusing on the safety of our infrastructure and system including MOW Substations, Environmental Services, Bus Maintenance and Facilities Management.

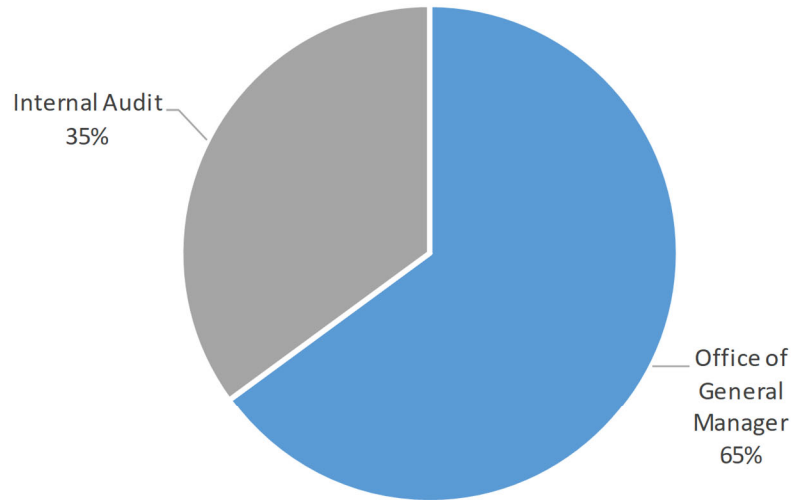
Performance Metrics General Manager Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Annually set and lead strategic direction as evidenced in the Business Plan, Financial Forecast, Budget, Capital Improvement Program, Service Plan, Fleet Plan and Financial Statement reporting.	X			Office of the General Manager	100%	100%	100%
Complete 75% Buy America Post-Delivery Audit - Gillig Zero Emission Buses.			X	Internal Audit	N/A	75%	100%
Complete three high-risk audits/audit follow-up reviews related to reliability, performance, or asset management.		X		Internal Audit	3 ea.	3 ea.	3 ea.
Conduct two audits/audit follow-up reviews focusing on safety.		X		Internal Audit	2 ea.	2 ea.	2 ea.

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	916,271	1,719,519	3,764,192	2,944,364	1,752,291		
Materials & Services	98,456	880,896	1,455,800	962,955	316,400		
Total	\$1,014,727	\$2,600,415	\$5,219,992	\$3,907,319	\$2,068,691		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of General Manager	714,552	1,098,388	1,996,376	1,374,920	1,343,163		
Inclusion Diversity Equity & Accessibility		1,138,798	2,703,568	1,985,940			
Internal Audit	300,175	363,229	520,048	546,459	725,528		
Total	\$1,014,727	\$2,600,415	\$5,219,992	\$3,907,319	\$2,068,691		

Total Division FTE	5.00	6.00	20.00	20.00	8.00		
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FY2025 Proposed Budget



OFFICE OF GENERAL MANAGER DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	618,398	827,831	1,274,376	911,109	1,033,263		
Materials & Services	96,154	270,557	722,000	463,811	309,900		
Total	\$714,552	\$1,098,388	\$1,996,376	\$1,374,920	\$1,343,163		

Department Description & Responsibilities

Major Functions: The Office of the General Manager Department is under the direct authority of the Board of Directors. The General Manager is appointed by the Board and is charged with managing the agency. TriMet is governed by a seven-member Board of Directors. The Board sets agency policy, enacts legislation and reviews certain contracts.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	June 30, 2025
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	June 30, 2025
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. 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 and continuous improvement of structure.	June 30, 2025
	E1.6. Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt.	June 30, 2025

Office of General Manager Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	448,586	556,954	1,055,458	719,487	817,432
Fringe	169,812	270,877	218,918	191,622	215,831
Total	\$618,398	\$827,831	\$1,274,376	\$911,109	\$1,033,263

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	60,986	141,025	428,600	218,316	50,000
Other Services- Gen & Adm		177	4,000	2,094	4,000
Office Supplies	1,064	1,788	8,100	4,076	8,100
Other Materials- Gen & Adm	1,205	2,507	9,100	7,574	9,100
Unreconciled P-Card Expense	2,031	1,057		1,372	
Computer Equip under \$5,000			8,000	3,333	2,000
Telephone	1,000	5,558	2,000	2,998	2,000
NU-Dues & Subscriptions	40	350	1,000	417	1,000
NU-Local Travel & Meetings	4,141	4,750	9,100	16,648	12,000
UN-Local Travel & Meetings		200			
Local Travel & Meetings Non Training	36	64			
NU-Education & Training - Gen & Adm	720	14,331	81,600	60,937	50,000
NU-Out-Of-Town Travel	11,638	41,306	28,300	24,153	28,300
Official Meeting Expense	10,153	57,148	127,200	114,679	127,200
Board Recognition	2,544	205	6,600	3,566	6,600
Employee Development	135		3,800	1,613	5,000
Employee Recognition	461	91	4,600	2,035	4,600
Total	\$96,154	\$270,557	\$722,000	\$463,811	\$309,900

INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		529,096	1,971,268	1,488,975			
Materials & Services		609,702	732,300	496,965			
Total		\$1,138,798	\$2,703,568	\$1,985,940			

The Inclusion, Diversity, Equity & Accessibility Department was dissolved into the Inclusion, Diversity, Equity & Accessibility Division in FY2025.

Inclusion Diversity Equity & Accessibility Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor		282,143	1,458,307	1,125,462	
Fringe		246,953	512,961	363,513	
Total		\$529,096	\$1,971,268	\$1,488,975	

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		132,720	334,100	150,149	
First Step Youth		73,200	73,200	30,500	
Other Services- Gen & Adm		5,757	75,000	36,599	
Office Supplies		33,407		5,273	
Equip/Furn < \$5,000-Gen & Adm				120	
Other Materials- Gen & Adm		300,000	200,000	83,559	
Unreconciled P-Card Expense		218		1,668	
Community Outreach		55,123	50,000	158,559	
NU-Local Travel & Meetings				2,914	
NU-Education & Training - Gen & Adm		9,277		21,362	
NU-Out-Of-Town Travel				6,262	
Total		\$609,702	\$732,300	\$496,965	

INTERNAL AUDIT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	297,873	362,592	518,548	544,280	719,028		
Materials & Services	2,302	637	1,500	2,179	6,500		
Total	\$300,175	\$363,229	\$520,048	\$546,459	\$725,528		

Department Description & Responsibilities

Major Functions: The Internal Audit Department performs audits and provides advisory services to give the District reasonable assurance that its control objectives are met.

Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. 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 and continuous improvement of structure.	June 30, 2025

Internal Audit Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	201,897	269,550	389,752	401,967	539,495
Fringe	95,976	93,042	128,796	142,313	179,533
Total	\$297,873	\$362,592	\$518,548	\$544,280	\$719,028

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Services- Gen & Adm	159	104	1,500	2,083	5,000
Computer Equip under \$5,000					1,500
Telephone	103	171		96	
NU-Dues & Subscriptions		190			
NU-Education & Training - Gen & Adm	2,040	172			
Total	\$2,302	\$637	\$1,500	\$2,179	\$6,500

Office of General Manager Personnel Profile

Office of General Manager Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
General Manager	1.00	NU	FT		428,480	30	303,080	454,622
Executive Assistant, Senior (GM)	1.00	NU	FT		91,000	13	75,186	112,779
Executive Assistant (GM)	1.00	NU	FT		96,096	12	68,933	103,397
Executive Administrative Assistant	1.00	NU	FT		88,691	11	63,146	94,720
Total	4.00				704,267			

Internal Audit Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Manager, Internal Audit	1.00	NU	FT		172,125	18	114,749	172,125
Analyst, Senior, Business Process	1.00	NU	FT		129,456	16	97,122	145,683
Auditor, Senior, IT Systems	1.00	NU	FT		121,402	16	97,122	145,683
Internal Auditor, Senior	1.00	NU	FT		116,512	15	89,263	133,894
Total	4.00				539,495			

Chief Operating Office Division

DEPARTMENTS

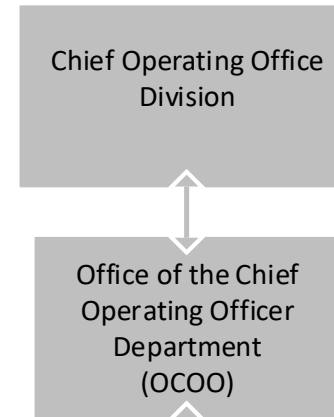
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (OCCO) Developing and guiding overall goals, objectives, strategies and management for Transportation, Maintenance, Safety & Security, and Transit System & Asset Management Divisions.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

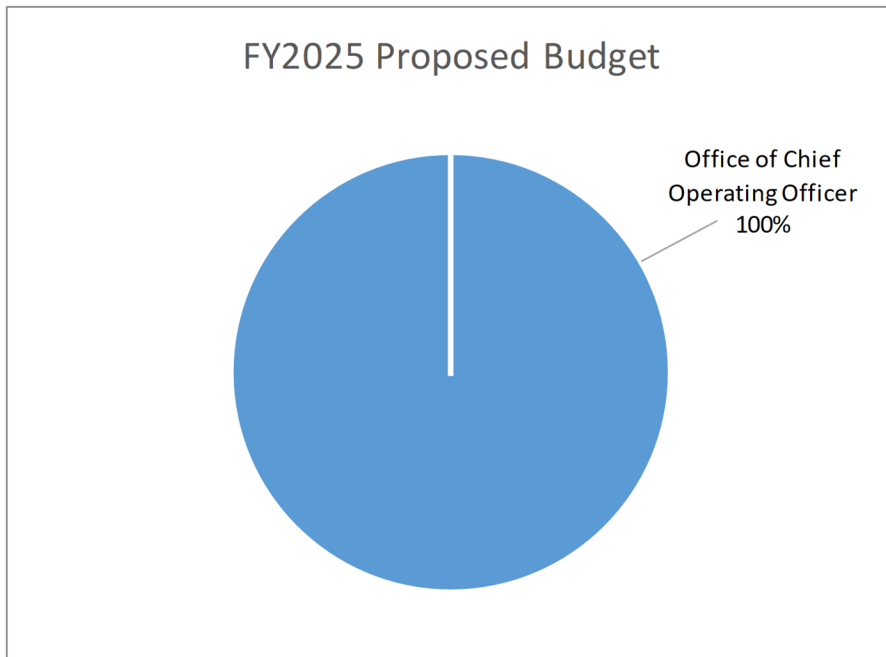
- » In 1980, the first Metropolitan Area Express (or MAX) line, located on the eastside running parallel to I-84 (the Banfield Light Rail Project), received federal approval to use freeway funds to build the rail line.
- » In 1986 the Banfield Light Rail — or MAX — opened on a 15 mile alignment between the suburb of Gresham and downtown Portland, renewing rail passenger service in Portland.

Performance Metrics Chief Operating Office Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Agency Procedures: Evaluate system of agency procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency. Create a draft plan and strategy.		X		Office of Chief Operating Officer	N/A	100%	100%
Refine and align the transportation plans to reflect improvements in the key performance indicators defined under the department. Focus on customer service, reliability and resiliency.	X	X	X	Transportation	30%	50%	70%
Refine the safety & security program to address gaps and create plans, procedure and processes to mitigate safety and security matters to protect Tri employees, contractors, riders, customers, and communities. Refine and align the safety and security plans to reflect improvements in the key performance indicators defined under the department.	X	X	X	Safety & Security	30%	60%	100%
Refine and align the maintenance plans to reflect improvements in the key performance indicators defined under the department. Focus on customer service, reliability, and resiliency.	X	X	X	Maintenance	30%	50%	70%
Develop timely and fully-compliant Transit Asset Management Plan and NTD reporting requirements. Plans are updated and submitted in November 2024, complete by January 2025.		X		Transit System & Asset Support	100%	100%	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,072,044	12,064,710	9,578,500	9,790,848	800,112		
Materials & Services	1,048,946	1,275,347	1,881,900	1,432,294	441,600		
Total	\$11,120,990	\$13,340,057	\$11,460,400	\$11,223,142	\$1,241,712		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of Chief Operating Officer	831,836	1,292,105	1,322,750	1,137,527	1,241,712		
Operations Planning & Development	1,279,334	2,166,295					
Service Planning & Delivery	558,421	639,958	10,137,650	10,085,615			
Operations Training & Planning	8,451,399	9,241,699					
Total	\$11,120,990	\$13,340,057	\$11,460,400	\$11,223,142	\$1,241,712		

Total Division FTE	92.00	106.00	66.00	66.00	2.00		
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OFFICE OF CHIEF OPERATING OFFICER DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	322,910	540,931	867,250	553,770	800,112		
Materials & Services	508,926	751,174	455,500	583,757	441,600		
Total	\$831,836	\$1,292,105	\$1,322,750	\$1,137,527	\$1,241,712		

Department Description & Responsibilities

Major Functions: The Chief Operating Officer Division is responsible for directing the overall strategy and management of the Transportation, Maintenance, Safety & Security and Information Technology Divisions.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	June 30, 2025
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	June 30, 2025
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. 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 and continuous improvement of structure.	June 30, 2025



Office of Chief Operating Officer Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	210,789	403,144	734,105	451,896	650,405
Fringe	112,121	137,787	133,145	101,874	149,707
Total	\$322,910	\$540,931	\$867,250	\$553,770	\$800,112

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			11,100	4,625	
Professional & Technical-Gen & Adm	204,115	387,737	342,600	498,728	386,100
Temporary Help-Gen & Adm			6,000	2,500	
Other Services- Gen & Adm	93,723		14,000	6,287	
Office Supplies	2,459		10,000	4,301	
Other Materials- Gen & Adm	6,619	4,578	12,000	8,100	
Unreconciled P-Card Expense	350	2,459		1,726	
Telephone	19,621	16,223	22,800	16,573	22,000
NU-Dues & Subscriptions	51,160	278,775		5,658	
NU-APTA & OTA Dues	118,000				
NU-Local Travel & Meetings	73	2,642	15,000	6,404	
NU-Education & Training - Gen & Adm	2,200	31,625	10,000	17,182	16,500
NU-Out-Of-Town Travel	10,530	26,643	5,000	8,621	8,000
Employee Recognition	76	492	7,000	3,052	9,000
Total	\$508,926	\$751,174	\$455,500	\$583,757	\$441,600

OPERATIONS PLANNING & DEVELOPMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,234,509	2,067,689					
Materials & Services	44,825	98,606					
Total	\$1,279,334	\$2,166,295					

The Operations Planning & Development Department was dissolved into other departments in Transit System & Asset Support Division in FY2024.

Operations Planning & Development Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	993,562	1,500,082			
Fringe	344,744	674,425			
Capitalized Labor-Fringe	-103,797	-106,818			
Total	\$1,234,509	\$2,067,689			

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	675				
Professional & Technical-Gen & Adm	25,200	5,756			
Other Services- Gen & Adm	2,878	28,042			
Office Supplies		431			
Equip/Furn < \$5,000-Gen & Adm	162	11,305			
Other Materials- Gen & Adm	7,916	7,650			
Unreconciled P-Card Expense	1,145				
Computer Equip under \$5,000	4,735	3,287			
NU-Education & Training - Gen & Adm	2,114	29,883			
NU-Out-Of-Town Travel		12,252			
Total	\$44,825	\$98,606			

SERVICE PLANNING & DELIVERY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	399,149	447,135	8,711,250	9,237,078			
Materials & Services	159,272	192,823	1,426,400	848,537			
Total	\$558,421	\$639,958	\$10,137,650	\$10,085,615			

The Service Planning & Delivery Department was dissolved into other departments in Transportation Division and Strategy & Planning Division in FY2025.

Service Planning & Delivery Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	273,952	301,694	6,502,059	7,118,926	
Fringe	125,197	145,441	2,209,191	2,291,617	
Capitalized Labor-Fringe				-173,465	
Total	\$399,149	\$447,135	\$8,711,250	\$9,237,078	

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			3,700	1,542	
Professional & Technical-Gen & Adm	133,993	191,895	1,114,100	525,024	
Professional & Technical-Transp Adm				225	
Metro Unified Work Prog			250,000	250,000	
Other Services- Gen & Adm	22,633		21,000	10,257	
Other Services-Transp Adm			7,100	8,921	
Office Supplies				287	
Other Materials- Gen & Adm	2,646		6,000	11,718	
Other Materials- Transp Adm			4,500	10,899	
Unreconciled P-Card Expense				-15	
Computer Equip under \$5,000			17,500	8,737	
Microcomputer Mtc Mat'l			2,500	1,042	
Telephone				2,032	
NU-Local Travel & Meetings				1,970	
NU-Out-Of-Town Travel		928		15,778	
Employee Recognition				120	
Total	\$159,272	\$192,823	\$1,426,400	\$848,537	

OPERATIONS TRAINING & PLANNING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,115,476	9,008,955					
Materials & Services	335,923	232,744					
Total	\$8,451,399	\$9,241,699					

The Operations Training & Planning Department was dissolved into other departments in Transit System & Asset Support Division in FY2024.

Operations Training & Planning Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	6,007,941	6,701,664			
Fringe	2,196,250	2,374,962			
Capitalized Labor-Fringe	-88,715	-67,671			
Total	\$8,115,476	\$9,008,955			

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	47,874				
Professional & Technical-Trans Adm	18,913	4,567			
Temporary Help-Trans Adm		1,539			
Other Services- Gen & Adm	141,423	2,773			
Other Services-Transp Adm	3,592	41,817			
Uniforms- Rev Veh Op	28,370	21,168			
Office Supplies	5,800	17,991			
Other Materials- Gen & Adm	3,476	5,614			
Other Materials- Transp Adm	9,818	29,295			
Unreconciled P-Card Expense	1,017				
Computer Equip under \$5,000	7,004	11,119			
Safety Supplies- Gen & Adm	426				
UN-Oper Training Materials	509	14			
Telephone	44,167	31,862			
NU-Dues & Subscriptions	325	250			
NU-Local Travel & Meetings	499	1,520			
NU-Education & Training - Gen & Adm	11,040	31,572			
NU-Out-Of-Town Travel	11,444	13,643			
UN-Education & Training - Gen & Adm	226	18,000			
Total	\$335,923	\$232,744			

Chief Operating Office Personnel Profile

Chief Operating Office Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Operating Officer	1.00	NU	FT		355,881	28	256,270	384,405
Executive Assistant, Senior (COO)	1.00	NU	FT		102,653	12	68,933	103,397
Total	2.00				458,535			

Transportation Division

DEPARTMENTS

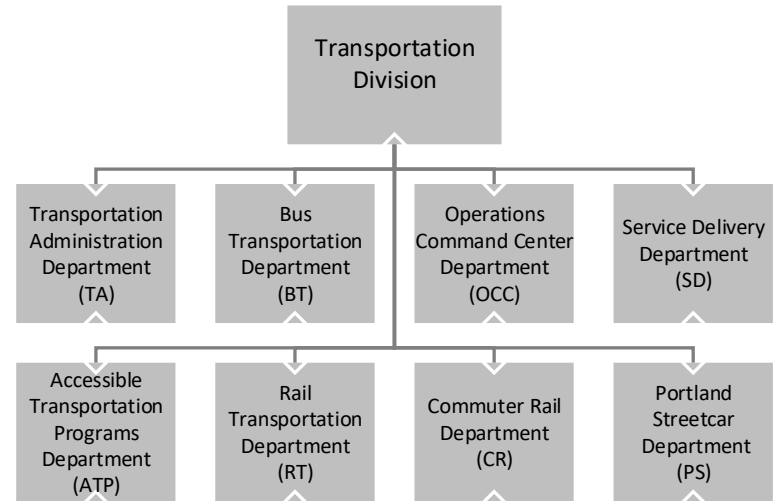
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- Accessible Transportation Programs (ATP)114
- Rail Transportation (RT)117
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (TA) Responsible for Bus Operations, Accessible Transportation Program (LIFT), Commuter Rail, Operations Command Center, Rail, Service Delivery and Portland Streetcar Operations.
- ▽ (BT) Fixed-route bus operations, bus re-route planning, special events and unified service communications.
- ▽ (OCC) Operations Command Center Department is responsible for the safe movement of buses and trains using Rail Controllers and Bus Dispatchers.
- ▽ (SD) Responsible for schedule making, workforce planning, workforce utilization and communication, schedule data systems and production, and operations planning and projects.
- ▽ (ATP) American with Disabilities Act coordination, LIFT application and eligibility process, paratransit operations and maintenance.
- ▽ (RT) Control center and light rail operations, rail access and special event planning, and unified service communication.
- ▽ (CR) Commuter Rail operations and maintenance.
- ▽ (PS) Streetcar operations and maintenance through a partnership with City of Portland.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

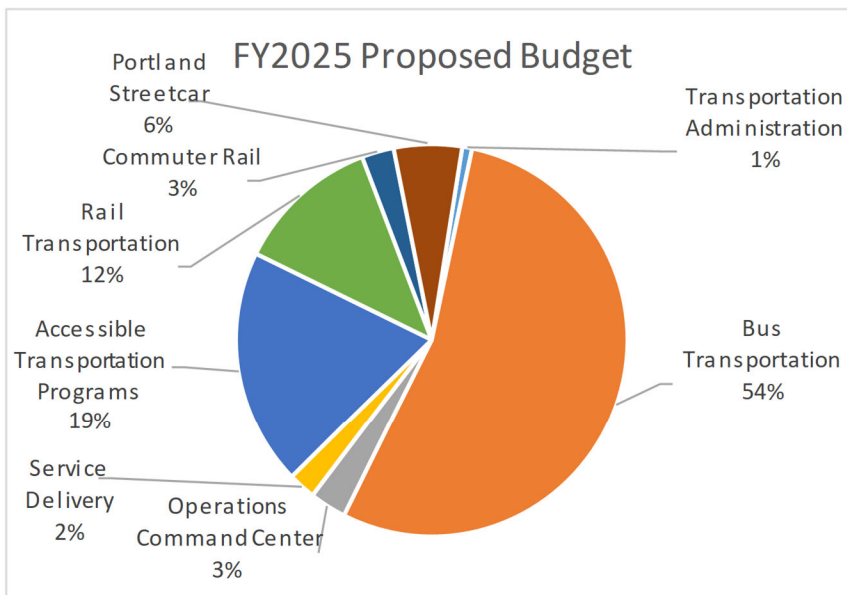
- » TriMet is responsible for providing public transportation service throughout a 519-square mile area and does so with over 80 bus lines and one FX (Frequent Express) bus rapid transit line.
- » The Operations Command Center is open 24 hours a day seven days a week, and are responsible for managing 94 trains and 420 buses during peak service levels.
- » The LIFT paratransit program started in December 1976 as a demonstration project to offer specialized transit service to older adults and people with disabilities.
- » MAX is a 60-mile light rail system with five lines and 96 stations, connecting Portland, Beaverton, Gresham, Hillsboro, Milwaukie, and the Portland International Airport.
- » WES consists of 14.7 miles of track with five stops and connects with other regional transit systems. It is the smallest "commuter rail" system in the United States.

Performance Metrics Transportation Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Bus On-Time Performance	X	X		Bus Transportation & Operations Command Center	90%	85%	87%
Bus Fixed Route Collisions/100,000 Miles	X	X		Bus Transportation	2.36	2.09	<=2.75
Meet State Safety Oversight (SSO) and Federal Transportation Administration (FTA) reporting requirements	X	X		Operations Command Center	N/A	N/A	100%
MAX On-Time Performance	X	X		Rail Transportation & Operations Command Center	88%	82%	88%
LIFT On-Time Performance	X	X		Accessible Transportation Programs	90%	86%	95%
LIFT Collisions Per 100,000 Miles	X	X		Accessible Transportation Programs	1.66	1.24	<= 1.30
MAX Collisions/100,000 Miles	X	X		Rail Transportation	1.3	0.9	<= 1.5
Streetcar Operations Attendance	X	X		Rail Transportation	86%	90%	95%
WES On-Time Performance	X	X		Commuter Rail	99%	96%	95%
WES Boarding Rides Per Revenue Hour, Monthly (March 2020 Target 57.0, pre-pandemic)	X	X		Commuter Rail	42	51	57

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	193,311,420	201,050,593	222,252,614	212,233,974	237,844,258		
Materials & Services	46,515,558	57,502,236	72,356,000	69,808,035	82,773,600		
Total	\$239,826,978	\$258,552,829	\$294,608,614	\$282,042,009	\$320,617,858		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transportation Administration	1,076,713	1,374,976	2,020,905	1,328,711	2,615,151		
Bus Transportation	148,992,080	153,357,882	170,998,102	162,195,873	173,404,270		
Operations Command Center			9,069,613	8,943,644	9,683,024		
Service Delivery	2,182,289	2,856,597			7,240,120		
Accessible Transportation Programs	29,220,008	38,694,024	49,679,665	49,020,405	62,773,702		
Rail Transportation	33,997,421	35,267,481	34,629,319	32,970,454	38,352,620		
Commuter Rail	7,009,792	7,934,194	8,268,411	7,567,532	8,502,743		
Portland Streetcar	17,348,675	19,067,675	19,942,599	20,015,390	18,046,228		
Total	\$239,826,978	\$258,552,829	\$294,608,614	\$282,042,009	\$320,617,858		

Total Division FTE	1643.00	1738.00	1819.50	1819.50	1864.50
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TRANSPORTATION ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	535,362	467,830	1,360,805	754,122	1,797,751		
Materials & Services	541,351	907,146	660,100	574,589	817,400		
Total	\$1,076,713	\$1,374,976	\$2,020,905	\$1,328,711	\$2,615,151		

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Transportation Administration Division is responsible for the following functions: Bus Transportation (fixed-route bus, bus rapid transit and road supervision), Accessible Transportation Programs (LIFT paratransit service, demand-response services and ADA compliance), Commuter Rail (WES heavy rail and FRA compliance), Operations Command Center (bus dispatch, rail control, service delivery and incident response), Rail Transportation (MAX light rail, rail supervision and compliance management), and assists with managing Portland Streetcar operations.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A.2. Implement Forward Together as developed through engagement with riders, public, and other partners.	June 30, 2025
	A2.16. 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.	June 30, 2025
Pillar E. Resources	E.3. 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 at approximately 70 percent of anticipated available resources.	June 30, 2025

Transportation Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	219,778	222,368	961,737	317,574	1,332,904
Fringe	315,584	245,462	399,068	436,548	464,847
Total	\$535,362	\$467,830	\$1,360,805	\$754,122	\$1,797,751

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	-3,800	6,290		45,784	
Professional & Technical-Gen & Adm	37,019	53,132	75,100	32,297	75,100
DOTS Renewal Medical Svcs	130,619	250,885	72,900	149,324	72,900
Temporary Help-Trans Adm	5,218	22,564	18,100	13,000	18,100
Other Services- Gen & Adm	97,145	211,311	17,000	21,690	17,000
Uniforms - Veh Ops	190				
Office Supplies	16,029	32,936	68,500	45,673	68,500
Winter Supplies-Snow & Ice Impl	50	722	10,000	4,167	10,000
Equip/Furn < \$5,000-Fac/Eq Maint	11,124	2,357			
Other Materials- Gen & Adm	46,351	58,035	8,000	7,195	8,000
Unreconciled P-Card Expense	4,346	549		1,314	
Safety Supplies - Transportation	18,505	15,750	5,000	4,257	5,000
Telephone	121,405	142,406	174,300	142,917	175,500
NU-Dues & Subscriptions	1,100				
NU-Local Travel & Meetings	1,733		2,000	1,233	2,000
UN-Local Travel & Meetings	843	262			
NU-Education & Training - Gen & Adm	19,423	9,270	20,200	23,069	70,200
NU-Out-Of-Town Travel	28,581	65,196	13,000	8,179	13,000
Employee Recognition	5,470	35,481	176,000	74,490	282,100
Total	\$541,351	\$907,146	\$660,100	\$574,589	\$817,400

BUS TRANSPORTATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	145,259,285	150,430,573	166,879,102	158,220,079	169,145,270		
Materials & Services	3,732,795	2,927,309	4,119,000	3,975,794	4,259,000		
Total	\$148,992,080	\$153,357,882	\$170,998,102	\$162,195,873	\$173,404,270		

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Bus Transportation Department is responsible for the following major functions: fixed-route bus operations including bus rapid transit, field operations, detour and special event planning and support, operator safety and support, employee recognition, labor management, and state of good repair planning and support.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.9. Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.	June 30, 2025
Pillar A. Ridership Pillar Focus: A3. Experience	A3.24. Hire and retain operators to preserve and expand service.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025

Bus Transportation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	100,849,096	106,308,145	114,612,435	111,228,424	115,967,776
Fringe	44,411,032	44,131,337	52,266,667	46,991,746	53,177,494
Capitalized Labor-Fringe	-843	-8,909		-91	
Total	\$145,259,285	\$150,430,573	\$166,879,102	\$158,220,079	\$169,145,270

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Recruitment Expense	3,599	313,092			
Quality Assurance / ADA			1,500	625	1,500
Temporary Help-Transp Adm				1,642	
Copier & Printer Usage and Maintenance				1,575	
Vehicle Control Sys Maint	513,879	107,588	562,000	339,908	562,000
Laundry	1,973	2,050	2,000	2,560	2,000
Backup Cab Service		1,346			
Other Services-Transp Adm	284,604	193,642	29,300	18,238	29,300
Uniforms- Rev Veh Op	810,332	345,065	310,400	238,936	310,400
Office Supplies	37,671	29,140		21,640	
Winter Supplies-Snow & Ice Impl	373	2,097	6,000	11,793	6,000
Other Materials- Gen & Adm		61,906		1,371	
Other Materials- Transp Adm	117,945	152,589	90,800	255,978	90,800
Unreconciled P-Card Expense	240	6,399		3,354	
Computer Equip under \$5,000	46				
Safety Supplies - Transportation	62,808	100,334	17,000	45,216	17,000
Telephone	22,870	24,998		14,443	
Data Communication Services	235,641	444,607	251,100	371,347	251,100
PI/PD Expense	1,492,910	978,362	2,710,000	2,476,831	2,850,000
NU-Local Travel & Meetings				118	
NU-Education & Training - Gen & Adm	195	10,173		4,950	
NU-Out-Of-Town Travel	1,943	1,998		3,560	
Driver Accommodations	75,137	78,742	80,000	90,664	80,000

Bus Transportation Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
CDL Renewals	9,346	14,067	12,900	13,138	12,900
Employee Recognition	6,301	13,779		11,702	
Employee Awards	39	265	26,000	10,833	26,000
Operator Recognition	54,663	44,810	20,000	16,116	20,000
Operator Rodeo				19,256	
Special Events Serv	280	260			
Total	\$3,732,795	\$2,927,309	\$4,119,000	\$3,975,794	\$4,259,000

OPERATIONS COMMAND CENTER DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			8,992,413	8,905,669	9,605,824		
Materials & Services			77,200	37,975	77,200		
Total			\$9,069,613	\$8,943,644	\$9,683,024		

Department Description & Responsibilities

Major Functions: The Operations Command Center (OCC) Department is responsible for the following major functions: unified agency and service communications, planned and unplanned event management, emergency operations, coordinated service response, and the safe movement of buses and trains through Rail Controllers and Bus Dispatchers.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025



Operations Command Center Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			6,742,445	6,766,324	7,189,180
Fringe			2,249,968	2,139,345	2,416,644
Total			\$8,992,413	\$8,905,669	\$9,605,824

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Services-Transp Adm			5,000	2,083	5,000
Uniforms- Rev Veh Op			10,200	4,250	10,200
Office Supplies				1,396	
OCC Equip & Supplies			15,000	6,304	15,000
Other Materials- Transp Adm			30,000	12,625	29,000
Unreconciled P-Card Expense				114	
Safety Supplies - Transportation			3,000	1,250	3,000
Data Communication Services			14,000	5,833	14,000
NU-Local Travel & Meetings				2,650	
NU-Out-Of-Town Travel				1,287	
CDL Renewals				183	
Employee Awards					1,000
Total			\$77,200	\$37,975	\$77,200

SERVICE DELIVERY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,167,816	2,732,812			7,084,020		
Materials & Services	14,473	123,785			156,100		
Total	\$2,182,289	\$2,856,597			\$7,240,120		

Department Description & Responsibilities

Major Functions: The Service Delivery Department is responsible for schedule making, workforce planning, workforce utilization and communication, schedule data systems and production, and operations planning and projects.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A.2. Implement Forward Together as developed through engagement with riders, public, and other partners.	June 30, 2025

The Service Delivery Department was dissolved into other departments in the Chief Operating Officer Division and Transit System & Asset Support Division in FY2024. This department was transferred back from the Chief Operating Officer Division to the Transportation Division in FY2025.

Service Delivery Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,513,593	1,969,242			5,267,314
Fringe	654,223	763,570			1,816,706
Total	\$2,167,816	\$2,732,812			\$7,084,020

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		53,204			137,000
Other Services-Transp Adm	5,152	16,374			7,100
Office Supplies	559	465			
Other Materials- Transp Adm	5,417	50,105			4,500
Unreconciled P-Card Expense	119				
Computer Equip under \$5,000					5,000
Microcomputer Mtc Mat'l					2,500
Safety Supplies - Transportation		108			
Telephone	3,226	3,134			
NU-Out-Of-Town Travel		395			
Total	\$14,473	\$123,785			\$156,100

ACCESSIBLE TRANSPORTATION PROGRAMS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,274,351	1,155,403	1,032,165	1,040,554	1,082,902		
Materials & Services	27,945,657	37,538,621	48,647,500	47,979,851	61,690,800		
Total	\$29,220,008	\$38,694,024	\$49,679,665	\$49,020,405	\$62,773,702		

Department Description & Responsibilities

Major Functions: The Accessible Transportation Programs Department is responsible for the following major functions: Americans with Disabilities Act (ADA) coordination and community engagement, participation in the Committee on Accessible Transportation (CAT), applicable demand-response services, LIFT application and eligibility process, fixed route travel training, and paratransit service operations and maintenance. The eligibility process is operated under contract with Transdev North America. The paratransit service is performed under operations and maintenance contracts with Transdev North America and Penske, respectively. Transdev North America is also responsible for LIFT Command Center operations (e.g., reservations, scheduling, dispatch, and customer service). Transdev now carries contracts with Uzurv, Broadway Cab and Big Star Transit for overflow transportation services.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.23. Implement and monitor on-demand service with ADA-eligible and general purpose riders.	June 30, 2025
Pillar E. Resources Pillar Focus: E2. Identifying new resources	E2.7. Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements.	June 30, 2025

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	896,052	713,124	743,345	747,124	779,574
Fringe	378,299	442,279	288,820	293,430	303,328
Total	\$1,274,351	\$1,155,403	\$1,032,165	\$1,040,554	\$1,082,902

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Contracted Dispatch 1	2,265,025	3,771,072	6,422,600	5,138,697	4,243,400
Contracted Eligibility Assessment		558,070	1,815,300	1,451,471	1,635,600
Professional & Technical-Gen & Adm	399	8,335	12,000	44,650	32,500
Temporary Help-Trans Adm	7,208	12,975	20,000	8,333	7,000
Equipment Repair & Mtc - Gen & Adm	2,540		1,500	625	1,500
ATP Central Maintenance	1,773,177	2,503,808	3,154,200	2,829,043	3,829,900
Background Check Services	8,152	11,565	30,000	36,382	40,000
Printing/Bindery Services	23,737	10,560	12,000	5,184	12,000
Ride Connection Program			1,002,100	417,542	1,002,100
Accessibility Services - State Program (5310)			5,229,300	2,178,875	5,386,200
Accessibility Services - Federal (Program)			1,272,900	530,375	1,272,900
Other Services- Gen & Adm	8,107	7,250	8,000	7,859	8,000
Other Services- Revenue Veh.Maint	12,512	297,134	52,200	86,518	175,000
Diesel Fuel- Rev Vehicle Oper	1,081,161	1,895,677	2,050,500	2,002,263	1,931,400
Oil & Lubricants	29,190	10,006		8,632	10,000
Gasoline - Rev Veh Operations				169,657	210,000
Tires - Rev Vehicle Oper	85,139	135,089			
Office Supplies	9,483	11,738		3,947	
Equip/Furn < \$5,000-Gen & Adm	8,527	45,999	15,000	58,397	22,000
Other Materials- Gen & Adm	9,070	7,886	13,000	6,288	155,900
Unreconciled P-Card Expense	210	3,156			
Postage - Gen & Admin	31,788	38,894	32,000	25,846	32,000
Safety Supplies - Transportation	6,494	1,092			
ATP Maintenance Materials	185,252	2,178	12,000	62,787	25,000

Accessible Transportation Programs Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Telephone	65,663	68,312		37,024	
Data Communication Services		14,763	40,000	42,749	40,000
Physical Damage Ins-Region 1	213,480				
ATP Direct Srvc Provider	20,340,807	25,259,482	27,449,900	30,553,337	36,526,400
ATP Backup Cabs	1,586,606	2,516,892		669,702	1,480,000
Supplemental Providers-Trans Network Comp		157,297		1,490,070	3,600,000
Eligibility Transportation	16,500				
NU-Local Travel & Meetings				800	
NU-Education & Training - Gen & Adm	75	1,290			
NU-Out-Of-Town Travel		1,750		4,359	
Out-Of-Town Travel Non Training		140			
Employee Recognition	604	221		263	
Software License Fees				900	
Special Events Serv				300	
Cat Committee	943	8,708	3,000	2,018	12,000
Office Leases	173,808	177,282		104,958	
Total	\$27,945,657	\$37,538,621	\$48,647,500	\$47,979,851	\$61,690,800

RAIL TRANSPORTATION DEPARTMENT

Summary	FY2022		FY2023		FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted		
Personnel Services	33,419,645	34,731,251	32,533,219	31,524,060	36,810,920				
Materials & Services	577,776	536,230	2,096,100	1,446,394	1,541,700				
Total	\$33,997,421	\$35,267,481	\$34,629,319	\$32,970,454	\$38,352,620				

Department Description & Responsibilities

Major Functions: The Rail Transportation Department is responsible for the following major functions: Light rail operations, field operations, compliance management (CMS), regulatory compliance, operator safety and support, employee recognition, labor management, and state of good repair planning and support. Although operating under a separate budget, the Rail Transportation Department has oversight over the Portland Streetcar Operations Staff.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.24. Hire and retain operators to preserve and expand service.	June 30, 2025
	A3.28. Implement rail operation optimization technology (ROOT): use new Type 6 MAX light rail vehicle capabilities in new intelligent transportation system (ITS) platform, which includes an "internet of things" (IOT) device and mobile router to enhance vehicle information capture, and use monitoring and analysis software to increase understanding and tracking of vehicle maintenance needs. Begin implementation steps for other current fleets with ITS capabilities, including Type 3 LRVs.	June 30, 2025



Rail Transportation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	24,035,941	24,963,378	23,295,169	22,894,506	25,846,118
Fringe	9,383,704	9,767,873	9,238,050	8,629,554	10,964,802
Total	\$33,419,645	\$34,731,251	\$32,533,219	\$31,524,060	\$36,810,920

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		110			
Temporary Help-Transp Adm				749	
Other Services- Gen & Adm	9,792	6,186	10,000	6,469	10,000
Other Services-Transp Adm	809	25			
Uniforms- Rev Veh Op	167,735	62,954	52,400	36,612	58,000
Office Supplies	10,253	18,612		14,373	
Cleaning Suppl- Rev Equip Maint	732	306			
OCC Equip & Supplies	56,394	32,946		1,345	
Other Materials- Gen & Adm	33,323	33,994	45,000	28,251	40,000
Other Materials- Transp Adm	18,666	36,484		88,629	
Unreconciled P-Card Expense	7,355	266			
Computer Equip under \$5,000			2,500	1,042	2,500
Safety Supplies - Transportation	2,802	2,210	3,000	1,624	28,000
Telephone	58,296	54,513		31,079	
Data Communication Services	26,908	7,807		2,136	
PI/PD Expense	181,167	266,684	1,980,000	1,223,504	1,400,000
NU-Local Travel & Meetings				400	
NU-Education & Training - Gen & Adm				360	
NU-Out-Of-Town Travel		3,736		4,501	
CDL Renewals	2,937	2,768	3,200	2,473	3,200
Employee Recognition	607	6,629		2,847	
Total	\$577,776	\$536,230	\$2,096,100	\$1,446,394	\$1,541,700

COMMUTER RAIL DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,191,509	2,697,869	2,358,311	2,619,468	2,658,643		
Materials & Services	4,818,283	5,236,325	5,910,100	4,948,064	5,844,100		
Total	\$7,009,792	\$7,934,194	\$8,268,411	\$7,567,532	\$8,502,743		

Department Description & Responsibilities

Major Functions: The Commuter Rail Department is responsible for operations and maintenance of the Westside Express Service (WES) commuter rail system as regulated by the Federal Railroad Administration. The commuter rail service is operated and maintained under a shared-use agreement (SUA) with Host Railroad Portland and Western Railroad (PNWR). PNWR is the owner/operator of common carrier freight railroad rights along the WES corridor. PNWR is responsible for the workforce and training for the following groups: operating crews, train dispatchers and maintenance of way (track, signals, and highway-rail grade crossing) employees. TriMet is the Tenant Railroad and owns the revenue vehicles and the Operations and Maintenance Facility (OMF). TriMet is responsible for the workforce and training of the following groups: revenue vehicle mechanics and service workers who clean the OMF, passenger trains and stations. TriMet is responsible for management and oversight of the SUA.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.24. Hire and retain operators to preserve and expand service	June 30, 2025

Commuter Rail Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,609,946	1,909,966	1,731,124	1,958,224	1,851,523
Fringe	581,563	798,978	627,187	663,688	807,120
Capitalized Labor-Fringe		-11,075		-2,444	
Total	\$2,191,509	\$2,697,869	\$2,358,311	\$2,619,468	\$2,658,643

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Trans Adm		3,975			
Landscape Maint Services	17,199	11,999	7,100	9,139	7,100
Contracted Fac Mtc	51,297	21,337	10,000	18,155	10,000
Facilities Maint. Agreements - WES	27,823	10,310	45,300	47,768	45,300
Calibration & Tool Repair	5,142	10,306	4,900	11,411	4,900
Contr Maint - Type I LRV-Rev Eq Maint	335,538	246,255	64,100	104,185	64,100
Maintenance of Way - Commuter Rail	1,317,931	1,564,068	1,594,700	1,035,643	1,435,300
Laundry	6,279	6,929	6,600	7,337	6,600
Other Services- Revenue Veh.Maint	2,558	120	4,800	17,586	4,800
Uniforms- Rev Veh Op	5,562	916	1,700	978	1,700
Diesel Fuel- Rev Vehicle Oper	297,200	380,943	445,500	371,046	421,200
Office Supplies	7,153	2,270		5,520	
Maint Mat'l - Snow & Ice	698	12,500		13,747	
Maint Mat'l - Rev Eq	292,505	338,307	259,600	564,651	259,600
Freight	7,195	14,756	30,300	47,756	30,300
Maint Material - Other	12,127	5,523	14,000	7,640	14,000
Mtc Material Shop	89				
Shop Equip < \$5000 - Fac Eq Maint	6,828	3,736	12,600	32,851	12,600
Cleaning Suppl- Rev Equip Maint	18,114	24,474	11,600	17,799	11,600
Small Hand Tools-Fac/Eq Maint	749	3,405	5,100	3,678	5,100
Inventory Adjustments				25,102	
Other Materials- Rev Eq Maint	58,522	66,020	13,100	23,593	13,100
Unreconciled P-Card Expense	2,021	309		1,102	

Commuter Rail Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Landscape Maint Material	996		2,000	833	2,000
Safety Supplies-Rev Eq Maint	428	600		372	
Safety Supplies- Gen & Adm	8,039	5,449	7,100	13,065	7,100
Obsolete Inventory	12,172				
Invoice Price Variance	387	-210		7,845	
Utilities - Electricity	41,163	44,744	43,600	43,620	53,900
Utilities - Gas	8,229	11,092	9,600	7,866	11,900
Utilities - Water	13,560	15,862	14,000	14,795	15,300
Telephone	93,228	96,698		46,991	
Data Communication Services	60,851	62,316	78,800	99,263	78,800
Utilities - Other	3,999	4,641	4,100	3,744	5,100
Network Access Services			33,800	14,083	33,800
OR Corporate Activity Tax (CAT)		5		1	
Train Operations	1,754,097	1,865,783	2,826,200	1,985,069	2,911,000
On-Time Performance Incentive - Commuter Rail	348,492	400,203	359,900	337,623	377,900
NU-Local Travel & Meetings		215		326	
NU-Education & Training - Gen & Adm	80	80		1,841	
NU-Out-Of-Town Travel				4,040	
Employee Recognition	32	389			
Total	\$4,818,283	\$5,236,325	\$5,910,100	\$4,948,064	\$5,844,100

PORTLAND STREETCAR DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,463,452	8,834,855	9,096,599	9,170,022	9,658,928		
Materials & Services	8,885,223	10,232,820	10,846,000	10,845,368	8,387,300		
Total	\$17,348,675	\$19,067,675	\$19,942,599	\$20,015,390	\$18,046,228		

Department Description & Responsibilities

Major Functions: The Portland Streetcar Department is a City of Portland and TriMet partnership activity. The streetcar service is operated under an Intergovernmental Agreement (Streetcar Operating Agreement) with the City of Portland. TriMet is responsible for providing operations and maintenance personnel. TriMet personnel acting in these capacities are under the operational supervision of Portland Streetcar Supervisors and Managers with direct Managerial oversight by TriMet’s Manager, Streetcar Operations. These personnel remain TriMet employees, and are paid and receive benefits from TriMet. The Manager, Streetcar Operations is the primary liaison with City management and supervision who oversee the Intergovernmental Agreement.

Link to Business Plan	Goals & Objectives	Timeline
Pillar B. Community Pillar Focus: B2. Presence	B2.6. Work with partners and service providers to address needs of vulnerable populations and those in need of services.	June 30, 2025

Portland Streetcar Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	5,921,339	6,253,017	6,432,139	6,543,626	6,785,687
Fringe	2,542,113	2,581,838	2,664,460	2,626,396	2,873,241
Total	\$8,463,452	\$8,834,855	\$9,096,599	\$9,170,022	\$9,658,928

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Portland Streetcar	8,874,335	10,232,820	10,846,000	10,845,368	8,387,300
Safety Supplies - Transportation	10,888				
Total	\$8,885,223	\$10,232,820	\$10,846,000	\$10,845,368	\$8,387,300

Transportation Personnel Profile

Transportation Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Transportation	1.00	NU	FT		224,596	24	185,778	278,668
Assistant, Executive Administrative	1.00	NU	FT		90,626	11	63,146	94,720
Total	2.00				315,222			

Bus Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus Operations	1.00	NU	FT		161,211	19	124,590	186,886
Manager, Bus Operations	3.00	NU	FT		418,248	17	105,613	158,418
Manager, Field Operations (Bus)	1.00	NU	FT		117,198	16	97,122	145,683
Assistant Manager, Bus Operations	17.00	NU	FT		1,941,038	15	89,263	133,894
Assistant Manager, Bus & Rail Field Operations	5.00	NU	FT		621,916	15	89,263	133,894
Assistant, Senior Administrative	4.00	NU	FT		288,434	9	52,876	79,312
Mini Run Operator	238.50	U	PT		13,463,898	881	35,360	68,453
Operator	1065.00	U	FT		76,323,388	880	37,669	68,453
Road Supervisor	44.00	U	FT		4,176,058	834	64,771	86,362
Lead Supervisor	7.00	U	FT		697,570	489	67,995	90,667
Total	1385.50				98,208,958			

Operations Command Center Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operations Command Center	1.00	NU	FT		155,737	20	135,157	202,735
Manager, Operations Command Center	1.00	NU	FT		139,223	17	105,613	158,418
Assistant Manager, Operations Command Center	8.00	NU	FT		900,109	15	89,263	133,894
Assistant Manager, OCC (Service Quality)	1.00	NU	FT		124,505	15	89,263	133,894
Dispatcher	23.00	U	FT		2,257,927	836	64,771	86,362
Rail Controller	29.00	U	FT		2,862,498	538	86,362	86,362
Total	63.00				6,439,998			

Transportation Personnel Profile

Service Delivery Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus & Rail Service Delivery	1.00	NU	FT		165,312	18	114,749	172,125
Manager, Workforce Utilization	1.00	NU	FT		118,390	16	97,122	145,683
Manager, Bus & Rail Scheduling	1.00	NU	FT		137,137	16	97,122	145,683
Manager, Bus & Rail Ops (Ops Plan and Projects)	2.00	NU	FT		264,890	16	97,122	145,683
Planner, Senior, Scheduling	1.00	NU	FT		111,835	14	81,948	122,923
Specialist, Schedule Systems	1.00	U	FT		103,639	877	99,653	99,653
Schedule Writer II	5.00	U	FT		493,534	874	64,771	86,362
Schedule Data Technician	2.00	U	FT		197,414	867	64,771	86,362
Station Agent	27.00	U	FT		2,657,147	835	64,771	86,362
Chief Station Agent	5.00	U	FT		518,195	830	67,995	90,667
Coordinator, Road Service	2.00	U	FT		207,278	821	77,730	103,646
Coordinator, Rail Service	2.00	U	FT		207,278	820	77,730	103,646
Total	50.00				5,182,048			

Accessible Transportation Programs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Accessible Transportation Programs	1.00	NU	FT		158,791	18	114,749	172,125
Manager, Lift Service Delivery	1.00	NU	FT		104,887	16	97,122	145,683
Coordinator, Sr, Community Engagement Programs	1.00	NU	FT		95,354	13	75,186	112,779
Analyst, Senior, Lift Service Delivery	1.00	NU	FT		81,384	13	75,186	112,779
Analyst, Operations	1.00	NU	FT		80,449	13	75,186	112,779
Administrator, Lift Service Quality	1.00	NU	FT		89,095	11	63,146	94,720
Analyst, Business (Lift)	1.00	NU	FT		92,508	11	63,146	94,720
Assistant, Senior Administrative	1.00	NU	FT		77,106	9	52,876	79,312
Total	8.00				779,574			

Transportation Personnel Profile

Rail Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Operations	1.00	NU	FT		163,190	19	124,590	186,886
Manager, Rail Operations	2.00	NU	FT		303,906	17	105,613	158,418
Manager, Field Operations (Rail)	1.00	NU	FT		130,614	16	97,122	145,683
Assistant Manager, Rail Operations	5.00	NU	FT		564,155	15	89,263	133,894
Administrator, Senior, Transportation Operations Safety	1.00	NU	FT		102,436	14	81,948	122,923
Assistant, Senior Administrative	2.00	NU	FT		156,354	9	52,876	79,312
Supervisor, Rail	39.00	U	FT		3,849,566	536	86,362	86,362
Rail Operator	212.00	U	FT		16,489,113	580	53,102	70,886
Total	263.00				21,759,334			

Commuter Rail Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Commuter Rail Operations	1.00	NU	FT		168,544	18	114,749	172,125
Manager, Commuter Rail Operations	1.00	NU	FT		141,618	16	97,122	145,683
Assistant Manager, Technical Support & Training (WES)	1.00	NU	FT		131,128	15	89,263	133,894
Service Worker	2.00	U	FT		116,683	945	39,562	57,283
Commuter Rail Vehicle Maint. Technician	8.00	U	FT		688,763	888	73,278	73,278
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	U	FT		297,029	872	84,261	84,261
Helper	2.00	U	FT		156,486	533	68,453	68,453
Total	18.00				1,700,251			

Portland Streetcar Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Manager, Streetcar Operations	1.00	NU	FT		112,448	16	97,122	145,683
Streetcar Signals Maintainer	1.00	U	FT		87,718	541	76,731	76,731
Streetcar Track Maintainer	1.00	U	FT		87,718	540	76,731	76,731
Streetcar Controller	5.00	U	FT		493,534	539	88,296	88,296
Streetcar Operator	56.00	U	FT		4,526,055	488	53,102	70,886
Streetcar Journeyworker Mechanic	11.00	U	FT		947,049	451	73,278	73,278
Total	75.00				6,254,521			



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Safety & Security Division

DEPARTMENTS

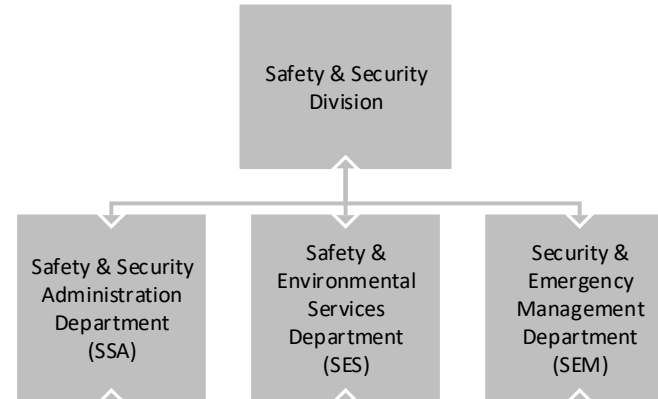
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (SSA) Responsible for strategic planning for the division; contract and Intergovernmental Agreement (IGA) administration as well as financial projection and reconciliation for the division.
- ▽ (SES) Provides a safe and secure system for our riders and employees.
- ▽ (SEM) Provides high visibilities patrol and security measures, CCTV systems, and facility access control.
- ▽ (SEM) Emergency Management program provides agency preparedness planning, response and recovery efforts and ensures the agency is resilient to internal and external stressors.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

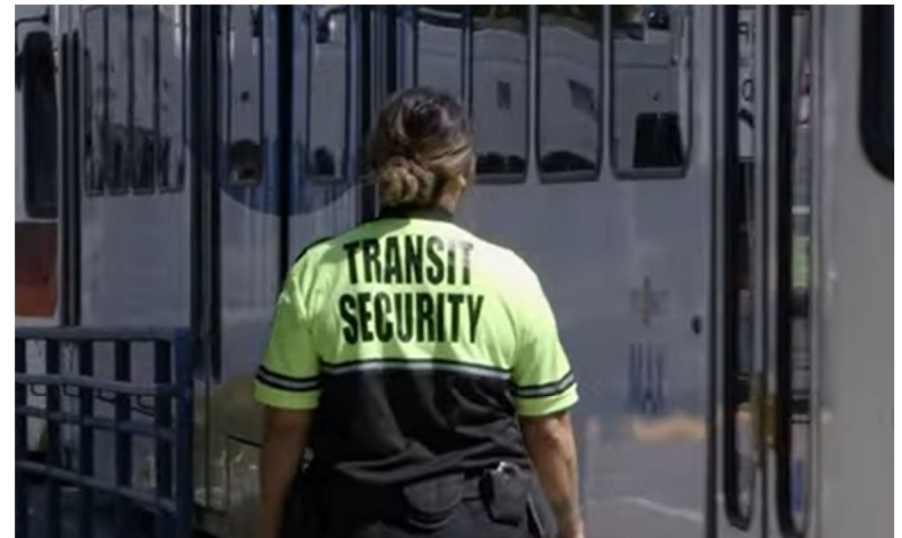
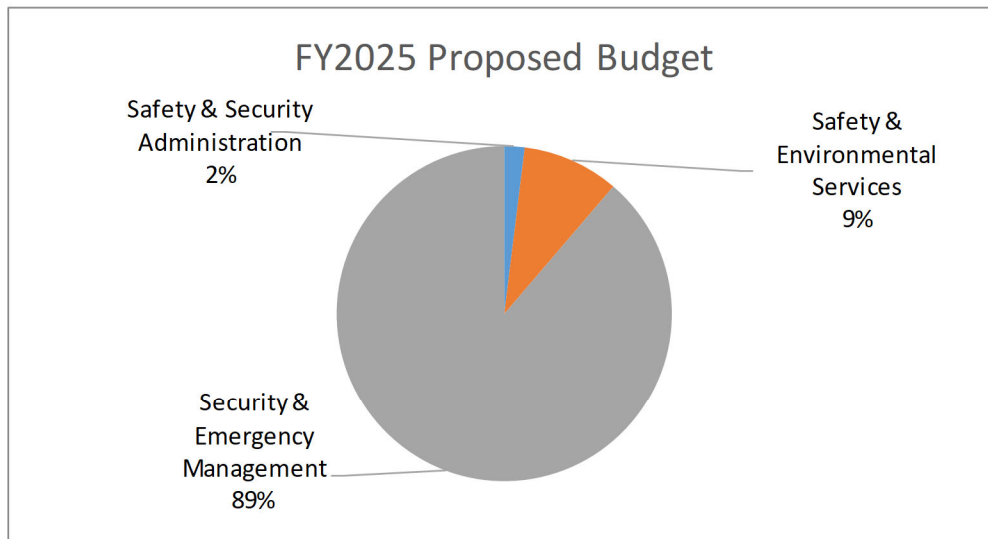
- » The United States has 5,800 miles of urban mass transit track.
- » The largest bus in the world holds 300 people.
- » Injuries in workplaces reduce by 18.5% after just 10 hours of OSHA training.
- » 80% of accidents can be prevented by posting proper signage.
- » Forklifts injure more people than snakes.
- » Safety signs warning of danger reduce accidents by up to 80%.

Performance Metrics Safety & Security Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Complete all fiscal year budget tasks on time to meet internal deadlines.		X		Safety & Security Administration	100%	100%	100%
Participate in monthly meetings on division contracts and intergovernmental agreements.	X	X		Safety & Security Administration	100%	100%	100%
Submit monthly, quarterly and annual grant reports timely.	X	X		Safety & Security Administration	100%	100%	100%
Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	X	X		Safety & Environmental Services	100%	100%	100%
Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (SSOA) within required timeframes.	X	X		Safety & Environmental Services	80%	100%	100%
Conduct 5 annual internal safety reviews (audits) by December 31st of each calendar year as described in Audit SOP.	X	X	X	Safety & Environmental Services	7 ea.	5 ea.	7 ea.
Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.		X	X	Security & Emergency Management	100%	100%	100%
Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.		X	X	Security & Emergency Management	75%	100%	100%
Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.		X	X	Security & Emergency Management	75%	100%	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,481,055	8,719,145	12,770,334	12,317,962	14,123,702		
Materials & Services	15,170,377	24,718,328	53,245,300	40,265,797	65,774,600		
Total	\$20,651,432	\$33,437,473	\$66,015,634	\$52,583,759	\$79,898,302		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Administration	770,210	883,998	1,646,004	1,222,014	1,563,450		
Safety & Environmental Services	2,837,286	4,652,630	5,769,921	4,968,436	7,448,179		
Security & Emergency Management	17,043,936	27,900,845	58,599,709	46,393,309	70,886,673		
Total	\$20,651,432	\$33,437,473	\$66,015,634	\$52,583,759	\$79,898,302		

Total Division FTE	48.00	64.00	89.00	89.00	95.00		
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SAFETY & SECURITY ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	744,774	657,814	1,358,204	906,890	1,225,650		
Materials & Services	25,436	226,184	287,800	315,124	337,800		
Total	\$770,210	\$883,998	\$1,646,004	\$1,222,014	\$1,563,450		

Department Description & Responsibilities

Major Functions: The Safety & Security Administration Department is responsible for strategic planning for the division; contract and Intergovernmental Agreement (IGA) administration; and financial projection and reconciliation for the division, including Department of Homeland Security grant application & reporting.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.9. Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.	June 30, 2025
Pillar C. People	C4.17. Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers.	June 30, 2025



Safety & Security Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	391,813	462,614	987,994	524,851	920,236
Fringe	354,916	280,975	370,210	382,039	305,414
Capitalized Labor-Fringe	-1,955	-85,775			
Total	\$744,774	\$657,814	\$1,358,204	\$906,890	\$1,225,650

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Services- Gen & Adm		205		495	
Office Supplies	1,615	14,062	12,000	7,812	12,000
Other Materials- Gen & Adm	1,011	25,687	5,000	9,785	5,000
Unreconciled P-Card Expense		272			
Computer Equip under \$5,000	2,960	2,836	1,000	1,168	4,000
Safety Supplies- Gen & Adm				2,289	
Telephone	5,289	29,215	35,000	31,662	30,000
NU-Dues & Subscriptions		1,842	6,000	4,034	3,000
NU-Local Travel & Meetings	106	17,178	7,000	13,982	7,000
NU-Education & Training - Gen & Adm	1,539	74,495	191,800	199,130	141,800
NU-Out-Of-Town Travel	12,916	60,392	30,000	44,767	135,000
Total	\$25,436	\$226,184	\$287,800	\$315,124	\$337,800

SAFETY & ENVIRONMENTAL SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,260,821	1,978,912	2,503,421	2,436,734	2,728,679		
Materials & Services	1,576,465	2,673,718	3,266,500	2,531,702	4,719,500		
Total	\$2,837,286	\$4,652,630	\$5,769,921	\$4,968,436	\$7,448,179		

Department Description & Responsibilities

Major Functions: The Safety & Environmental Services Department is responsible for providing a safe and secure system for our riders and employees. In addition, the Department leads the organization in creating a culture of safety and service excellence, in which safety is the fundamental value, which guides all agency decisions.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People	C4.16. Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees.	June 30, 2025

Safety & Environmental Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,013,758	1,519,042	1,934,445	1,874,678	2,010,123
Fringe	490,339	694,498	686,894	683,954	718,556
Capitalized Labor-Fringe	-243,276	-234,628	-117,918	-121,898	
Total	\$1,260,821	\$1,978,912	\$2,503,421	\$2,436,734	\$2,728,679

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	313,275	715,692	371,500	179,461	371,500
Drug & Alcohol Testing	141,348	258,199	300,000	222,048	300,000
Safety Occupational Regulatory			1,562,000	1,151,287	3,015,000
Environmental Consulting	147,904	152,848	110,000	98,366	110,000
Temporary Help-Trans Adm	1,360				
Contracted Maint - Environmental	729,339	1,013,267	783,000	556,199	783,000
Other Services- Gen & Adm	38,812	2,807	5,000	55,644	5,000
Waste Disposal Services	142,146	421,433	100,000	234,857	100,000
Office Supplies	2,061	231		10	
Other Materials- Gen & Adm	5,125	91,242	20,000	23,899	20,000
Computer Equip under \$5,000	5,599	8,404	15,000	6,376	15,000
Safety Supplies- Gen & Adm		150			
Telephone	5,733	5,525		3,555	
NU-Dues & Subscriptions	1,679	1,398			
NU-Local Travel & Meetings	2,347				
NU-Education & Training - Gen & Adm	38,587	1,866			
NU-Out-Of-Town Travel	1,150	656			
Total	\$1,576,465	\$2,673,718	\$3,266,500	\$2,531,702	\$4,719,500

SECURITY & EMERGENCY MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,475,460	6,082,419	8,908,709	8,974,338	10,169,373		
Materials & Services	13,568,476	21,818,426	49,691,000	37,418,971	60,717,300		
Total	\$17,043,936	\$27,900,845	\$58,599,709	\$46,393,309	\$70,886,673		

Department Description & Responsibilities

Major Functions: The Security & Emergency Management Department is responsible for providing a safe and secure system for our riders and employees through high visibility patrol and security measures, CCTV systems, facility access control and communications teams. The Emergency Management program is primarily responsible for agency preparedness planning, response and recovery efforts, and ensuring the agency is resilient to internal and external stressors.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.10. 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.	June 30, 2025
	A1.11. 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.	June 30, 2025
Pillar B. Community Pillar Focus: B2. Presence	B2.6. Work with partners and service providers to address needs of vulnerable populations and those in need of services.	June 30, 2025
Pillar C. People	C4.17. Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers.	June 30, 2025

Security & Emergency Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,827,246	4,605,121	6,426,729	6,648,435	7,360,545
Fringe	1,165,401	1,861,916	2,481,980	2,328,340	2,808,828
Capitalized Labor-Fringe	-517,187	-384,618		-2,437	
Total	\$3,475,460	\$6,082,419	\$8,908,709	\$8,974,338	\$10,169,373

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	166,803	108,825	15,000	29,653	22,500
Temporary Help-Trans Adm	1,360	12,524	15,000	15,099	15,000
Transit Police Services	5,369,411	4,178,860	15,406,300	9,284,988	12,926,300
Deputy DA Contract	259,135	137,642	326,000	286,735	969,800
Security Services	5,872,932	12,295,993	32,262,000	25,714,007	44,525,100
Building Security Maintenance	240,824	398,781	200,000	289,138	200,000
Exclusion & Tow Hearings	541	9	7,500	3,127	
Transit Police Services - Canine Unit	796,754	1,108,132	1,038,300	688,670	1,699,100
Security Services - Gang Outreach	122,568	165,992	138,500	124,358	138,500
Other Services- Gen & Adm	354,014	426,408	186,400	577,080	125,000
Uniforms- Rev Veh Op	13,404	22,828	15,000	26,828	15,000
Office Supplies	13,443	1,487			
Other Materials- Gen & Adm	190,389	2,472,057	61,000	302,433	61,000
Unreconciled P-Card Expense		130		1,405	
Computer Equip under \$5,000	72,127	426,072	20,000	27,439	20,000
Community Outreach	8,199				
Telephone	77,998	58,818		48,011	
NU-Dues & Subscriptions	21				
NU-Local Travel & Meetings	5,706	648			
NU-Education & Training - Gen & Adm	2,847	3,220			
Total	\$13,568,476	\$21,818,426	\$49,691,000	\$37,418,971	\$60,717,300

Safety & Security Personnel Profile

Safety & Security Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Safety & Security	1.00	NU	FT		236,795	24	185,778	278,668
Administrator, Senior, Safety & Security Programs	1.00	NU	FT		103,931	14	81,948	122,923
Assistant, Executive Administrative	1.00	NU	FT		87,589	11	63,146	94,720
Assistant, Senior Administrative	1.00	NU	FT		70,346	9	52,876	79,312
Assistant, Administrative	1.00	NU	FT		56,118	7	44,136	66,204
Total	5.00				554,778			

Safety & Environmental Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Safety Mgmt Systems & Environmental Svs	1.00	NU	FT		187,500	21	146,525	219,789
Manager, Project Management	1.00	NU	FT		144,219	17	105,613	158,418
Manager, Construction Safety Systems	1.00	NU	FT		125,286	17	105,613	158,418
Manager, Environmental Services	1.00	NU	FT		132,001	16	97,122	145,683
Manager, Safety Systems	1.00	NU	FT		123,173	16	97,122	145,683
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT		138,793	16	97,122	145,683
Coordinator, Senior, Safety Systems	4.00	NU	FT		426,811	14	81,948	122,923
Coordinator, Safety Systems	4.00	NU	FT		400,703	13	75,186	112,779
Administrator, Drug & Alcohol Testing Program	1.00	NU	FT		94,941	13	75,186	112,779
Analyst, Safety & Security Data Management	1.00	NU	FT		70,310	12	68,933	103,397
Coordinator, Environmental	1.00	NU	FT		99,118	12	68,933	103,397
Specialist, Drug & Alcohol Program	1.00	NU	FT		67,267	9	52,876	79,312
Total	18.00				2,010,123			

Safety & Security Personnel Profile

Security & Emergency Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Security & Emergency Management	1.00	NU	FT		189,331	20	135,157	202,735
Manager, Project Management	1.00	NU	FT		150,807	17	105,613	158,418
Manager, Security and Emergency Management	1.00	NU	FT		126,507	16	97,122	145,683
Manager, Security Operations & Investigations	1.00	NU	FT		103,872	16	97,122	145,683
Manager, Safety Response	1.00	NU	FT		138,742	16	97,122	145,683
Manager, Public Safety Operations	2.00	NU	FT		262,106	16	97,122	145,683
Assistant Manager, Public Safety Operations	3.00	NU	FT		297,573	14	81,948	122,923
Coordinator, Senior, Public Safety Training & Development	1.00	NU	FT		102,257	14	81,948	122,923
Coordinator, Senior, Security & Emergency Management	1.00	NU	FT		102,436	14	81,948	122,923
Assistant Manager, Safety Response	2.00	NU	FT		207,349	13	75,186	112,779
Coordinator, Senior, Vulnerable Populations	1.00	NU	FT		88,719	13	75,186	112,779
Analyst, Investigations	2.00	NU	FT		177,691	13	75,186	112,779
Coordinator, Security Access Control	1.00	NU	FT		95,138	12	68,933	103,397
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT		71,126	437	62,213	82,950
Security Dispatcher	6.00	U	FT		518,259	343	94,931	94,931
Supervisor, Customer Safety	42.00	U	FT		4,145,686	342	64,771	86,362
Lead Customer Safety Supervisor	5.00	U	FT		518,195	341	67,995	90,667
Total	72.00				7,295,793			



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Maintenance Division

DEPARTMENTS

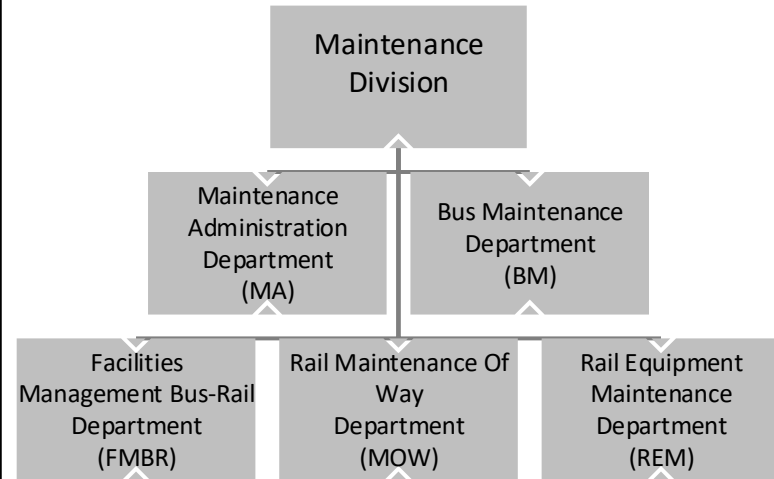
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- Facilities Management Bus-Rail (FMBR)148
- Rail Maintenance Of Way (MOW)152
- Rail Equipment Maintenance (REM)155

MAJOR PRIORITIES OF THE DIVISION

- ▽ (MA) Manages and maintains all aspects of the District's assets.
- ▽ (BM) Provides safe, clean and reliable vehicles for use by its riders, operators and maintenance staff.
- ▽ (FMBR) Manages and maintains facility assets, insuring bus stops, rail platforms, transit centers, and park and rides are safe, clean and inviting to passengers, planning, acquiring/allocating resources, providing a safe, healthy and productive work environment.
- ▽ (MOW) Maintenance of all "railroad" elements of TriMet's light rail system.
- ▽ (REM) Maintenance of TriMet's light rail vehicles.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

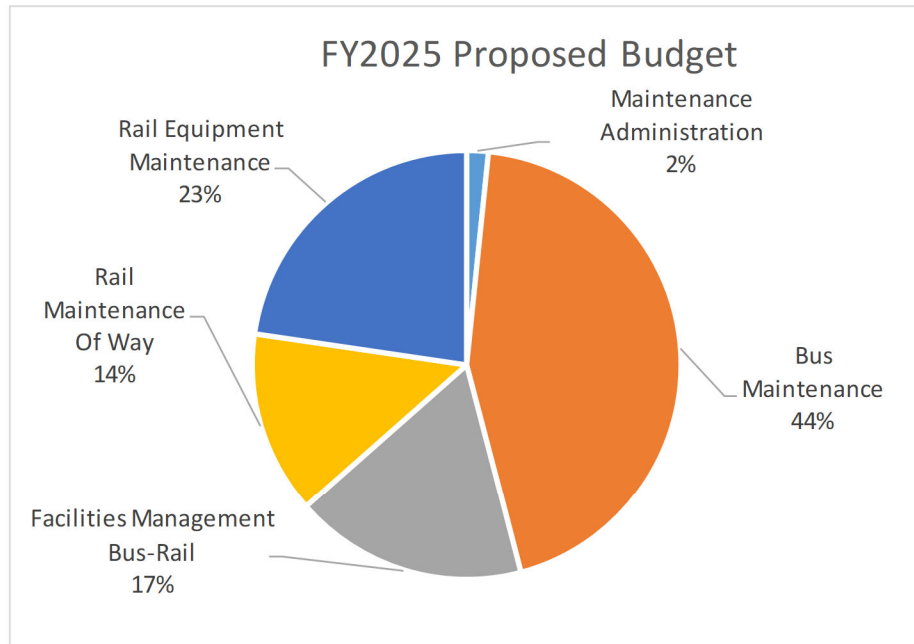
- » Bus Maintenance maintains a fleet of 685 buses, this includes 40-foot diesel buses, 30-foot buses, and 40-foot BEBs with more on the horizon. The average bus is 8 years old. The oldest bus is 15 years old.
- » Rail Equipment Maintenance maintains a fleet of 145 light rail vehicles, this includes 26 Type 1 LRVs which first entered service in 1986. The average LRV is 22.5 years old. The oldest LRV is over 38 years old and has traveled more than 2 million miles in revenue service. The agency will be receiving 30 new Type 6 LRVs. 26 to replace the oldest fleet and 4 for the Red Line expansion. Once all of the new vehicles are received, the fleet will grow to 149 total LRVs.
- » TriMet has 358 NRVs parked in 16 different locations. Combined they travel approximately 2.2 million miles per year.

Performance Metrics Maintenance Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Procure new fully battery electric buses with make ready charging infrastructure for deployment from Powell Garage.		X		Bus Maintenance	4	0	24
Fixed-route bus mean distance between failures (MDBF) Target 10,000	X	X		Bus Maintenance	9,879	7,772	10,000
Bus preventive maintenance (PMs) complete on-time	X	X		Bus Maintenance	99%	97%	80%
Bus Maintenance Attendance	X	X		Bus Maintenance	92%	91%	95%
Track PMs completed on-time	X	X		Rail Maintenance Of Way	96%	97%	80%
Overhead Electrical PMs completed on-time	X	X		Rail Maintenance Of Way	100%	100%	80%
Signals, Power/Substations, and Overhead Contact Systems PMs completed on-time	X	X		Rail Maintenance Of Way	99%	99%	80%
Power/Substations PMs completed on-time	X	X		Rail Maintenance Of Way	100%	97%	80%
Rail Maintenance of Way Attendance	X	X		Rail Maintenance Of Way	93%	95%	95%
MAX light rail vehicle Preventive maintenance (PMs) completed on-time	X	X		Rail Equipment Maintenance	98.45%	95%	80%
MAX light rail mean distance between in-service failures (MDBF) Target 10,000	X	X		Rail Equipment Maintenance	10,658	11,000	10,000
Rail Equipment Maintenance Attendance	X	X		Rail Equipment Maintenance	94.5%	92%	92%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	84,383,982	88,280,938	109,666,865	100,700,870	114,656,581		
Materials & Services	63,729,569	72,799,934	64,188,500	67,115,327	63,130,900		
Total	\$148,113,551	\$161,080,872	\$173,855,365	\$167,816,197	\$177,787,481		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Maintenance Administration	935,477	1,199,984	2,264,367	928,639	2,899,387		
Bus Maintenance	64,485,170	67,666,724	82,572,199	74,720,190	78,743,271		
Facilities Management Bus-Rail	26,997,081	29,967,316	26,873,637	27,785,301	31,213,907		
Rail Maintenance Of Way	16,516,791	21,496,197	22,906,992	22,320,122	24,612,227		
Rail Equipment Maintenance	39,179,032	40,750,651	39,238,170	42,061,945	40,318,689		
Total	\$148,113,551	\$161,080,872	\$173,855,365	\$167,816,197	\$177,787,481		

Total Division FTE	785.00	788.00	916.00	916.00	912.00		
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MAINTENANCE ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	479,427	674,376	1,563,967	338,835	2,184,387		
Materials & Services	456,050	525,608	700,400	589,804	715,000		
Total	\$935,477	\$1,199,984	\$2,264,367	\$928,639	\$2,899,387		

Department Description & Responsibilities

Major Functions: The Maintenance Administration Department is responsible to provide safe service by managing all aspects of the District's assets including; bus and light rail vehicles, all TriMet-owned properties, light rail system elements, non-revenue vehicles, and the bus electrification project to reduce TriMet's carbon footprint. The Maintenance Division enforces the District's Safety Management Systems by establishing and implementing industry standards and other current practices that demonstrate safety as a fundamental value and a priority in all aspects of TriMet's maintenance work.

Link to Business Plan	Goals & Objectives	Timeline
Pillar B. Community	B.2. Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology.	June 30, 2025
	B.3. Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate.	
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025

Maintenance Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	435,099	414,032	1,346,090	202,524	1,785,333
Fringe	179,452	322,822	217,877	136,311	399,054
Capitalized Labor-Fringe	-135,124	-62,478			
Total	\$479,427	\$674,376	\$1,563,967	\$338,835	\$2,184,387

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		17,921	5,000	57,668	5,000
Other Services- Gen & Adm	2,439	10,739	1,000	67,488	1,000
Other Services- Revenue Veh.Maint	28,762	114,329	55,000	-12,295	55,000
Office Supplies	6,883	8,362	147,500	63,367	147,500
Equip/Furn < \$5,000-Rev Eq Maint		406	7,500	3,125	7,500
Equip/Furn < \$5,000-Gen & Adm		12,658			
Other Materials- Gen & Adm				491	
Unreconciled P-Card Expense		3,248		1,065	
Computer Equip under \$5,000	249	10,372	4,000	1,867	4,000
Telephone	406,337	311,288	271,600	271,265	286,200
NU-Dues & Subscriptions	1,226		4,000	20,676	4,000
NU-Local Travel & Meetings		3,731	9,800	4,144	9,800
UN-Local Travel & Meetings		1,136			
NU-Education & Training - Gen & Adm	4,579	7,637	52,000	43,130	52,000
NU-Out-Of-Town Travel	3,775	5,809	80,000	34,035	80,000
UN-Education & Training - Gen & Adm			8,000	8,848	8,000
UN-Out-Of-Town Travel			15,000	6,250	15,000
Employee Recognition	1,800	17,972	40,000	18,680	40,000
Total	\$456,050	\$525,608	\$700,400	\$589,804	\$715,000

BUS MAINTENANCE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	34,311,653	32,982,678	46,559,499	39,864,312	45,778,271		
Materials & Services	30,173,517	34,684,046	36,012,700	34,855,878	32,965,000		
Total	\$64,485,170	\$67,666,724	\$82,572,199	\$74,720,190	\$78,743,271		

Department Description & Responsibilities

Major Functions: The Bus Maintenance Department is responsible for providing safe, clean and reliable vehicles for use by its riders, operators, and maintenance staff. Bus Maintenance major functions include fleet development, sustainment with a shift from diesel to Zero Emission buses and financial budgeting/forecasting.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.17. Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings.	June 30, 2025
	A3.25. Hire and retain service workers and mechanics to preserve and expand service.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025
	C4.17. Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers.	June 30, 2025



Bus Maintenance Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	24,041,376	23,318,402	32,708,720	28,318,503	32,076,293
Fringe	10,346,926	9,772,934	13,850,779	11,545,809	13,701,978
Capitalized Labor-Fringe	-76,649	-108,658			
Total	\$34,311,653	\$32,982,678	\$46,559,499	\$39,864,312	\$45,778,271

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	10,691	7,609	46,500	22,537	46,500
Professional & Technical-Rev Eq Maint	1,725			974	
Contracted Bus Mtc - Maf	154,458	367,672	1,407,600	740,343	1,521,700
Cont Bus Maint - Other				340	
Body Repair - NRV	24,035	53,069	10,100	18,339	10,100
Laundry	116,721	116,106	133,600	122,036	133,600
Other Services- Revenue Veh.Maint	107,845	190,519	74,200	225,995	74,200
Diesel Fuel- Rev Vehicle Oper	15,526,582	17,099,120	22,733,000	19,189,642	19,745,900
Diesel Fuel- NRV Maintenance	45,408	47,298	45,500	52,798	45,500
Oil & Lubricants	525,606	740,905	535,800	565,102	535,800
Gasoline - NRV Maintenance	688,295	651,058	404,000	525,545	404,000
Tires - Rev Vehicle Oper	1,125,207	1,224,175	1,300,000	1,280,607	1,300,000
Tires Serv Vehicle-Rev Equip Maint	36,037	42,006	32,300	37,388	32,300
Office Supplies	41,538	47,251		12,385	
Repair Mat'l - Rev Eq	68,366	72,812	129,500	84,871	129,500
Maint Material - Serv Veh	260,320	260,928	252,500	262,022	252,500
Maint Mat'l - Rev Eq	9,105,453	12,125,809	7,935,500	10,294,344	7,967,500
Freight	3,358	2,082	1,100	458	1,100
Equip/Furn < \$5,000-Rev Eq Maint	20,803	13,338	17,900	14,732	17,900
Cleaning Suppl- Rev Equip Maint	401,115	427,764	256,300	280,737	256,300
Cleaning Suppl- Fac/Eq Maint	24	1,203			
Small Hand Tools-Rev Eq Maint	18,941	17,240	32,400	20,165	32,400
Inventory Adjustments	339,795	126,871	60,000	52,566	60,000

Bus Maintenance Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Materials- Rev Eq Maint	57,605	78,964	24,700	61,783	24,700
Unreconciled P-Card Expense	4,180	1,743		2,613	
Computer Equip under \$5,000		13,547		598	2,500
Safety Supplies-Rev Eq Maint	151,044	316,755	110,700	142,155	110,700
Safety Supplies- Gen & Adm	130,973	19,383		41,945	
Winter Supplies	206,155	290,366	62,100	340,581	62,100
Safety Supplies - Fac/Eq Maint	1,989				
Obsolete Inventory	901,088	124,791		164,319	
Invoice Price Variance	-3,195	-1,800		-2,318	
Average Cost Variance	-9,317	15,318		-73	
Propulsion Power	94,320	167,266	398,200	250,125	189,000
Telephone	3,890	5,801		10,154	
NU-Local Travel & Meetings		43			
UN-Local Travel & Meetings	73	38			
NU-Education & Training - Gen & Adm		1,289		29,822	
NU-Out-Of-Town Travel	3,207	1,155		1,035	
UN-Out-Of-Town Travel				584	
CDL Renewals	7,887	10,601	7,200	6,552	7,200
Employee Recognition		463		260	
Rental	1,295	3,488	2,000	1,817	2,000
Total	\$30,173,517	\$34,684,046	\$36,012,700	\$34,855,878	\$32,965,000

FACILITIES MANAGEMENT BUS-RAIL DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	13,016,671	13,953,753	14,915,137	14,756,072	18,463,407		
Materials & Services	13,980,410	16,013,563	11,958,500	13,029,229	12,750,500		
Total	\$26,997,081	\$29,967,316	\$26,873,637	\$27,785,301	\$31,213,907		

Department Description & Responsibilities

Major Functions: The Facilities Management Bus-Rail Department is responsible for managing and maintaining facility assets, planning, acquiring/allocating resources, providing a safe, healthy and productive environment to our internal and external customers. Facilities Management responsibilities include maintaining public facing rail platforms, transit centers, bus stops and surrounding areas to improve customer experience by creating a clean, safe and inviting experience.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.18. Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources.	June 30, 2025
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	June 30, 2025

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	9,626,707	10,538,844	10,744,883	10,880,345	13,044,965
Fringe	3,543,608	3,582,865	4,473,749	4,096,641	5,538,647
Capitalized Labor-Fringe	-153,644	-167,956	-303,495	-220,914	-120,205
Total	\$13,016,671	\$13,953,753	\$14,915,137	\$14,756,072	\$18,463,407

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	11,449	12,951		3,573	
Professional & Technical - Fac Eq Mtc	11,021		10,100	6,005	10,100
Mech/Structural Consult	3,023	67,220		55,041	
Temporary Help-Gen & Adm		38,491		9,734	
Landscape Maint Services	760,533	982,270	963,400	859,642	963,400
Transit Mall Services	2,000,894	2,110,805	2,177,900	2,140,842	2,177,900
Contracted Build Maint	645,625	289,143	596,900	512,917	596,900
Cont ROW Mtc Station	24,087	19,258	18,200	7,583	18,200
Contracted Fac Mtc	783,913	504,013	414,100	407,798	414,100
Cont ROW Mtc Elevator	345,226	371,874	355,500	382,294	355,500
Hillsboro Parking Garage IGA	30,000	60,000	60,000	30,881	60,000
Shelter Services	300,781	1,116,043	243,000	325,623	243,000
Office Maint Custodial	1,329,380	1,325,065	644,900	831,901	644,900
Shelter Cleaning	639,166	791,185	456,500	544,247	456,500
Shelter Cleaning - Vandlsm	33,104	66,963	35,000	27,648	35,000
Transit Center Cleaning	364,578	146,146	329,300	235,531	329,300
Office Maintance - Other				3,692	
Building Security Maintenance		33,248		7,915	
Laundry	18,971	20,309	17,000	19,169	19,200
Other Services-Facility/Eq Maint	228,514	201,485	40,800	89,405	40,800
Office Supplies	4,614	6,102		4,625	
Maint Mat'l - Snow & Ice	190,384	375,872	40,800	236,447	40,800
Maint Material - Other	314,553	603,408	251,300	487,576	251,300

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Mtc Matl Outside Plant	396,772	260,039	141,400	262,082	141,400
Mtc Material Shop	99,992	150,990	70,700	88,700	70,700
Equip/Furn < \$5,000-Rev Eq Maint	12,414				
Equip/Furn < \$5,000-Fac/Eq Maint	224,977	86,896	40,000	27,973	40,000
Shop Equip < \$5000 - Fac Eq Maint	107	16,888	5,100	3,416	5,100
Shelter Materials	285,965	353,417	249,700	122,841	199,700
Bus Stop Poles/Signage			19,600	9,007	19,600
Park & Ride Materials		960		1,248	
Cleaning Suppl- Fac/Eq Maint	199,096	258,546	123,900	200,337	123,900
Small Hand Tools-Rev Eq Maint					1,400
Small Hand Tools-Fac/Eq Maint	45,741	77,078	74,700	78,191	74,400
Other Materials- Rev Eq Maint	20,041	9,194	9,100	20,022	9,100
Other Materials- Fac/Eq Maint	2,111	4,896	7,200	6,809	7,200
Unreconciled P-Card Expense	23,024	20,343		14,153	
Computer Equip under \$5,000	6,556	16,154	18,700	10,112	10,000
Landscape Maint Material	11,318	8,027	15,500	9,190	15,500
Maint Matl Landscape	7,161	2,500	5,000	2,200	5,000
On-Street Amenities Materials	6,535		15,500	6,458	15,500
Facility Moving Expenses	7,114	20,277	47,000	23,306	47,000
Safety Supplies - Fac/Eq Maint	88,081	58,288	43,100	39,025	42,800
Safety Supplies - Vehicle Maint					1,400
Transit Center Materials		86			
Obsolete Inventory		20,298			
Bikes On Transit Material	37,200	34,000			
Utilities - Electricity	847,890	1,086,420	859,000	932,818	1,062,800
Utilities - Gas	303,009	445,244	307,100	321,819	380,000
Utilities - Water	1,177,443	1,576,459	1,281,300	1,433,181	1,403,100
Building Util Electric	1,369,998	1,495,206	1,434,100	1,455,860	1,774,500
VT Utilities - Electric - Fac/Eq Maint	14,329	16,786	16,400	14,694	20,300
Electricity - Shelters	21,146	42,056	24,300	34,472	30,100

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Telephone	8,112	7,289		5,179	
Utilities - Other	185,530	260,785	197,000	224,199	243,700
Building Util Other	165,787	194,365	177,700	198,802	219,900
Utilities Parking	34,670	35,664	36,100	32,757	44,700
Tunnel Sewer/Storm Water Runoff	1,749	1,936	2,000	1,922	2,200
NU-Dues & Subscriptions	830	208		587	
NU-Local Travel & Meetings	665	2,011			
NU-Education & Training - Gen & Adm	20,242	6,743		11,305	
Apprenticeship Training	8,101	7,912	34,300	15,369	34,300
CDL Renewals			2,000	834	2,000
Employee Recognition	234	2,399		386	
Rental	306,654	291,352	46,300	189,886	46,300
Total	\$13,980,410	\$16,013,563	\$11,958,500	\$13,029,229	\$12,750,500

RAIL MAINTENANCE OF WAY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,643,447	13,193,972	15,831,292	15,209,460	16,887,927		
Materials & Services	5,873,344	8,302,225	7,075,700	7,110,662	7,724,300		
Total	\$16,516,791	\$21,496,197	\$22,906,992	\$22,320,122	\$24,612,227		

Department Description & Responsibilities

Major Functions: The Rail Maintenance Of Way (MOW) Department is responsible for maintenance of all TriMet light rail “railroad” elements including track, traction electrification, rail signals, bridge/wall/tunnel structures, etc. Portland’s Streetcar track, electrification, and rail signals are also maintained by MOW and reimbursed through an intergovernmental agreement with the City of Portland.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure	D4.14. Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.	June 30, 2025
	D4.15. Deliver budget-approved state of good repair projects on-time and on-budget.	



Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	7,594,078	9,776,164	11,686,939	11,488,679	12,027,332
Fringe	3,057,271	3,728,391	4,526,442	4,063,926	4,860,595
Capitalized Labor-Fringe	-7,902	-310,583	-382,089	-343,145	
Total	\$10,643,447	\$13,193,972	\$15,831,292	\$15,209,460	\$16,887,927

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	23,504	80,905	100,000	220,876	100,000
Landscape Maint Services	23,530	63,200	50,000	24,576	50,000
Cont ROW Mtc Signals	16,173	1,024	50,000	20,833	30,000
Cont ROW Mtc Track	393,885	166,110	75,000	56,460	100,000
Cont ROW Mtc OCS	12,070	3,466	15,000	6,250	10,000
Cont ROW Mtc Bridge	22,101	24,146	15,000	13,456	25,000
Cont ROW Mtc Substations	11,240	1,778	15,000	6,250	10,000
Street Light Maintenance -- Hillsboro IGA	20,684		15,000	6,250	10,000
Calibration & Tool Repair	395		4,000	10,726	2,000
Laundry			2,000	833	3,700
Other Services-Facility/Eq Maint	19,648	3,151	5,000	4,845	10,000
Office Supplies	3,940	11,673		3,669	
Computer Supplies - Trans Admin	4,412	31,803	15,000	7,674	25,000
Freight	479		1,000	1,828	1,000
Small Hand Tools-Rev Eq Maint					1,100
Small Hand Tools-Fac/Eq Maint	23,669	7,820	60,300	39,651	50,000
Other Materials- Rev Eq Maint	5,089	34,289	10,000	33,686	10,000
Unreconciled P-Card Expense	4,690	13,534		7,225	
Computer Equip under \$5,000		5,569		16	
Safety Supplies - Fac/Eq Maint	20,029	178,393	75,900	72,691	113,000
Safety Supplies - Vehicle Maint					1,100
Obsolete Inventory	1,170				
Materials - Track	155,655	319,829	140,000	233,072	100,000

Rail Maintenance Of Way Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Maint Matl Signals	-656,827	920,709	100,000	423,455	100,000
Maint Materials OCS	63,660	174,800	100,000	62,683	100,000
Maint Matl Substations	134,898	129,711	100,000	78,675	100,000
Propulsion Power	5,213,169	5,578,834	5,658,200	5,498,720	6,304,100
Telephone	499	1,544		618	
NU-Dues & Subscriptions	620	1,591		2,008	
NU-Local Travel & Meetings	2,878	2,933		8	
UN-Local Travel & Meetings		766			
NU-Education & Training - Gen & Adm	1,609	34,590		12,145	
NU-Out-Of-Town Travel	22,765	28,714		3,807	
UN-Education & Training - Gen & Adm	434	9,655		4,090	
UN-Out-Of-Town Travel	5,329	23,703			
Steel Bridge Sublease	257,420	299,013	418,300	217,563	418,300
CDL Renewals			1,000	417	
Employee Recognition	3,454	6,898		5,277	
Rental	61,073	142,074	50,000	30,329	50,000
Total	\$5,873,344	\$8,302,225	\$7,075,700	\$7,110,662	\$7,724,300

RAIL EQUIPMENT MAINTENANCE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	25,932,784	27,476,159	30,796,970	30,532,191	31,342,589		
Materials & Services	13,246,248	13,274,492	8,441,200	11,529,754	8,976,100		
Total	\$39,179,032	\$40,750,651	\$39,238,170	\$42,061,945	\$40,318,689		

Department Description & Responsibilities

Major Functions: The Rail Equipment Maintenance Department is responsible for the maintenance of TriMet’s light rail vehicles (LRVs). This includes employee training and provides vehicle maintenance technicians to Portland Streetcar.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure Pillar Focus: D4. State of good repair	D4.16. Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail.	June 30, 2025



Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	18,810,548	20,342,375	21,925,153	22,662,548	22,173,246
Fringe	7,366,982	7,476,163	8,871,817	8,332,288	9,169,343
Capitalized Labor-Fringe	-244,746	-342,379		-462,645	
Total	\$25,932,784	\$27,476,159	\$30,796,970	\$30,532,191	\$31,342,589

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	198,238	388,532	150,000	153,490	150,000
Temporary Help-Trans Adm			1,000	8,087	1,000
Calibration & Tool Repair	16,429	32,880	14,600	18,894	14,600
Contr Maint - Type I LRV-Rev Eq Maint	597,450	1,689,779	1,358,800	2,568,679	1,852,800
Laundry	160,977	156,004	127,400	152,308	132,400
Other Services- Gen & Adm	22,043	12,505	5,100	18,375	5,100
Other Services- Revenue Veh.Maint	13,401	7,869	16,200	7,249	16,200
Graphics Material	37	3,337	1,000	417	1,000
Office Supplies	21,329	29,952		6,748	
Computer Supplies - Trans Admin	1,418	8,652	13,100	6,439	13,100
Repair Mat'l - Rev Eq	18,607	53,124	24,200	18,925	24,200
Rep Mat'l Rev Eq Vndism	7,780	28,329	43,900	26,162	43,900
Maint Material - Serv Veh	12,741	303		68	
Maint Mat'l - Rev Eq	10,990,570	9,867,216	6,000,000	7,633,617	6,032,000
Freight	206,654	102,866	101,000	102,701	101,000
Equip/Furn < \$5,000-Rev Eq Maint	53	1,082		12	
Equip/Furn < \$5,000-Gen & Adm	10,182	8,390		15,884	
Shop Equip < \$5000 - Fac Eq Maint	92,799	192,539	108,100	109,586	108,100
Cleaning Suppl- Rev Equip Maint	320,918	169,280	131,700	261,154	131,700
Cleaning Suppl- Fac/Eq Maint	3,322	23,844		924	
Small Hand Tools-Rev Eq Maint					3,200
Small Hand Tools-Fac/Eq Maint	51,231	104,094	61,300	45,557	61,300
Inventory Adjustments	132,475	-54,117		88,108	

Rail Equipment Maintenance Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Materials- Transp Adm	4,766	6,163		1,211	
Other Materials- Rev Eq Maint	151,230	174,584	197,000	151,583	197,000
Unreconciled P-Card Expense	3,871	4,643		1,916	
Computer Equip under \$5,000	11,082	18,374	2,500	1,042	
Safety Supplies- Gen & Adm	170,233	144,914	82,200	93,485	82,200
Safety Supplies - Vehicle Maint					3,200
Obsolete Inventory	26,031	71,544		13,047	
Invoice Price Variance	-3,253	-3,181		-6,963	
Average Cost Variance	-10,920	1,088		-183	
WIP Material Variance	-10,348	1,782		-1,681	
Telephone	18,070	8,003		4,292	
NU-Local Travel & Meetings		432		10	
NU-Education & Training - Gen & Adm		539		10,256	
NU-Out-Of-Town Travel	2,071	4,218		2,044	
UN-Education & Training - Gen & Adm	1,521	5,795		13,714	
UN-Out-Of-Town Travel		3,167			
Out-Of-Town Travel Non Training		2,500			
CDL Renewals	122		2,100	1,312	2,100
Employee Recognition	325	3,467		1,285	
Rental	2,793				
Total	\$13,246,248	\$13,274,492	\$8,441,200	\$11,529,754	\$8,976,100

Maintenance Personnel Profile

Maintenance Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Maintenance Operations	1.00	NU	FT		214,725	23	171,779	257,671
Analyst, Senior Operations & Finance Planning	1.00	NU	FT		129,559	15	89,263	133,894
Assistant, Executive Administrative	1.00	NU	FT		84,656	11	63,146	94,720
Total	3.00				428,940			

Bus Maintenance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus Maintenance	1.00	NU	FT		159,592	19	124,590	186,886
Manager, Bus Maintenance	4.00	NU	FT		537,965	17	105,613	158,418
Manager, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT		130,653	17	105,613	158,418
Assistant Manager, Bus Maintenance	17.00	NU	FT		2,020,064	15	89,263	133,894
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT		116,981	14	81,948	122,923
Assistant Manager, Fleet Readiness	3.00	NU	FT		320,515	14	81,948	122,923
Assistant, Senior Administrative	2.00	NU	FT		137,417	9	52,876	79,312
Service Worker Spotter	6.00	U	FT		412,349	946	39,562	57,283
Service Worker	111.00	U	FT		6,470,211	944	39,562	57,283
Tireman	8.00	U	FT		617,204	941	72,363	72,363
Cleaner	4.00	U	FT		168,557	938	34,278	60,216
MMIS Clerk	8.00	U	FT		598,730	937	36,338	67,246
Spotter	4.00	U	FT		319,202	936	69,805	69,805
Apprentice Mechanic	6.00	U	FT		436,802	934	48,838	68,453
Helper	4.00	U	FT		312,972	933	68,453	68,453
Maintenance Mechanic	9.00	U	FT		718,204	932	39,728	69,805
Bus Mechanic	160.00	U	FT		13,775,258	931	73,278	73,278
Assistant Supervisor	8.00	U	FT		792,077	930	84,261	84,261
Bus Body and Paint Technician	9.00	U	FT		773,217	929	77,002	77,002
Bus Electronic Technician	10.00	U	FT		860,954	928	77,002	77,002
Total	376.00				29,678,923			

Maintenance Personnel Profile

Facilities Management Bus-Rail Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Facilities Management	1.00	NU	FT		163,616	19	124,590	186,886
Manager, Facilities Management	3.00	NU	FT		415,056	17	105,613	158,418
Manager, Maintenance Project Management	1.00	NU	FT		133,410	17	105,613	158,418
Project Manager, Senior, Maintenance	1.00	NU	FT		129,342	15	89,263	133,894
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT		120,835	15	89,263	133,894
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT		129,342	15	89,263	133,894
Assistant Manager, Facilities Management	8.00	NU	FT		896,815	14	81,948	122,923
Manager, Space Planning	1.00	NU	FT		108,246	14	81,948	122,923
Analyst, Operations Maintenance	2.00	NU	FT		188,973	13	75,186	112,779
Assistant Manager, Landscape	1.00	NU	FT		108,408	13	75,186	112,779
Coordinator, Space Planning	1.00	NU	FT		85,707	12	68,933	103,397
Project Manager, Assistant, Maintenance	2.00	NU	FT		182,777	12	68,933	103,397
Project Manager, Assistant, Maintenance	1.00	NU	FT	✓	102,529	12	68,933	103,397
Technician, Engineering	1.00	NU	FT		91,957	11	63,146	94,720
Assistant, Senior Administrative	3.00	NU	FT		221,437	9	52,876	79,312
Irrigation Technician	1.00	U	FT		80,796	976	77,688	77,688
Facilities Landscaper	4.00	U	FT		309,229	974	52,354	69,805
Facilities Maintenance Worker (Bus)	15.00	U	FT		1,256,387	969	59,987	59,987
Plant Maintenance Mechanic – LME	13.00	U	FT		1,120,646	968	73,278	73,278
Signs & Shelters Field Worker	6.00	U	FT		478,803	965	69,805	69,805
Assistant Supervisor, Facilities	4.00	U	FT		396,039	964	84,261	84,261
Service Worker Pressure Washer	10.00	U	FT		670,538	947	39,562	57,283
Service Worker	27.00	U	FT		1,804,611	945	39,562	57,283
Service Aide	19.00	U	FT		978,048	943	43,493	52,998
Apprentice Plant Maint Mech	3.00	U	FT		243,165	572	48,838	68,453
Facilities Maintenance Worker (Rail)	4.00	U	FT		335,036	558	74,922	74,922
Plant Maintenance Mechanic – LME	9.00	U	FT		774,858	557	73,278	73,278
Wayside Cleaner	8.00	U	FT		638,404	537	69,805	69,805
Helper	8.00	U	FT		616,154	533	68,453	68,453
Total	159.00				12,781,162			

Maintenance Personnel Profile

Rail Maintenance of Way Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, MOW Operations	1.00	NU	FT		162,128	20	135,157	202,735
Manager, Rail Maintenance of Way (MOW)	4.00	NU	FT		560,498	17	105,613	158,418
Assistant Manager, MOW Safety	1.00	NU	FT		127,420	15	89,263	133,894
Assistant Manager, Rail MOW	12.00	NU	FT		1,442,890	15	89,263	133,894
Project Manager, Senior, MOW	2.00	NU	FT		239,240	15	89,263	133,894
Assistant, Senior Administrative	1.00	NU	FT		60,757	9	52,876	79,312
Substation Maintainer	11.00	U	FT		1,010,582	779	80,371	80,371
Overhead Power Trainee	2.00	U	FT		137,047	579	55,682	69,992
Substation Technician Trainee	1.00	U	FT		76,296	571	55,682	76,232
Signals Maintainer Trainee	2.00	U	FT		148,889	567	42,120	59,051
Assistant Supervisor	3.00	U	FT		316,952	566	92,435	92,435
Assistant Supervisor - MOW	2.00	U	FT		201,740	564	88,234	88,234
Maintenance of Way Laborer	11.00	U	FT		872,988	561	40,934	71,843
Assistant Supervisor - Signals	3.00	U	FT		302,610	556	88,234	88,234
Signal Inspector	4.00	U	FT		385,915	545	67,122	67,122
Track Trainee	1.00	U	FT		70,239	542	63,211	63,211
Signals Maintainer	22.00	U	FT		1,894,704	541	76,731	76,731
Track Maintainer	17.00	U	FT		1,491,202	540	76,731	76,731
Overhead Power Maintainer	21.00	U	FT		1,929,293	531	80,371	80,371
Total	121.00				11,431,390			

Maintenance Personnel Profile

Rail Equipment Maintenance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Equipment Maintenance	1.00	NU	FT		194,486	20	135,157	202,735
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT		162,994	18	114,749	172,125
Manager, Rail Equipment Maintenance	2.00	NU	FT		292,493	17	105,613	158,418
Assistant Manager, Rail Maintenance	18.00	NU	FT		2,379,168	16	97,122	145,683
Assistant Manager, Fleet Readiness	2.00	NU	FT		209,241	14	81,948	122,923
Assistant, Senior Administrative	2.00	NU	FT		116,376	9	52,876	79,312
Service Worker	37.00	U	FT		2,205,815	945	39,562	57,283
Service Aide	20.00	U	FT		965,431	943	43,493	52,998
LRV Overhaul Technician	40.00	U	FT		3,443,814	577	77,002	77,002
LRV Electronics Technician	1.00	U	FT		86,095	577	77,002	77,002
LRV Electronics Technician	1.00	U	FT		86,095	577	77,002	77,002
LRV Technician Trainee	15.00	U	FT		1,136,471	574	55,661	69,992
LRV Body & Paint Technician	14.00	U	FT		1,101,946	553	57,158	73,278
Wheel True Technician	4.00	U	FT		347,323	552	75,962	75,962
LRV Technician	84.00	U	FT		7,176,208	551	73,278	73,278
MMIS Clerk	3.00	U	FT		230,640	543	36,338	67,246
MMIS Timekeeper Clerk	2.00	U	FT		144,924	543	36,338	67,246
Helper	3.00	U	FT		234,729	533	68,453	68,453
Maintenance Mechanic	3.00	U	FT		222,204	532	39,728	69,805
Total	253.00				20,736,455			

Transit System & Asset Support Division

DEPARTMENTS

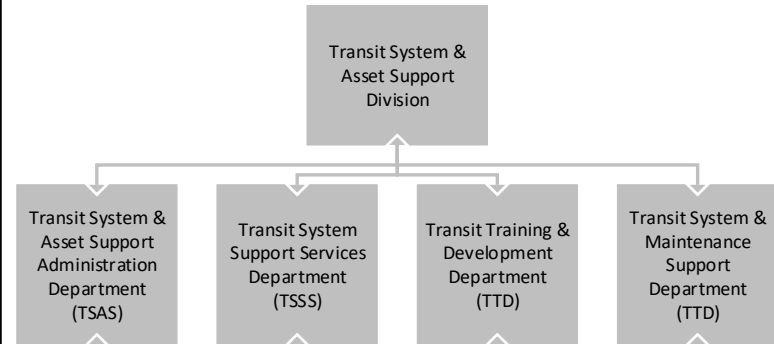
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (TSAS) Leads the Division in fully and strategically supporting the Transportation, Maintenance and Safety & Security Divisions in areas such as training, budgeting, KPI's, maintenance control and operational engineering.
- ▽ (TSSS) Responsible for operations budgeting, strategies and collection of asset inventory data in support of capital asset performance assessment, replacement modeling and prioritization, policies and procedures, data analysis, internal/external reporting, management and execution of the TAM Plan, and implementing industry best practices.
- ▽ (TTD) Responsible for managing all aspects of the District's in-house Transportation and Maintenance training for both union/non-union staff, and State of Oregon Apprenticeship Programs.
- ▽ (TAMS) Responsible for maintenance control and ensuring the use of best maintenance practices, performing root cause analysis after failures, operational engineering support, and implementing temporary service to make strategic repairs to TriMet's system.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

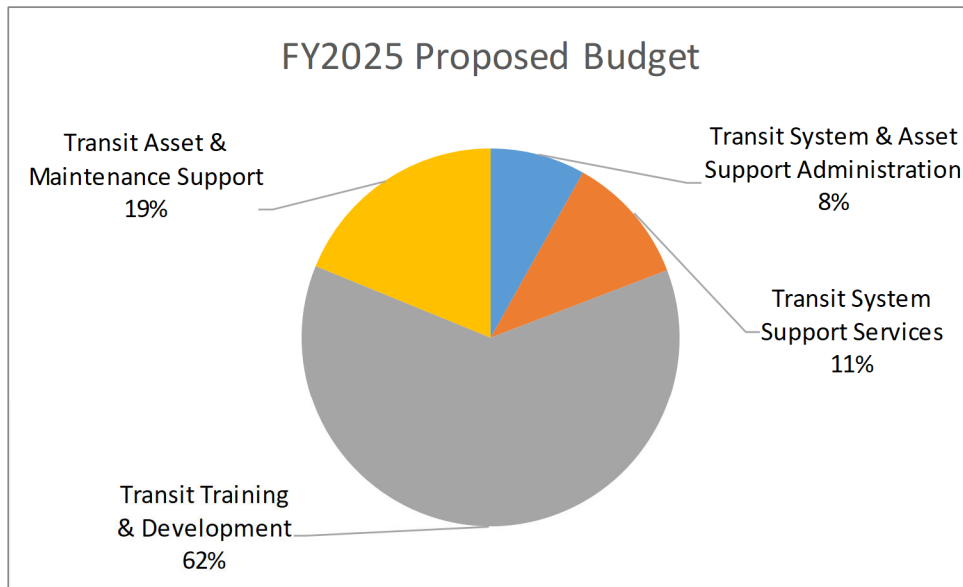
- » TriMet oversees over 50,000 non-linear assets and an additional 2.6 million feet of linear assets. This represents \$6.9 billion of asset value on the TriMet books.
- » Transit System & Asset Support Division partners with colleges and universities to advance research and development in the transit space. Many employees have authored research papers and presented at major conferences such as the Transportation Research Board.
- » In FY2024, the Bus and Rail Replacement Service Team (BRRST), planned, scheduled and executed five projects for a combined 180 days of repair and expansion work completed.

Performance Metrics Transit System & Asset Support Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Create a draft plan and strategy to evaluate system of procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency.		X	X	Transit System Support Services	N/A	N/A	100%
Transportation: Refine and align the transportation plans to reflect improvements in the key performance indicators defined under the department. Focus on ridership, customer service, reliability and resiliency.	X	X	X	Transit Asset & Maintenance Support / Transit Systems Support Services	N/A	N/A	100%
Develop timely and fully-compliant Transit Asset Management (TAM) Plan and NTD reporting requirements, as required by the TAM.		X	X	Transit System Support Services	100%	100%	100%
Compile and deliver to the Budget team FTA-compliant agency-wide asset inventory and condition assessment in time for annual budget cycle.		X		Transit System Support Services	N/A	N/A	100%
Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.		X		Transit Training & Development	100%	100%	100%
Support hiring activities, training, and support retention efforts for operators to preserve and expand service with a target of at least net 100 new operators hired during FY2025.		X		Transit Training & Development	75%	75%	100%
Support hiring activities, training, and support retention efforts for service workers and mechanics to preserve service with a target of at least 90 net new service workers and mechanics in FY2025.		X		Transit Training & Development	50%	50%	100%
Maintenance: Refine and align the discipline based maintenance plans to reflect improvements in the key performance indicators defined under the department with a focus on ridership, customer service, reliability, and resiliency.		X	X	Transit Asset & Maintenance Support	N/A	N/A	100%
Utilize the Bus & Rail Replacement Service Team to complete the four remaining scheduled outages (bus bridges) on-time and within budget.		X		Transit Asset & Maintenance Support	5 ea.	4 ea.	2 ea.

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			14,920,622	13,745,566	19,531,779		
Materials & Services			1,725,200	953,545	1,004,500		
Total			\$16,645,822	\$14,699,111	\$20,536,279		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Administration			1,643,886	935,333	1,669,541		
Transit System Support Services			3,003,923	2,200,067	2,273,307		
Transit Training & Development			10,913,014	10,684,177	12,727,151		
Transit Asset & Maintenance Support			1,084,999	879,534	3,866,280		
Total			\$16,645,822	\$14,699,111	\$20,536,279		

Total Division FTE			103.00	103.00	133.00		
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TRANSIT SYSTEM & ASSET SUPPORT ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			1,403,986	771,498	1,267,941		
Materials & Services			239,900	163,835	401,600		
Total			\$1,643,886	\$935,333	\$1,669,541		

Department Description & Responsibilities		
<p>Major Functions: The Transit System & Asset Support Administration Department leads the Division in Transit Training and Development, Transit Systems and Support Services, and Transit Asset & Maintenance Support, which include maintenance control and technical support responsibilities.</p>		
Link to Business Plan	Goals & Objectives	Timeline
<p>Pillar C. People Pillar Focus: C2. Training/ development performance</p>	<p>C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.</p>	<p>June 30, 2025</p>
<p>Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources</p>	<p>E1.5. 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 and continuous improvement of structure.</p>	<p>June 30, 2025</p>



Transit System & Asset Support Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			1,281,962	651,524	1,021,954
Fringe			263,167	196,145	245,987
Capitalized Labor-Fringe			-141,143	-76,171	
Total			\$1,403,986	\$771,498	\$1,267,941

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			18,200	7,583	5,000
Professional & Technical-Gen & Adm					161,700
Temporary Help-Gen & Adm				550	
Other Services-Transp Adm				190	
Office Supplies			6,000	4,323	5,900
Equip/Furn < \$5,000-Gen & Adm				257	
Computer Equip under \$5,000			2,500	1,342	
Telephone			15,700	6,542	17,500
NU-Dues & Subscriptions			75,000	66,875	75,000
NU-APTA & OTA Dues			92,500	38,542	92,500
NU-Local Travel & Meetings			15,000	7,225	15,000
NU-Education & Training - Gen & Adm			10,000	17,590	15,000
NU-Out-Of-Town Travel			5,000	9,594	10,000
Employee Recognition				3,222	4,000
Total			\$239,900	\$163,835	\$401,600

TRANSIT SYSTEM SUPPORT SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			2,116,223	1,737,501	2,193,307		
Materials & Services			887,700	462,566	80,000		
Total			\$3,003,923	\$2,200,067	\$2,273,307		

Department Description & Responsibilities

Major Functions: The Transit System Support Services Department is responsible for creating and implementing the operations budget in coordination with the Chief Operating Officer, Transportation and Maintenance Divisions. This Department devises and executes strategies related to the collection of asset inventory data in support of capital asset performance assessment, replacement modeling, and prioritization. It plans for future service increases, performs data analysis to improve processes, procedures, or efficiency, and submits condition and compliance reports to internal and external stakeholders as required. It is responsible for oversight, management and administration of the Transit Asset Management (TAM) Plan including maintaining established TAM policy, goals and objectives, and they also manage Rules Procedures and other directive-type policy documents and conducts asset/system condition assessments for the Transportation and Maintenance Divisions.

Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. 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 and continuous improvement of structure.	June 30, 2025

Transit System Support Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			1,557,287	1,293,304	1,600,255
Fringe			558,936	452,999	593,052
Capitalized Labor-Fringe				-8,802	
Total			\$2,116,223	\$1,737,501	\$2,193,307

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			875,500	444,114	80,000
Other Services- Gen & Adm			5,600	2,413	
Office Supplies				4,216	
Other Materials- Gen & Adm			4,100	1,819	
Computer Equip under \$5,000			2,500	1,042	
NU-Education & Training - Gen & Adm				949	
NU-Out-Of-Town Travel				8,013	
Total			\$887,700	\$462,566	\$80,000

TRANSIT TRAINING & DEVELOPMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			10,710,314	10,521,797	12,216,551		
Materials & Services			202,700	162,380	510,600		
Total			\$10,913,014	\$10,684,177	\$12,727,151		

Department Description & Responsibilities

Major Functions: The Transit Training & Development Department manages the District's operational training programs within Transportation and Maintenance for both union and non-union staff. The 27 primary training programs include bus and rail operators and maintenance, facilities, and maintenance of way.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People Pillar Focus: C2. Training/ development performance	C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.	June 30, 2025

Transit Training & Development Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			8,001,637	7,994,695	9,539,973
Fringe			2,708,677	2,527,102	3,359,573
Capitalized Labor-Fringe					-682,995
Total			\$10,710,314	\$10,521,797	\$12,216,551

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm					311,800
Professional & Technical-Trans Adm			140,000	59,533	140,000
Temporary Help-Trans Adm			5,100	2,125	5,100
Other Services-Transp Adm			3,000	1,535	3,000
Other Services- Revenue Veh.Maint			4,000	3,322	4,000
Uniforms- Rev Veh Op			26,500	14,271	27,600
Office Supplies				10,780	
Equip/Furn < \$5,000-Gen & Adm				4,643	
Other Materials- Gen & Adm				494	
Other Materials- Transp Adm			1,000	6,325	1,000
Other Materials- Rev Eq Maint			8,000	9,660	8,000
Unreconciled P-Card Expense				635	
Computer Equip under \$5,000			15,100	10,938	10,100
Telephone				21,559	
NU-Local Travel & Meetings				145	
NU-Education & Training - Gen & Adm				7,335	
UN-Education & Training - Gen & Adm				6,895	
UN-Out-Of-Town Travel				1,557	
CDL Renewals				272	
Employee Recognition				356	
Total			\$202,700	\$162,380	\$510,600

TRANSIT ASSET & MAINTENANCE SUPPORT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			690,099	714,770	3,853,980		
Materials & Services			394,900	164,764	12,300		
Total			\$1,084,999	\$879,534	\$3,866,280		

Department Description & Responsibilities

Major Functions: The Transit Asset & Maintenance Support Department is responsible for maintenance control. It provides analysis and engineering oversight of maintenance technical support to ensure that maintenance managed assets remain in service in optimal working condition from commissioning to decommissioning. This includes critical work in configuration and change management, stakeholder collaboration, maintenance frequency, backlog management, obsolescence management, and overall support to schedule and execute work. The Department oversees the Technical Advisory Group and Bus and Rail Replacement Service Team processes for system improvement and State of Good Repair projects. The Department provides input to the project design process regarding maintainability and life-cycle cost impacts.

Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. 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 and continuous improvement of structure.	June 30, 2026
	E1.6. Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt.	June 30, 2026
Pillar B. Community	B.2. Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology.	June 30, 2026
	B.3. Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate.	June 30, 2026

Transit Asset & Maintenance Support Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			531,512	571,092	2,861,530
Fringe			158,587	191,783	992,450
Capitalized Labor-Fringe				-48,105	
Total			\$690,099	\$714,770	\$3,853,980

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			394,900	164,542	12,300
Employee Recognition				222	
Total			\$394,900	\$164,764	\$12,300

Transit System & Asset Support Personnel Profile

Transit System & Asset Support Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Transit System & Asset Support	1.00	NU	FT		232,223	24	185,778	278,668
Manager, Utilities	1.00	NU	FT	✓	143,437	18	114,749	172,125
Assistant, Executive Administrative	1.00	NU	FT		82,451	11	63,146	94,720
Total	3.00				458,111			

Transit System Support Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operations Planning & Development	1.00	NU	FT		196,228	20	135,157	202,735
Manager, Service Performance & Analysis	1.00	NU	FT		133,724	17	105,613	158,418
Analyst, Principal, Operations	1.00	NU	FT		107,419	16	97,122	145,683
Analyst, Senior Operations & Finance Planning	1.00	NU	FT		122,059	15	89,263	133,894
Analyst, Senior, Business Planning & Asset Mgmt	1.00	NU	FT		116,356	14	81,948	122,923
Analyst, Senior, Rules, Procedures & Instructions	2.00	NU	FT		192,914	14	81,948	122,923
Analyst, Senior, Data Engineering	1.00	NU	FT		96,025	14	81,948	122,923
Senior Data Scientist	1.00	NU	FT		102,436	14	81,948	122,923
Analyst, Operations	5.00	NU	FT		466,999	13	75,186	112,779
Assistant, Senior Administrative	1.00	NU	FT		66,094	9	52,876	79,312
	15.00				1,600,255			

Transit System & Asset Support Personnel Profile

Transit Training & Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operational Training & Development	1.00	NU	FT		170,556	20	135,157	202,735
Senior Manager, Training	1.00	NU	FT		144,916	18	114,749	172,125
Manager, Maintenance Training	1.00	NU	FT		146,076	17	105,613	158,418
Manager, Rail Operations Training	1.00	NU	FT		125,686	16	97,122	145,683
Assistant Manager, Maintenance Training	2.00	NU	FT		245,746	16	97,122	145,683
Manager, Bus Operations Training	1.00	NU	FT		145,914	15	89,263	133,894
Trainer, Senior, MOW	3.00	NU	FT		349,565	15	89,263	133,894
Trainer, Senior, REM	4.00	NU	FT		451,842	15	89,263	133,894
Assistant Manager, Transportation Training	2.00	NU	FT		210,048	14	81,948	122,923
Coordinator, Training & Development	1.00	NU	FT		81,609	11	63,146	94,720
Assistant, Senior Administrative	6.00	NU	FT		438,336	9	52,876	79,312
Maintenance Trainer	6.00	U	FT		594,058	918	84,261	84,261
Maintenance Trainer	2.00	U	FT	✓	186,760	918	84,261	84,261
Facilities Maintenance Trainer	2.00	U	FT		198,019	915	84,261	84,261
Supervisor, Training Field Operations	5.00	U	FT		518,195	840	67,995	90,667
Training Supervisor	27.00	U	FT		2,665,084	832	64,771	86,362
Training Supervisor	5.00	U	FT	✓	465,585	832	64,771	86,362
Training Supervisor Rail	13.00	U	FT		1,272,228	832	64,771	86,362
Supervisor, Rail Training, Ops Training & Development	4.00	U	FT		345,448	775	64,771	86,362
Supervisor, Rail Training, Ops Training & Development	2.00	U	FT	✓	172,724	775	64,771	86,362
Supervisor, Lead, Training	2.00	U	FT	✓	199,306	178	103,646	103,646
Total	91.00				9,127,700			

Transit System & Asset Support Personnel Profile

Transit Asset & Maintenance Support Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Transit Asset & Maintenance Support	1.00	NU	FT		168,945	20	135,157	202,735
Manager, Maintenance Control	1.00	NU	FT		143,437	18	114,749	172,125
Manager, REM Technical Support	1.00	NU	FT		154,765	18	114,749	172,125
Manager, Facilities Technical Support	1.00	NU	FT		143,437	18	114,749	172,125
Program Manager, Rail Operations Planning	2.00	NU	FT		282,506	17	105,613	158,418
Program Manager, Business Process & Proj, Ops Mgmt	2.00	NU	FT		282,551	17	105,613	158,418
Engineer, Principal, REM	2.00	NU	FT		262,498	17	105,613	158,418
Engineer, MOW	3.00	NU	FT		408,198	17	105,613	158,418
Project Manager, Senior, Rail Equip Maint	2.00	NU	FT		278,235	16	97,122	145,683
Project Manager, Senior, Configuration Management	1.00	NU	FT		111,578	15	89,263	133,894
Project Manager, REM	2.00	NU	FT		190,766	14	81,948	122,923
Technical Support, Assistant, REM	3.00	NU	FT		223,211	12	68,933	103,397
Analyst, REM Records	1.00	NU	FT		79,214	11	63,146	94,720
Assistant, Senior Administrative	2.00	NU	FT		132,188	9	52,876	79,312
Total	24.00				2,861,530			

Information Technology Division

DEPARTMENTS

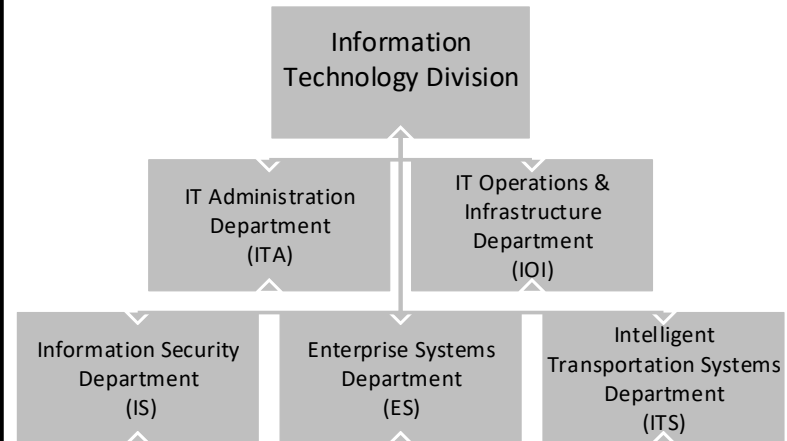
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (ITA) Providing vision, direction, governance, and strategic planning for Agency IT. Provides administrative support and financial management for the Division.
- ▽ (IOI) Planning, design, implementation, operations, and standards for agency IT infrastructure including delivering high availability services.
- ▽ (IS) Designs, implements and operates the information security program that protects the agencies system, services, and data against unauthorized use, disclosure, modification, damage and loss.
- ▽ (ES) Application development, maintenance, monitoring and automation for enterprise business systems including integrations, data management, administration systems and process analysis.
- ▽ (ITS) Develop or acquire, integrate, and manage the operational technology (OT) systems that enable and support transit operations.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

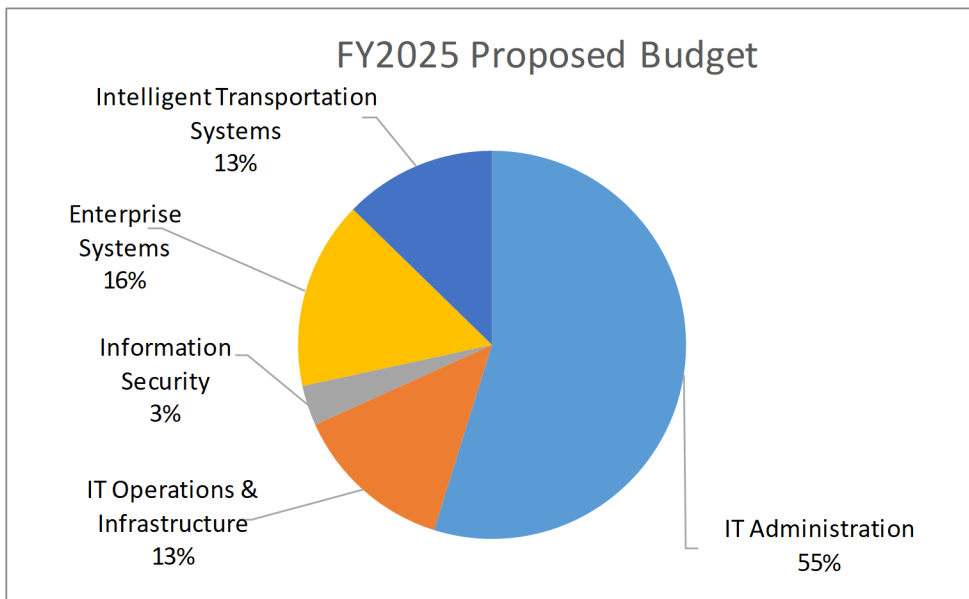
- » TriMet was the first Transit Agency in the America to implement Apple Pay for fare payment and the first regional transit agency to implement Google Pay.
- » The technical services team supports over 1,300 PC's, 2,400 mobile devices, and over 350 network printers and/or informational TV's.
- » On a monthly average, TriMet receives approximately 1.9 million email messages, of which an average of over 80% are spam or malware.
- » The Information Security Department reviews and processes over 1,700 security alerts a month and are monitoring over 2,400 devices. Our tools have processed over 15 million events that could lead to an alert or phone call.

Performance Metrics Information Technology Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
CIO will engage in at least six highly visible events that include participants from beyond IT.	X	X		IT Administration	6 ea.	8 ea.	6 ea.
Expand training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet.		X		IT Administration	25% increase	25% increase	25% increase
Ensure that infrastructure systems are functioning as intended with minimal avoidable downtime.	X	X		IT Operations & Infrastructure	4 events	4 events	2 events
Replace 250 PC's on the 5-year replacement cycle.	X	X		IT Operations & Infrastructure	250 ea.	250 ea.	250 ea.
Replace 56 out of support network Switches.	X	X		IT Operations & Infrastructure	56 ea.	56 ea.	56 ea.
Improve Nationwide Cybersecurity Review (NCSR) maturity score by an average of 0.25 for each category from the 2023 baseline.			X	Information Security	N/A	N/A	0.25 points
Create an application portfolio roadmap for the most important (Tier 1) enterprise applications.		X		Enterprise Systems	N/A	N/A	100%
Complete the initial two projects to retire technical debt. Propose an additional two projects for FY2025.		X		Enterprise Systems	100%	100%	100%
Provide real time and post operational data from ITS systems for; customer service information systems, union maintenance groups, system analysis and all other TriMet and regional partners.		X		Intelligent Transportation Systems	100%	100%	100%
Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.		X		Intelligent Transportation Systems	100%	99.9%	99.9%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	12,719,731	15,692,471	19,243,302	18,134,789	20,287,121		
Materials & Services	9,690,166	13,573,444	13,246,000	11,580,919	14,122,600		
Total	\$22,409,897	\$29,265,915	\$32,489,302	\$29,715,708	\$34,409,721		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
IT Administration	9,817,092	14,547,959	17,565,549	14,412,792	18,868,431		
IT Operations & Infrastructure	3,870,636	4,687,733	4,425,937	4,795,064	4,613,108		
Information Security	749,487	1,111,798	1,173,161	1,131,428	1,153,823		
Enterprise Systems	5,113,394	5,123,679	5,449,024	5,345,429	5,402,154		
Intelligent Transportation Systems	2,859,288	3,794,746	3,875,631	4,030,995	4,372,205		
Total	\$22,409,897	\$29,265,915	\$32,489,302	\$29,715,708	\$34,409,721		

Total Division FTE	80.00	92.00	111.00	111.00	111.00		
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IT ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,027,558	2,791,061	5,039,249	3,648,012	5,262,831		
Materials & Services	8,789,534	11,756,898	12,526,300	10,764,780	13,605,600		
Total	\$9,817,092	\$14,547,959	\$17,565,549	\$14,412,792	\$18,868,431		

Department Description & Responsibilities

Major Functions: The IT Administration Department is responsible for providing vision, direction, governance, and strategic planning for Agency IT, as well as administrative support and financial management for the Division.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure Pillar Focus: D3. Information technology	D3.10. Extend Information Technology Governance process to include setting risk tolerance, monitoring cybersecurity risk posture, defining service objectives, and monitoring key performance indicators.	June 30, 2025
	D3.11. Implement modern workforce management software for Transportation.	June 30, 2025
	D3.12. Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as 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.	June 30, 2025
	D3.13. Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity.	June 30, 2025

IT Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	795,597	2,036,547	4,220,266	3,202,718	4,619,831
Fringe	231,961	839,595	1,080,873	977,240	1,364,634
Capitalized Labor-Fringe		-85,081	-261,890	-531,946	-721,634
Total	\$1,027,558	\$2,791,061	\$5,039,249	\$3,648,012	\$5,262,831

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	588,576	1,184,828	566,800	475,197	496,600
Temporary Help-Gen & Adm	68,855	302,513	169,800	102,665	169,800
Software Maintenance		320,802		243,404	
Warranty Costs		386			
Vehicle Control Sys Maint				205,335	
Other Services- Gen & Adm	3,387	57,298	5,000	22,883	5,000
Office Supplies	1,851	2,453	1,000	2,458	1,000
Equip/Furn < \$5,000-Gen & Adm	19,292			1,125	
Other Materials- Gen & Adm	8,729	6,491	385,000	161,069	10,000
Unreconciled P-Card Expense		4,774		250	
Microcomputer Software	94	943	2,000	14,433	2,000
Computer Equip under \$5,000		4,596		766	
Telephone	46,169	46,666	34,000	76,954	34,000
NU-Dues & Subscriptions	36,603	68,936	73,500	72,297	73,500
NU-Local Travel & Meetings	35	430	1,000	6,558	1,000
NU-Education & Training - Gen & Adm	31,437	161,542	70,000	47,116	70,000
NU-Out-Of-Town Travel	20,333	31,766	25,000	42,762	25,000
Employee Recognition		912	1,000	1,135	1,000
Software License Fees	7,964,173	9,561,562	11,192,200	9,288,373	12,716,700
Total	\$8,789,534	\$11,756,898	\$12,526,300	\$10,764,780	\$13,605,600

IT OPERATIONS & INFRASTRUCTURE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,379,430	4,081,059	4,313,137	4,580,353	4,500,308		
Materials & Services	491,206	606,674	112,800	214,711	112,800		
Total	\$3,870,636	\$4,687,733	\$4,425,937	\$4,795,064	\$4,613,108		

Department Description & Responsibilities

Major Functions: The IT Operations & Infrastructure Department is responsible for planning, design, implementation, operations, and standards for agency IT infrastructure including delivering high availability services.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure Pillar Focus: D3. Information technology	D3.11. Implement modern workforce management software for Transportation.	June 30, 2025
	D3.12. Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as 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.	June 30, 2025

IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,497,832	3,014,929	3,453,686	3,593,114	3,601,998
Fringe	951,713	1,115,790	1,133,961	1,126,009	1,190,796
Capitalized Labor-Fringe	-70,115	-49,660	-274,510	-138,770	-292,486
Total	\$3,379,430	\$4,081,059	\$4,313,137	\$4,580,353	\$4,500,308

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	8,941	20,888	9,400	24,403	9,400
Temporary Help-Gen & Adm	319,773	450,391		94,741	
Communication Systems Maintenance	2,995	1,425		425	
Computer Hardware Maint-Fac Maint	71,605	62,193	20,000	13,697	20,000
Other Services- Gen & Adm		821		1,480	
Equip/Furn < \$5,000-Gen & Adm	1,478	3,337			
Other Materials- Gen & Adm	5,204	152	6,400	2,667	6,400
Unreconciled P-Card Expense	408	3,499		1,221	
Microcomputer Mtc Mat'l	18	9	2,000	833	2,000
Network Access Services	80,784	63,959	75,000	71,304	75,000
NU-Local Travel & Meetings				3,940	
Total	\$491,206	\$606,674	\$112,800	\$214,711	\$112,800

INFORMATION SECURITY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	590,011	677,082	1,003,361	953,269	984,023		
Materials & Services	159,476	434,716	169,800	178,159	169,800		
Total	\$749,487	\$1,111,798	\$1,173,161	\$1,131,428	\$1,153,823		

Department Description & Responsibilities

Major Functions: The Information Security Department designs, implements and operates the information security program that protects the agencies system, services, and data against unauthorized use, disclosure, modification, damage and loss.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.12. By the end of FY2025, improve the Nationwide Cybersecurity Review (NCSR) maturity by a 1.5 CMMI (Capability Maturity Model Integration) maturity increase over the original NCSR baseline performed in 2022.	June 30, 2025

Information Security Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	447,504	483,900	770,338	741,872	749,732
Fringe	142,507	193,182	233,023	211,397	234,291
Total	\$590,011	\$677,082	\$1,003,361	\$953,269	\$984,023

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PCI Compliance Audit	97,353	117,435	110,000	122,924	110,000
Professional & Technical-Gen & Adm	59,278	241,245	59,800	54,457	59,800
Other Services- Gen & Adm		80		778	
Other Materials- Gen & Adm	2,845	75,956			
Total	\$159,476	\$434,716	\$169,800	\$178,159	\$169,800

ENTERPRISE SYSTEMS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,890,342	4,662,777	5,045,424	4,941,216	5,201,254		
Materials & Services	223,052	460,902	403,600	404,213	200,900		
Total	\$5,113,394	\$5,123,679	\$5,449,024	\$5,345,429	\$5,402,154		

Department Description & Responsibilities

Major Functions: The Enterprise Systems Department is responsible for providing vision, direction, governance, and strategic planning for Agency IT. The department also provides administrative support and financial management for the Division.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure Pillar Focus: D3. Information technology	D3.12. Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as 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.	June 30, 2025
	D3.13. Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity.	June 30, 2025

Enterprise Systems Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	3,684,958	3,550,694	4,497,664	4,215,436	4,281,398
Fringe	1,307,528	1,172,654	1,416,176	1,290,293	1,349,962
Capitalized Labor-Fringe	-102,144	-60,571	-868,416	-564,513	-430,106
Total	\$4,890,342	\$4,662,777	\$5,045,424	\$4,941,216	\$5,201,254

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	19,285		349,600	145,667	146,900
Temporary Help-Gen & Adm	203,767	450,875	50,000	245,360	50,000
Other Services- Gen & Adm		302			
Other Materials- Gen & Adm			4,000	1,667	4,000
Unreconciled P-Card Expense		3,197		1,677	
Computer Equip under \$5,000		6,528		9,842	
Total	\$223,052	\$460,902	\$403,600	\$404,213	\$200,900

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,832,390	3,480,492	3,842,131	4,011,939	4,338,705		
Materials & Services	26,898	314,254	33,500	19,056	33,500		
Total	\$2,859,288	\$3,794,746	\$3,875,631	\$4,030,995	\$4,372,205		

Department Description & Responsibilities

Major Functions: The Intelligent Transportation Systems Department is responsible for developing or acquiring, integrating, and managing the operational technology (OT) systems that enable and support transit operations. OT systems include bus and rail dispatch, automatic vehicle location, automated passenger counting, radio communications, onboard and fixed cameras and video management, transit signal priority, passenger information systems, and operator information systems.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A3.28. Implement rail operation optimization technology (ROOT): use new Type 6 MAX light rail vehicle capabilities in new intelligent transportation system (ITS) platform, which includes an "internet of things" (IOT) device and mobile router to enhance vehicle information capture, and use monitoring and analysis software to increase understanding and tracking of vehicle maintenance needs. Begin implementation steps for other current fleets with ITS capabilities, including Type 3 LRVs.	June 30, 2025
	A1.11. 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.	

Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,202,645	2,561,460	3,258,111	3,301,082	3,391,481
Fringe	726,108	954,749	996,796	974,842	1,042,870
Capitalized Labor-Fringe	-96,363	-35,717	-412,776	-263,985	-95,646
Total	\$2,832,390	\$3,480,492	\$3,842,131	\$4,011,939	\$4,338,705

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	22,383	288,588	28,000	16,275	28,000
Other Services- Gen & Adm		46			
Other Materials- Gen & Adm	4,515	24,777	5,500	2,781	5,500
Unreconciled P-Card Expense		843			
Total	\$26,898	\$314,254	\$33,500	\$19,056	\$33,500

Information Technology Personnel Profile

IT Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Information Officer	1.00	NU	FT		277,629	26	216,690	325,036
Director, Project & Portfolio Management	1.00	NU	FT		217,307	22	158,703	238,055
Manager, Mobility & Location Based Services	1.00	NU	FT		181,781	19	124,590	186,886
Project Manager, IT	5.00	NU	FT		765,315	18	114,749	172,125
Manager, Service Desk	1.00	NU	FT		115,730	18	114,749	172,125
Project Manager, IT	2.00	NU	FT	✓	320,753	18	114,749	172,125
Analyst, Senior, IT Business Systems	4.00	NU	FT		494,443	16	97,122	145,683
Engineer, Senior, Geospatial Data	1.00	NU	FT		139,669	16	97,122	145,683
Analyst, Senior, Geospatial Systems	1.00	NU	FT		104,107	16	97,122	145,683
Analyst, Senior, IT Business Systems	2.00	NU	FT	✓	241,139	16	97,122	145,683
Analyst, Senior, Geospatial Data	2.00	NU	FT		209,493	14	81,948	122,923
Technical Writer, Senior	1.00	NU	FT		115,225	14	81,948	122,923
Analyst, IT Finance & Planning	1.00	NU	FT		111,428	14	81,948	122,923
Specialist, Senior, Technical Support	2.00	NU	FT		166,587	12	68,933	103,397
Analyst, Geospatial Data	1.00	NU	FT	✓	70,310	12	68,933	103,397
Assistant, Executive Administrative	1.00	NU	FT		89,357	11	63,146	94,720
Total	27.00				3,620,273			

IT Operations & Infrastructure Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, IT Operations & Infrastructure	1.00	NU	FT		194,132	21	146,525	219,789
Manager, Network Communications	1.00	NU	FT		158,031	19	124,590	186,886
Manager, Physical Infrastructure	1.00	NU	FT		151,484	18	114,749	172,125
Manager, Technical Services	1.00	NU	FT		154,567	18	114,749	172,125
Engineer, Senior, Network (Communications)	3.00	NU	FT		467,256	17	105,613	158,418
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT		576,870	17	105,613	158,418
Engineer, Senior, Network (Fiber)	3.00	NU	FT		429,440	17	105,613	158,418
Engineer, Senior, Systems (Server Administration)	1.00	NU	FT	✓	121,316	17	105,613	158,418
Engineer, Senior, Telecommunications	2.00	NU	FT		276,660	16	97,122	145,683
Network Engineer (Communications)	1.00	NU	FT		132,091	16	97,122	145,683
Engineer, Senior, Mobile Device	1.00	NU	FT		128,680	16	97,122	145,683
Engineer, Senior, Virtual Desktop	1.00	NU	FT		125,258	16	97,122	145,683
Engineer, Systems (Server Administration)	2.00	NU	FT		231,339	15	89,263	133,894
Specialist, Senior, Technical Support	5.00	NU	FT		454,875	12	68,933	103,397
Total	27.00				3,601,998			

Information Technology Personnel Profile

Information Security Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Information Security	1.00	NU	FT		238,055	22	158,703	238,055
Analyst, Senior, Network Ops & Cybersecurity	3.00	NU	FT		423,834	17	105,613	158,418
Analyst, Network Operations & Cybersecurity	1.00	NU	FT		87,843	14	81,948	122,923
Total	5.00				749,732			

Enterprise Systems Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Enterprise Systems	1.00	NU	FT		220,934	22	158,703	238,055
Manager, Oracle Technology	1.00	NU	FT		195,856	20	135,157	202,735
Manager, Enterprise Systems Development	1.00	NU	FT		186,576	20	135,157	202,735
Manager, Enterprise Architecture	1.00	NU	FT		178,292	20	135,157	202,735
DBA, Senior, Oracle Applications	3.00	NU	FT		498,830	18	114,749	172,125
Engineer, Senior, Software	5.00	NU	FT		744,865	18	114,749	172,125
Database Architect, Senior	1.00	NU	FT		155,584	18	114,749	172,125
Engineer, Senior, Software	1.00	NU	FT	✓	143,437	18	114,749	172,125
Developer, Senior, Oracle	3.00	NU	FT		461,745	17	105,613	158,418
Engineer, Software	7.00	NU	FT		895,587	16	97,122	145,683
Analyst, Senior, IT Systems	2.00	NU	FT		256,143	16	97,122	145,683
Engineer, Software	3.00	NU	FT	✓	343,548	16	97,122	145,683
Total	29.00				4,281,398			

Intelligent Transportation Systems Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Intelligent Transportation Systems	1.00	NU	FT		221,669	22	158,703	238,055
Manager, ITS OCC Systems	1.00	NU	FT		195,219	20	135,157	202,735
Engineer, Senior, Intelligent Transp Systems	11.00	NU	FT		1,629,297	18	114,749	172,125
Engineer, Senior, Software	4.00	NU	FT		667,561	18	114,749	172,125
Engineer, Intelligent Transportation Systems	2.00	NU	FT		254,170	16	97,122	145,683
Engineer, Intelligent Transportation Systems	2.00	NU	FT	✓	249,574	16	97,122	145,683
Engineer, Associate, Intelligent Transp Systems	1.00	NU	FT		95,769	13	75,186	112,779
Associate, Intelligent Transp Systems	1.00	NU	FT	✓	78,223	13	75,186	112,779
Total	23.00				3,391,481			



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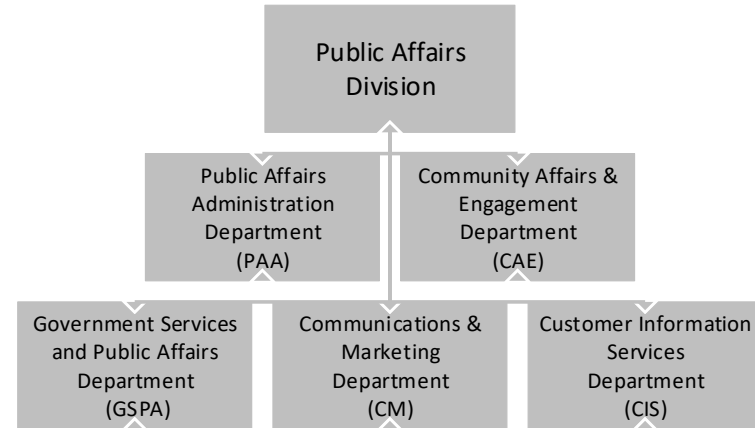
Public Affairs Division

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MAJOR PRIORITIES OF THE DIVISION

- ▽ (PAA) Public Affairs is composed of: Administration, Community Affairs & Engagement, Government Services and Public Affairs, Communications & Marketing and Customer Information Services.
- ▽ (CAE) Responsible for building and strengthening relationships between TriMet and the communities it serves.
- ▽ (GSPA) Managing on-going intergovernmental relations, long range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.
- ▽ (CM) Develops and executes comprehensive communication, marketing, outreach and customer experience plans to ensure the agency's communications are consistent and effective.
- ▽ (CIS) Supports the agency's business plan creating the best possible experience for our riders.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

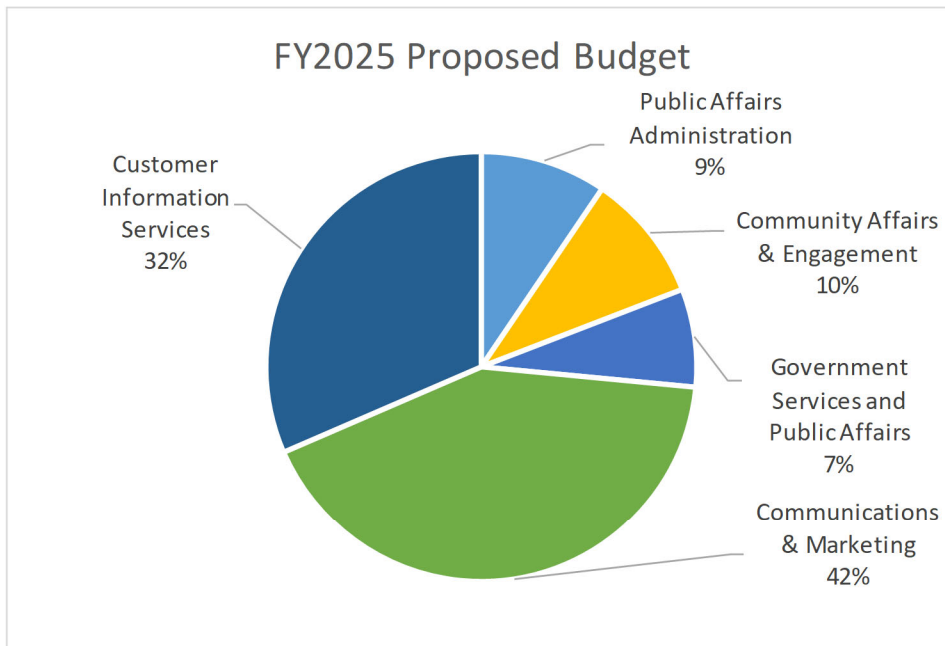
- » The Division led the expansion of TriMet's Honored Citizen reduced fare to military service members in 2023. Now active military, reservists and veterans of the U.S. Armed Forces qualify to ride at a substantial discount. With this action, TriMet became the first large transit agency in the country to offer a reduced fare for both veterans and active duty military.
- » Following the successful launch of the redesigned trimet.org homepage in 2022, significant updates to the web app throughout 2023 continued to modernize the online tools for riders and help make transit more appealing for more people. This has led to 250,000 active monthly users of trimet.org and more than 4 million monthly page views.
- » TriMet's exclusive Riders Club has 64,400 members, who receive communications and surveys, event opportunities and giveaways.

Performance Metrics Public Affairs Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Build ridership to 90% of pre-pandemic levels.			X	Public Affairs Administration	50%	70%	50%
With staff deployed by Board district, strengthen TriMet’s presence in the community by attending 10% more public meetings or events than the previous year.		X	X	Community Affairs & Engagement	N/A	100%	100%
Partner with 10 community based organizations to engage equity priority communities in discussions about service, policy and capital projects.		X		Community Affairs & Engagement	N/A	100%	100%
Maintain ongoing communication and support with all local, regional, state and federal jurisdictions, legislative officials, and partners at minimum on a monthly basis.	X	X	X	Government Services and Public Affairs	N/A	100%	100%
Establish a viable political framework for implementation of TriMet funding goals by engaging critical political entities and elected officials, in political constructs that further their goals as well as TriMet’s.	X	X		Government Services and Public Affairs	60%	75%	90%
Conduct market research quarterly to enhance communications and outreach that will encourage return and new riders.		X	X	Communications & Marketing	N/A	80	100%
Engage community partners about TriMet’s Honored Citizen Reduced Fare Program, and the Summer Youth Pass, to increase knowledge of the program and expand use by those who qualify by 12% of current usage.			X	Communications & Marketing	N/A	50%	70%
Provide semi-annual reports on detailed analysis of TriMet rider preferences to support customer friendly initiatives.	X	X		Customer Information Services	N/A	95%	100%
Continue the e-learning module for customer service training with 300 employees participating.		X		Customer Information Services	N/A	85%	90%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,976,273	9,605,536	11,057,904	10,744,613	11,976,816		
Materials & Services	3,890,743	4,757,241	5,724,800	5,095,934	3,900,400		
Total	\$11,867,016	\$14,362,777	\$16,782,704	\$15,840,547	\$15,877,216		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Public Affairs Administration	851,918	858,308	1,313,116	923,446	1,504,747		
Community Affairs & Engagement	1,435,291	2,196,362	1,425,671	1,375,814	1,533,699		
Government Services and Public Affairs	723,751	1,112,981	1,220,348	1,222,550	1,171,141		
Communications & Marketing	5,497,683	5,924,276	8,227,192	7,707,586	6,666,591		
Customer Information Services	3,358,373	4,270,850	4,596,377	4,611,151	5,001,038		
Total	\$11,867,016	\$14,362,777	\$16,782,704	\$15,840,547	\$15,877,216		

Total Division FTE	85.25	88.00	94.00	94.00	94.00		
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PUBLIC AFFAIRS ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	540,086	532,752	1,016,616	612,211	1,192,247		
Materials & Services	311,832	325,556	296,500	311,235	312,500		
Total	\$851,918	\$858,308	\$1,313,116	\$923,446	\$1,504,747		

Department Description & Responsibilities

Major Functions: The Public Affairs Division is composed of the following departments: Administration; Community Affairs & Engagement; Government Services and Public Affairs; Communications & Marketing; and Customer Information Services.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A2.15. Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects.	June 30, 2025
Pillar D. Infrastructure	D.1. With partners, pursue opportunities for potentially viable transit infrastructure projects.	June 30, 2025
Pillar E. Resources	E.4. Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. TANF, DHS, VA, Medicare, Public Housing).	June 30, 2025

Public Affairs Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	410,857	381,810	851,563	449,624	924,778
Fringe	129,229	150,942	165,053	162,587	267,469
Total	\$540,086	\$532,752	\$1,016,616	\$612,211	\$1,192,247

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	2,672	5,313	5,000	28,771	5,000
Professional & Technical-Gen & Adm	17,096	59,856	94,400	39,524	94,400
Temporary Help-Gen & Adm		3,885	1,500	625	1,500
Other Services- Gen & Adm	5,108	22,881	18,800	21,191	18,800
Office Supplies	5,252	5,062	7,800	8,604	7,800
Other Materials- Gen & Adm	3,318	4,696	4,800	2,228	4,800
Unreconciled P-Card Expense	13,981	3,328			
Safety Supplies- Gen & Adm	2,109				
Telephone	94,886	110,696	67,500	92,445	67,500
NU-Dues & Subscriptions	24,998	38,375	29,800	42,841	39,800
NU-Local Travel & Meetings	3,575	7,244	18,400	9,365	18,400
NU-Education & Training - Gen & Adm	23,545	31,461	28,000	45,577	28,000
NU-Out-Of-Town Travel	10,568	31,331	19,500	19,112	19,500
Employee Recognition	104,724	1,428	1,000	952	7,000
Total	\$311,832	\$325,556	\$296,500	\$311,235	\$312,500

COMMUNITY AFFAIRS & ENGAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	976,198	1,003,301	836,071	960,523	919,099		
Materials & Services	459,093	1,193,061	589,600	415,291	614,600		
Total	\$1,435,291	\$2,196,362	\$1,425,671	\$1,375,814	\$1,533,699		

Department Description & Responsibilities

Major Functions: The Community Affairs & Engagement Department is responsible for building and strengthening relationships between TriMet and the communities it serves. The Department facilitates two-way communication to reflect community needs and values in service, policy and capital projects.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A2.15. Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects.	June 30, 2025
	A2.14. Actively encourage accessibility improvements by jurisdictions, including supporting search for grants or other funding sources.	June 30, 2025
Pillar B. Community Pillar Focus: B3. Reputation	B3.7. 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.	June 30, 2030

Community Affairs & Engagement Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,077,676	1,100,169	1,165,678	1,167,877	1,222,917
Fringe	487,386	415,061	461,533	447,422	484,721
Capitalized Labor-Fringe	-588,864	-511,929	-791,140	-654,776	-788,539
Total	\$976,198	\$1,003,301	\$836,071	\$960,523	\$919,099

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	390				
Student Pass/BETC Program	790	308			
First Step Youth	73,200				
Other Services- Gen & Adm	331,061	1,148,524	508,300	350,325	508,300
Office Supplies	1,218	155			
Other Materials- Gen & Adm	3,135				
Unreconciled P-Card Expense		2,934		271	
Community Outreach	21,958	31,575	81,300	61,923	106,300
Outreach/Promotions	19,278	7,131		5	
Telephone	642	2,338		494	
NU-Dues & Subscriptions	7,278	96			
NU-Local Travel & Meetings				1,970	
NU-Out-Of-Town Travel	143			303	
Total	\$459,093	\$1,193,061	\$589,600	\$415,291	\$614,600

GOVERNMENT SERVICES AND PUBLIC AFFAIRS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	354,939	703,566	760,848	782,997	796,641		
Materials & Services	368,812	409,415	459,500	439,553	374,500		
Total	\$723,751	\$1,112,981	\$1,220,348	\$1,222,550	\$1,171,141		

Department Description & Responsibilities

Major Functions: The Government Services and Public Affairs Department is responsible for on-going intergovernmental relations and for long-range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A2.13. Using TriMet's Pedestrian Plan as a start, conduct planning process to analyze 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.	June 30, 2025
	A2.15. Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects.	June 30, 2025
Pillar D. Infrastructure	D.1. With partners, pursue opportunities for potentially viable transit infrastructure projects.	June 30, 2025

Government Services and Public Affairs Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	273,568	492,706	579,159	600,340	605,706
Fringe	81,371	210,860	181,689	182,952	190,935
Capitalized Labor-Fringe				-295	
Total	\$354,939	\$703,566	\$760,848	\$782,997	\$796,641

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	304,865	335,625	393,300	343,095	308,300
Consumer Research & Eval	1,997				
Other Services- Gen & Adm	5,850	6,750	6,300	2,675	6,300
Other Materials- Gen & Adm	400	200	1,000	417	1,000
NU-APTA & OTA Dues	55,700	66,840	58,900	91,382	58,900
NU-Local Travel & Meetings				1,984	
Total	\$368,812	\$409,415	\$459,500	\$439,553	\$374,500

COMMUNICATIONS & MARKETING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,269,045	3,657,255	4,398,092	4,244,895	4,617,891		
Materials & Services	2,228,638	2,267,021	3,829,100	3,462,691	2,048,700		
Total	\$5,497,683	\$5,924,276	\$8,227,192	\$7,707,586	\$6,666,591		

Department Description & Responsibilities

Major Functions: The Communications & Marketing Department develops and executes comprehensive communication, marketing, outreach and customer experience efforts to increase ridership and influence a positive public perception of TriMet and TriMet's transit service. The Department promote transit and TriMet's service, while building public support for and understanding of TriMet's initiatives and vision, mission and values. The Department continue to support TriMet's Business Plan, increasing ridership, employee recruitment and retention and knowledge of the agency's equity efforts.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People Pillar Focus: C3 Total rewards/ communication and career advancement	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C2.13. Develop regional trip planning capability to support more seamless transfers with other transit providers.	June 30, 2025
Pillar B. Community Pillar Focus: B3. Reputation	B3.7. 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.	June 30, 2025

Communications & Marketing Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,417,387	2,713,571	3,319,045	3,195,404	3,487,360
Fringe	973,570	1,082,490	1,265,461	1,188,055	1,329,716
Capitalized Labor-Fringe	-121,912	-138,806	-186,414	-138,564	-199,185
Total	\$3,269,045	\$3,657,255	\$4,398,092	\$4,244,895	\$4,617,891

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Production	113,200	146,720	152,800	269,922	152,800
Professional & Technical-Gen & Adm	139,636	126,143	130,300	190,216	130,300
Student Pass/BETC Program			119,000	49,817	19,000
Consumer Research & Eval	90,580	124,876	153,500	95,387	103,500
Software Hosting/Subscription Services	46,468	49,018		39,914	
Other Services- Gen & Adm	18,499	179,664	386,000	179,437	36,000
Graphics Material	2,840	8,223	8,300	18,613	8,300
Office Supplies	12,683				
Unreconciled P-Card Expense	4,628			1,113	
Computer Equip under \$5,000	12,911	9,222	5,000	9,487	5,000
Community Outreach			464,000	568,621	472,000
Promotions	109,738	131,540	85,500	47,688	85,500
Publications	3,569	308	1,000	1,037	1,000
Outreach/Promotions	1,487,017	847,911	576,800	983,085	688,400
Sales Programs	9,468	9,133	10,000	7,330	10,000
Telephone	10,990	14,220		6,652	
NU-Dues & Subscriptions		3,500			
Chamber Dues & Fees	5,560	5,560	5,900	2,458	5,900
NU-Local Travel & Meetings	38			1,970	
NU-Education & Training - Gen & Adm	1,671				
NU-Out-Of-Town Travel		702			
Media Fees	112,005	197,575	227,000	157,968	227,000
Employee Communications	588	4,796	4,000	4,185	4,000
Employee Recognition	46,549	16,325			
Special Event Expenses		391,585	1,500,000	827,791	100,000
Total	\$2,228,638	\$2,267,021	\$3,829,100	\$3,462,691	\$2,048,700

CUSTOMER INFORMATION SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,836,005	3,708,662	4,046,277	4,143,987	4,450,938		
Materials & Services	522,368	562,188	550,100	467,164	550,100		
Total	\$3,358,373	\$4,270,850	\$4,596,377	\$4,611,151	\$5,001,038		

Department Description & Responsibilities

Major Functions: The Customer Information Services Department supports the agency's business plan creating the best possible experience for TriMet riders. The Department builds and supports strategic rider-focused initiatives to enhance the customer experience, guide the agency's customer service performance, and build community support in alignment with TriMet's brand position and shared values.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.21. Deliver enhanced customer experience training to all TriMet employees.	June 30, 2025
	A3.22. Deliver customer information enhancements such as onboard announcement improvements, new video and e-paper service information signs.	June 30, 2025

Customer Information Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,915,745	2,560,502	2,774,243	3,001,125	3,080,031
Fringe	920,260	1,148,160	1,272,034	1,200,193	1,370,907
Capitalized Labor-Fringe				-57,331	
Total	\$2,836,005	\$3,708,662	\$4,046,277	\$4,143,987	\$4,450,938

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	2,114	15,968	7,300	3,497	7,300
Other Services- Gen & Adm	2,733	904	2,500	1,390	2,500
Uniforms- Rev Veh Op		1,205	2,500	1,042	2,500
Schedule & service information	194,465	164,761	185,000	77,392	185,000
Office Supplies	873	2,310		1,039	
Other Materials- Gen & Adm	4,282	951	2,500	1,551	2,500
Unreconciled P-Card Expense	240	2,635		7,446	
Safety Supplies- Gen & Adm	269				
Schedule Books & Map	1,012	2,297	10,900	5,249	10,900
On Street Customer Service	19,668	59,628	23,700	16,996	23,700
Customer Info Material			11,400	4,750	11,400
Customer information & signage	194,006	258,374	216,600	211,738	216,600
Call Center Operations	96,194	28,424	85,900	101,405	85,900
Telephone	6,512	8,226		830	
Data Communication Services		16,505		24,479	
NU-Local Travel & Meetings				5,910	
Customer Service Training			1,800	2,450	1,800
Total	\$522,368	\$562,188	\$550,100	\$467,164	\$550,100

Public Affairs Personnel Profile

Public Affairs Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Public Affairs	1.00	NU	FT		237,305	24	185,778	278,668
Project Manager	1.00	NU	FT		82,379	12	68,933	103,397
Assistant, Executive Administrative	1.00	NU	FT		68,596	11	63,146	94,720
Total	3.00				388,280			

Community Affairs & Engagement Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Community Affairs & Engagement	1.00	NU	FT		151,663	18	114,749	172,125
Manager, Community Engagement Programs	1.00	NU	FT		116,031	16	97,122	145,683
Manager, Community Affairs	1.00	NU	FT		123,427	16	97,122	145,683
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT		88,009	13	75,186	112,779
Coordinator, Community Affairs	1.00	NU	FT		92,905	12	68,933	103,397
Coordinator, Community Affairs	3.00	NU	FT	✓	265,012	12	68,933	103,397
Coordinator, Outreach Services	1.00	NU	FT		94,466	11	63,146	94,720
Coordinator, Outreach Programs & Events	2.00	NU	FT		149,522	11	63,146	94,720
Representative, Community Affairs	1.00	NU	FT		79,732	10	57,815	86,720
Assistant, Administrative	1.00	NU	FT		62,150	7	44,136	66,204
Total	13.00				1,222,917			

Government Services and Public Affairs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Government Relations	1.00	NU	FT		185,814	20	135,157	202,735
Program Manager, Government Relations	1.00	NU	FT		163,989	19	124,590	186,886
Program Manager, Government Affairs & Policy	1.00	NU	FT		148,681	18	114,749	172,125
Coordinator, Senior, Government Affairs	1.00	NU	FT	✓	107,223	15	89,263	133,894
Total	4.00				605,706			

Public Affairs Personnel Profile

Communications & Marketing Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Marketing & Business Development	1.00	NU	FT		201,699	21	146,525	219,789
Director, Communications	1.00	NU	FT		174,026	19	124,590	186,886
Manager, Media Relations	1.00	NU	FT		130,706	16	97,122	145,683
Manager, Fare Programs	1.00	NU	FT		111,679	16	97,122	145,683
Manager, Creative Services	1.00	NU	FT		111,795	15	89,263	133,894
Manager, Marketing Strategy & Promotions	1.00	NU	FT		126,545	15	89,263	133,894
Manager, Digital Communications	1.00	NU	FT		119,539	15	89,263	133,894
Manager, Employee Communications	1.00	NU	FT		115,558	15	89,263	133,894
Analyst, Senior, Research	2.00	NU	FT		209,982	14	81,948	122,923
Public Information Officer	2.00	NU	FT		197,715	14	81,948	122,923
Coordinator, Senior, Fare Policy Program	1.00	NU	FT		116,796	14	81,948	122,923
Coordinator, Senior, Marketing & Business Develop	1.00	NU	FT		114,577	14	81,948	122,923
Coordinator, Senior, Communications	1.00	NU	FT		101,041	13	75,186	112,779
Coordinator, Employee Communications	1.00	NU	FT		99,265	12	68,933	103,397
Designer, Web/Developer	2.00	NU	FT		190,740	12	68,933	103,397
Graphic Designer	3.00	NU	FT		259,414	11	63,146	94,720
Coordinator, Marketing Communications	1.00	NU	FT		85,051	11	63,146	94,720
Coordinator, Transportation Options	1.00	NU	FT		94,720	11	63,146	94,720
Representative, Transportation Options	2.00	NU	FT		165,845	11	63,146	94,720
Coordinator, Outreach Programs & Events	4.00	NU	FT		333,266	11	63,146	94,720
Coordinator, Print Production	1.00	NU	FT		84,151	10	57,815	86,720
Copywriter, Senior	1.00	NU	FT		72,268	10	57,815	86,720
Specialist, Senior, Transportation Options	2.00	NU	FT		130,416	9	52,876	79,312
Specialist, Senior, Video Production	1.00	NU	FT		73,549	9	52,876	79,312
Assistant, Senior Administrative	1.00	NU	FT		67,018	9	52,876	79,312
Total	35.00				3,487,360			

Public Affairs Personnel Profile

Customer Information Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Customer Experience	1.00	NU	FT		125,797	17	105,613	158,418
Manager, Customer Experience	1.00	NU	FT		115,730	15	89,263	133,894
Manager, On-Street Customer Service	1.00	NU	FT		118,298	14	81,948	122,923
Manager, Customer Information	1.00	NU	FT		99,976	13	75,186	112,779
Project Manager	1.00	NU	FT		92,140	12	68,933	103,397
Assistant, Senior Administrative	1.00	NU	FT		70,325	9	52,876	79,312
Coordinator, Operations	2.00	U	FT		175,479	876	57,574	76,752
Specialist, Information Development	8.00	U	FT		742,542	732	61,672	82,222
Customer Service Representative	6.00	U	FT		489,575	731	54,434	72,571
Representative, Field Outreach & Comm. Rels.	7.00	U	FT		345,398	715	35,131	43,930
Customer Experience Agent	8.00	U	FT		469,112	714	40,477	53,581
Supervisor, Customer Service Center	2.00	U	FT		179,416	710	63,627	84,822
Total	39.00				3,023,788			

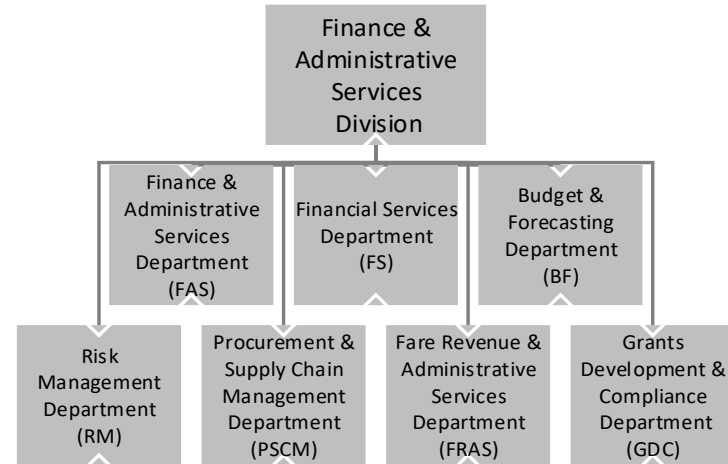
Finance & Administrative Services Division

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MAJOR PRIORITIES OF THE DIVISION

- ▽ (FAS) Managing agency financial activities, assuring effective financial controls, planning for future financial requirements and providing customer service.
- ▽ (FS) Accounting & reporting on the day-to-day financial activities.
- ▽ (BF) Agency financial planning, forecasting and budgeting, performance reporting and analysis and fare revenue analysis.
- ▽ (RM) Managing self-insured workers' compensation (WC), light duty program and risk management.
- ▽ (PSCM) Manage the supply chain process for all outsourced goods and services to support TriMet's operation, including warranty programs.
- ▽ (FRAS) Managing fare collection across the region. Agency-wide business process improvement, document services and inter-office mail.
- ▽ (GDC) Managing grant accounting and reporting, grant development, administration and compliance.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

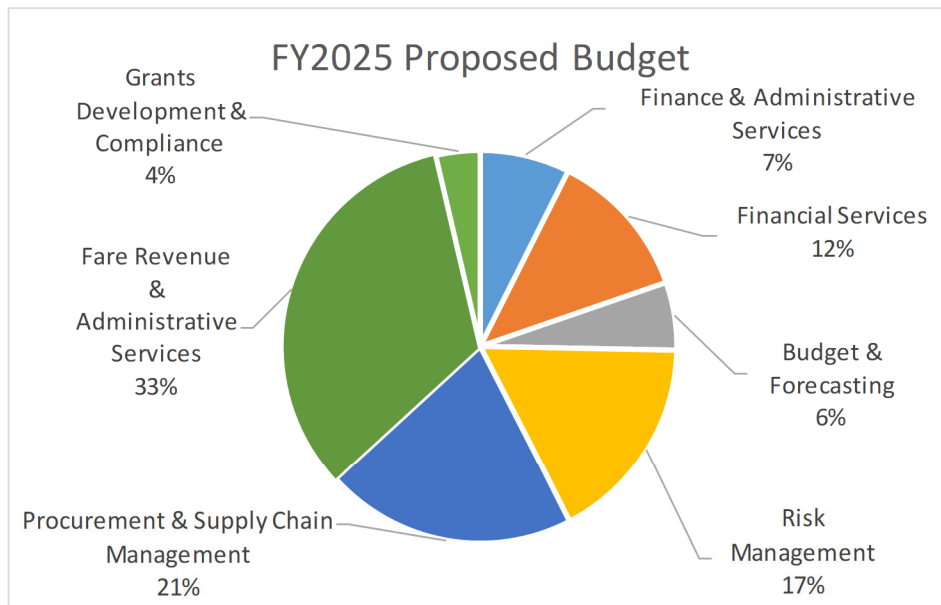
- » TriMet's total FY2024 adopted budget is just under \$2 billion, having almost doubled since FY2012 when the budget was less than \$1 billion.
- » For over ten consecutive fiscal years, TriMet's audit of our Federal awards has been free from audit findings, material weaknesses or significant deficiencies noted by our external auditors. TriMet's audited financial statements along with the audit of the District's Federal awards is posted at: [Transparency and Accountability \(trimet.org\)](https://www.trimet.org/transparency-and-accountability).
- » In FY2025, the Supply Chain Team will transition the materials management operation to a hub and spoke model and move many of the parts, materials and supplies necessary to maintain our assets to a warehouse on the Columbia Bus Base property.
- » Since the launch of Hop Fastpass in July 2017, there have been over 190 million taps on the system and \$270 million in revenue.

Performance Metrics Finance & Administrative Services Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Meet the six Strategic Financial Plan guidelines through complex strategic financial planning, forecasting and analysis, and budgeting.		X		Finance & Administrative Services	100%	100%	100%
Publish annual audited financial statements and single audit within six months of fiscal year -end.		X		Financial Services	100%	100%	100%
Maintain payroll systems with annual patches and software upgrades needed to process bi-weekly in-house payroll without interruptions 95% of the time.		X		Financial Services	95%	95%	95%
Develop and publish the Monthly Performance Report (MPR) and Dashboard within one week of month end close.	X			Budget & Forecasting	100%	100%	100%
Develop and publish all three public versions of the annual Budget on time.		X		Budget & Forecasting	100%	100%	100%
Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects.		X		Grants Development & Compliance	50%	75%	100%
Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.		X		Risk Management	90%	95%	90%
Increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.		X	X	Procurement & Supply Chain Management	40%	In process	80%
Operationalize the Materials Management Center on the Columbia Bus Base property to transition the materials management operation to a hub and spoke model.			X	Procurement & Supply Chain Management	50%	75%	100%
Implement cross departmental / cross agency strategic and capability roadmap for fare collection. This includes public pilots of TVM, Farebox and Account Management Applications in FY25 as well as agreed upon designs for customer website, institutional website and point of sale solutions.			X	Fare Revenue & Administrative Services	N/A	N/A	50%
Maintain the same or an increased percentage of fares collected via Hop Fastpass® vs cash collected via fare boxes.	X	X	X	Fare Revenue & Administrative Services	87%	87%	87%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	16,022,920	18,286,017	22,101,877	20,660,294	24,168,769		
Materials & Services	8,351,205	10,028,245	11,131,700	10,202,407	11,761,700		
Total	\$24,374,125	\$28,314,262	\$33,233,577	\$30,862,701	\$35,930,469		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Finance & Administrative Services	675,723	915,336	1,870,334	1,031,261	2,653,428		
Financial Services	3,450,670	3,801,426	4,296,445	4,482,416	4,428,861		
Budget & Forecasting	1,569,894	1,294,244	1,547,582	1,433,841	2,010,581		
Risk Management	5,274,407	5,477,979	5,435,739	5,602,043	6,175,701		
Procurement & Supply Chain Management	5,344,728	6,337,501	6,800,095	6,758,472	7,423,424		
Fare Revenue & Administrative Services	8,058,703	10,487,776	12,278,943	10,724,421	11,928,568		
Grants Development & Compliance			1,004,439	830,247	1,309,906		
Total	\$24,374,125	\$28,314,262	\$33,233,577	\$30,862,701	\$35,930,469		

Total Division FTE	137.00	142.00	161.50	161.50	166.30
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FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	554,092	734,827	1,442,234	677,151	1,916,328		
Materials & Services	121,631	180,509	428,100	354,110	737,100		
Total	\$675,723	\$915,336	\$1,870,334	\$1,031,261	\$2,653,428		

Department Description & Responsibilities

Major Functions: The Finance & Administrative Services Department is responsible for the oversight and management of all agency financial activities, assuring effective financial controls, planning for future financial requirements, obligations and liabilities, and administrative services functions.

Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources Pillar Focus: E2. Identifying new resources	E.4. Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. TANF, DHS, VA, Medicare, Public Housing).	June 30, 2025
	E2.7. Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements.	June 30, 2025
	E.1. Manage and align financial performance and decision-making with the Strategic Financial Plan.	June 30, 2025

Finance & Administrative Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	324,274	378,177	1,132,605	467,662	1,468,835
Fringe	229,818	356,650	309,629	209,489	447,493
Total	\$554,092	\$734,827	\$1,442,234	\$677,151	\$1,916,328

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			42,800	17,833	42,800
Professional & Technical-Gen & Adm	44,802	37,220	73,500	49,410	333,500
Recruitment Expense	630	39	1,000	12,564	3,000
Temporary Help-Gen & Adm				19,887	
Other Services- Gen & Adm	6,825	12,473	12,000	10,345	12,000
Office Supplies	3,168	12,984	99,000	47,570	124,000
Equip/Furn < \$5,000-Gen & Adm			12,000	5,000	12,000
Other Materials- Gen & Adm		3,985	2,500	1,607	2,500
Telephone	26,593	6,662	37,300	26,989	52,300
NU-Dues & Subscriptions	1,108	4,873	21,000	14,761	21,000
NU-Local Travel & Meetings		638		4,146	4,000
NU-Education & Training - Gen & Adm	2,394	42,007	17,000	50,705	30,000
NU-Out-Of-Town Travel	33,460	57,247	100,000	84,970	90,000
Employee Recognition	2,651	2,381	10,000	8,323	10,000
Total	\$121,631	\$180,509	\$428,100	\$354,110	\$737,100

FINANCIAL SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,813,459	3,275,093	3,790,445	3,876,183	3,900,861		
Materials & Services	637,211	526,333	506,000	606,233	528,000		
Total	\$3,450,670	\$3,801,426	\$4,296,445	\$4,482,416	\$4,428,861		

Department Description & Responsibilities

Major Functions: The Financial Services Department is responsible for the day-to-day financial accounting and reporting activities of TriMet. The department's major functions include accounts payable, payroll, accounts receivable, treasury management, capital assets, inventory, long-term debt, OPEB, pension plans and other liabilities. Financial Services provides monthly and quarterly financial reports to the BOD. The Department is also responsible for managing the annual external financial audit, audit of the two defined benefit pension plans, audit of the schedule of expenditures of Federal awards and the coordination of the STIF Agreed Upon Procedure engagement.

Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E.1. Manage and align financial performance and decision-making with the Strategic Financial Plan.	June 30, 2025
Pillar C. People Pillar Focus: C2. Training/ development performance	C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.	June 30, 2025

Financial Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,995,442	2,359,452	2,753,518	2,855,795	2,834,016
Fringe	818,017	915,641	1,036,927	1,020,388	1,066,845
Total	\$2,813,459	\$3,275,093	\$3,790,445	\$3,876,183	\$3,900,861

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			12,000	5,000	12,000
Audits	240,000	236,856	225,000	288,741	245,000
Professional & Technical-Gen & Adm	148,133	12,841	30,000	57,350	30,000
Banking Charges	151,556	172,094	185,000	190,821	195,000
Temporary Help-Gen & Adm	34,066			10,946	
Software Hosting/Subscription Services	7,448	14,245	12,000	14,065	12,000
Other Services- Gen & Adm	17,242	29,504	24,000	12,860	24,000
Procurement Advertising	150				
Office Supplies	2,601	23,130		3,316	
Equip/Furn < \$5,000-Gen & Adm	20,702	10,470	14,000	6,324	4,000
Other Materials- Gen & Adm	2,500	8,172	4,000	2,176	4,000
Postage - Gen & Admin				10	
Computer Equip under \$5,000					2,000
Telephone	3,578	5,119		3,845	
NU-Dues & Subscriptions	4,710	7,761		1,595	
NU-Education & Training - Gen & Adm	3,154	6,001		2,534	
Fines and Penalties - Payroll	1,371				
Employee Recognition		140			
Software License Fees				6,650	
Total	\$637,211	\$526,333	\$506,000	\$606,233	\$528,000

BUDGET & FORECASTING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,365,466	1,235,695	1,274,682	1,283,845	1,728,181		
Materials & Services	204,428	58,549	272,900	149,996	282,400		
Total	\$1,569,894	\$1,294,244	\$1,547,582	\$1,433,841	\$2,010,581		

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Budget & Forecasting Department is responsible for agency financial planning, budgeting and forecasting, performance analysis and reporting, fare revenue analysis, capital financial planning and coordination of the Capital Program Committee.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources Pillar Focus: E2. Identifying new resources Pillar Focus: E3. Efficiencies	E.1. Manage and align financial performance and decision-making with the Strategic Financial Plan.	June 30, 2025
	E2.7. Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements.	June 30, 2025
	E.3. 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 at approximately 70 percent of anticipated available resources.	June 30, 2025
	E.2. Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D4. State of good repair	D4.14. Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.	Continuous

Budget & Forecasting Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	995,628	936,958	972,321	976,444	1,299,204
Fringe	369,838	298,737	302,361	307,401	428,977
Total	\$1,365,466	\$1,235,695	\$1,274,682	\$1,283,845	\$1,728,181

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	127,934	1,744	202,300	84,292	202,300
Economic Forecasts	38,612	36,659	40,000	48,390	40,000
Ridership Counts/Surveys			15,000	6,250	15,000
Other Services- Gen & Adm	1,249	11,481	13,000	5,917	15,000
Office Supplies	1,127	1,397		720	
Other Materials- Gen & Adm	1,675		2,600	1,111	2,600
Computer Equip under \$5,000					7,500
NU-Dues & Subscriptions	2,620	2,435		2,132	
NU-Education & Training - Gen & Adm	1,398	4,383		1,184	
NU-Out-Of-Town Travel		450			
Software License Fees	29,813				
Total	\$204,428	\$58,549	\$272,900	\$149,996	\$282,400

RISK MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	689,412	851,832	867,339	901,426	1,056,301		
Materials & Services	4,584,995	4,626,147	4,568,400	4,700,617	5,119,400		
Total	\$5,274,407	\$5,477,979	\$5,435,739	\$5,602,043	\$6,175,701		

Department Description & Responsibilities

Major Functions: The Risk Management Department is responsible for managing Self-Insured Workers Compensation, Light Duty Program and Risk Management.

Link to Business Plan	Goals & Objectives	Timeline
Pillar E. Resources	E.1. Manage and align financial performance and decision-making with the Strategic Financial Plan.	June 30, 2025

Risk Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	515,456	613,977	620,701	675,344	758,062
Fringe	176,904	237,855	246,638	226,082	298,239
Capitalized Labor-Fringe	-2,948				
Total	\$689,412	\$851,832	\$867,339	\$901,426	\$1,056,301

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Claims Services	1,623	2,219	2,000	2,717	35,000
Software Hosting/Subscription Services					66,000
Other Services- Gen & Adm	2,681	33,813	8,100	4,300	8,100
Office Supplies	591	1,843		1,383	
Other Materials- Gen & Adm	3,669	2,971	1,000	2,922	1,000
Unreconciled P-Card Expense	1	6			
Computer Equip under \$5,000					2,000
Safety Supplies- Gen & Adm	419				
Telephone		2,021			
Phys Damage Ins - B,G & Eq	1,639,710	1,336,278	1,250,300	1,359,394	1,358,300
Railroad Protective Ins	133,091	108,111	247,100	188,150	219,800
Cyber Security Insurance	-21,886		66,700	27,792	82,900
PMLR Insurance Costs	486,731	564,865		335,960	
WES Insurance Costs	2,217,329	2,573,275	2,575,600	2,603,649	2,809,300
Public Entity Liability Insurance	120,741	470	417,600	174,000	537,000
NU-Dues & Subscriptions		275			
NU-Education & Training - Gen & Adm	295			350	
Total	\$4,584,995	\$4,626,147	\$4,568,400	\$4,700,617	\$5,119,400

PROCUREMENT & SUPPLY CHAIN MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,922,202	5,928,361	6,599,095	6,489,651	7,097,424		
Materials & Services	422,526	409,140	201,000	268,821	326,000		
Total	\$5,344,728	\$6,337,501	\$6,800,095	\$6,758,472	\$7,423,424		

Department Description & Responsibilities

Major Functions: The Procurement & Supply Chain Management Department is responsible for oversight and management of procurement and contracting for all outsourced goods and services in addition to materials management and warranty programs in accordance with the Oregon Public Contracting Code and Federal Regulations.

Link to Business Plan	Goals & Objectives	Timeline
Pillar B. Community Pillar Focus: B1. Relationships	B1.5. Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms.	June 30, 2025

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	3,493,965	4,199,472	4,768,692	4,762,585	5,187,876
Fringe	1,428,531	1,732,623	1,830,403	1,727,066	2,021,117
Capitalized Labor-Fringe	-294	-3,734			-111,569
Total	\$4,922,202	\$5,928,361	\$6,599,095	\$6,489,651	\$7,097,424

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	70,550	29,232	70,000	64,417	70,000
Copier & Printer Usage and Maintenance	117,101	24,904	5,000	28,489	5,000
Laundry	25		2,500	1,785	2,500
Other Services- Gen & Adm	15,888	36,933	24,000	16,294	39,000
Procurement Advertising	14,387	28,725	30,000	13,499	30,000
Office Supplies	56,527	37,695		9,746	
Freight	53,282	67,223	40,000	50,217	40,000
Equip/Furn < \$5,000-Rev Eq Maint	7,405	3,579	5,000	2,083	95,000
Equip/Furn < \$5,000-Gen & Adm		17,764			
Inventory Adjustments		3,282		-8,608	
Other Materials- Gen & Adm	58,442	43,052	15,000	20,979	35,000
Other Materials- Rev Eq Maint	20,448	8,454	5,000	8,655	5,000
Unreconciled P-Card Expense	1,461	2,921		481	
Safety Supplies- Gen & Adm	3,608	85,884	3,500	51,718	3,500
Obsolete Inventory		5,340		4,788	
Invoice Price Variance				-328	
Telephone	2,655	6,506		3,265	
OR Corporate Activity Tax (CAT)	7	44			
NU-Dues & Subscriptions		5,150			
NU-Education & Training - Gen & Adm	740	2,204		60	
CDL Renewals			1,000	417	1,000
Employee Recognition		248		864	
Total	\$422,526	\$409,140	\$201,000	\$268,821	\$326,000

FARE REVENUE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,678,289	6,260,209	7,146,143	6,612,190	7,179,768		
Materials & Services	2,380,414	4,227,567	5,132,800	4,112,231	4,748,800		
Total	\$8,058,703	\$10,487,776	\$12,278,943	\$10,724,421	\$11,928,568		

Department Description & Responsibilities

Major Functions: The Fare Revenue & Administrative Services Department consists of fare revenue collection, processing, cash controls, sales and distribution of TriMet fares. This includes operations and maintenance of the Hop Fastpass® Solution on behalf of TriMet, C-Tran and Portland Streetcar. The team is also responsible for maintaining Ticket Vending Machines (TVMs) and all equipment on light rail platforms.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.26. Replace fareboxes for better customer service.	June 30, 2026
	A3.27. TVM replacement for improved Hop card distribution and sales.	
Pillar E. Resources Pillar Focus: E3. Efficiencies	E3.10. Implement plans to decrease fare evasion.	Continuous

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	4,073,656	4,575,005	5,249,952	4,925,342	5,331,027
Fringe	1,626,767	1,702,586	1,896,191	1,686,848	1,848,741
Capitalized Labor-Fringe	-22,134	-17,382			
Total	\$5,678,289	\$6,260,209	\$7,146,143	\$6,612,190	\$7,179,768

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		45,690			200,000
Banking Charges	799,789	991,151	1,584,000	1,313,528	1,400,000
Money Transport	32,618	36,727	36,200	40,372	36,200
Ticket Vend & Servicing	192,987	348,478	240,000	244,998	240,000
Equipment Repair & Mtc - Gen & Adm	4,250		9,000	3,750	9,000
Photo Copier Maint-Doc Svcs	32,892	53,039	35,000	35,258	35,000
Cont ROW Mtc Comm	1,594	18,110			
Contracted Mtc-Fare Eq	16,365	210	2,000	3,371	2,000
Office Maint Custodial	134		15,000	6,250	15,000
Laundry	1,124	1,109	1,400	1,193	1,400
Other Services- Gen & Adm	162,776	196,064	160,000	83,950	163,000
Other Services-Transp Adm			4,000	1,667	1,000
Payment Card Processing Fee		3,830			
Retail Network Commissions	337,905	438,859	513,000	470,859	513,000
Uniforms - Veh Ops	3,364	1,717	2,900	1,208	2,900
Tickets, Passes & Fare Media Cards	43,123	1,449,264	1,800,000	1,222,105	1,400,000
Office Supplies	23,989	37,096		16,191	
Freight	133		1,000	417	1,000
Equip/Furn < \$5,000-Gen & Adm	2,516	781	6,000	2,583	6,000
Small Hand Tools-Fac/Eq Maint	2,867	3,061	3,000	2,291	3,000
Other Materials- Gen & Adm	33,388	32,954	54,000	41,225	54,000
Other Materials- Fac/Eq Maint	605	-9,887	14,000	5,953	14,000
Unreconciled P-Card Expense	73	811		123	

Fare Revenue & Administrative Services Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Postage - Gen & Admin	153,695	113,613	172,000	163,666	172,000
Computer Equip under \$5,000	6,921	4,042	2,500	1,042	2,500
Doc Svcs Supplies	7,838	3,418	15,000	6,502	15,000
Safety Supplies - Fac/Eq Maint	15,467	9,078	15,500	19,013	15,500
Obsolete Inventory	35,223	35,715			
Maint Matl Fare Equip	272,194	201,612	310,000	228,009	190,000
Maint - eFare Equipment		73		330	
Maint Materials Comm/Video	135,702	169,065	135,000	173,968	255,000
Telephone	54,812	34,318		17,348	
NU-Dues & Subscriptions	2,199	2,310		2,100	
NU-Local Travel & Meetings				1,970	
NU-Education & Training - Gen & Adm	2,565	461			
CDL Renewals			1,000	417	1,000
Employee Recognition				32	
Rental	1,306	4,798	1,300	542	1,300
Total	\$2,380,414	\$4,227,567	\$5,132,800	\$4,112,231	\$4,748,800

GRANTS DEVELOPMENT & COMPLIANCE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			981,939	819,848	1,289,906		
Materials & Services			22,500	10,399	20,000		
Total			\$1,004,439	\$830,247	\$1,309,906		

Department Description & Responsibilities

Major Functions: The Grants Development & Compliance Department is responsible for development, submission, and execution of all competitive and noncompetitive grants, as well as the administration, accounting, reporting, and monitoring of all grant related funds. The department is also responsible for ensuring compliance with all federal, state and local grant requirements for internal projects as wells as funds passed through to other organizations.

Link to Business Plan	Goals & Objectives	Timeline
Pillar Focus: E2. Identifying new resources	E2.8. Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan and other initiatives to identify and apply for funding.	June 30, 2025
	E2.9. Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants.	June 30, 2025

Grants Development & Compliance Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			734,143	629,561	955,004
Fringe			247,796	190,287	334,902
Total			\$981,939	\$819,848	\$1,289,906

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			11,500	4,792	11,500
Other Services- Gen & Adm			8,500	3,542	3,500
Office Supplies				268	
Equip/Furn < \$5,000-Gen & Adm			2,500	1,042	5,000
NU-Dues & Subscriptions				755	
Total			\$22,500	\$10,399	\$20,000

Finance & Administrative Services Personnel Profile

Finance & Administrative Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Financial Officer	1.00	NU	FT		338,156	27	235,651	353,477
Assistant, Executive Administrative	1.00	NU	FT		97,698	11	63,146	94,720
Clerk II, Administrative	1.00	NU	FT		63,731	7	44,136	66,204
Clerk, Administrative	1.00	NU	FT		53,726	5	36,740	55,110
Total	4.00				553,312			

Financial Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Financial Services	1.00	NU	FT		201,890	21	146,525	219,789
Manager, Senior, Financial Services	1.00	NU	FT		168,875	19	124,590	186,886
Manager, Financial Systems	1.00	NU	FT		172,125	18	114,749	172,125
Manager, Debt and Treasury	1.00	NU	FT		140,032	18	114,749	172,125
Manager, Accounting	1.00	NU	FT		135,283	17	105,613	158,418
Manager, Payroll	1.00	NU	FT		137,894	16	97,122	145,683
Analyst, Business (Financial System)	1.00	NU	FT		114,426	14	81,948	122,923
Assistant Manager, Payroll	1.00	NU	FT		102,436	14	81,948	122,923
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT		100,730	14	81,948	122,923
Accountant, Senior, Revenue	1.00	NU	FT		101,965	13	75,186	112,779
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT		92,577	13	75,186	112,779
Accountant, Financial	2.00	NU	FT		148,219	11	63,146	94,720
Accountant, Revenue	1.00	NU	FT		67,360	11	63,146	94,720
Specialist, Senior, Accounts Receivable	1.00	NU	FT		75,504	9	52,876	79,312
Assistant, Senior Administrative	1.00	NU	FT		60,757	9	52,876	79,312
Senior Payroll Clerk	3.00	U	FT		263,197	340	60,590	80,787
Timekeeper	1.00	U	FT		103,639	336	90,667	90,667
Timekeeper	0.50	U	PT		25,910	336	90,667	90,667
Finance Clerk (Accounting)	3.00	U	FT		243,382	323	54,142	72,176
Finance Clerk (Payroll)	3.00	U	FT		222,766	323	54,142	72,176
Senior Accounts Payable Clerk	1.00	U	FT		92,347	322	60,590	80,787
Total	27.50				2,771,312			

Finance & Administrative Services Personnel Profile

Budget & Forecasting Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Budget & Forecasting	1.00	NU	FT		186,000	21	146,525	219,789
Manager, Financial Analysis & Forecasting	1.00	NU	FT		137,137	18	114,749	172,125
Manager, Budget	1.00	NU	FT		150,740	17	105,613	158,418
Program Manager, Financial Systems	1.00	NU	FT		145,683	16	97,122	145,683
Analyst, Senior, Financial (Budget)	1.00	NU	FT		116,431	15	89,263	133,894
Analyst, Senior, Financial	1.00	NU	FT		95,168	15	89,263	133,894
Analyst, Budget	4.00	NU	FT		387,281	13	75,186	112,779
Analyst, Financial	1.00	NU	FT		80,764	12	68,933	103,397
Total	11.00				1,299,204			

Risk Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Risk Management	1.00	NU	FT		182,764	20	135,157	202,735
Adjuster, Senior, Claims	1.00	NU	FT		109,875	13	75,186	112,779
Administrator, Worker's Compensation	1.00	NU	FT		103,397	12	68,933	103,397
Administrator, NRV Driver Compliance Program	1.00	NU	FT		86,164	12	68,933	103,397
Adjuster, Claims	1.00	NU	FT		84,460	11	63,146	94,720
Specialist, Senior, Claims Investigation	1.00	NU	FT		62,982	10	57,815	86,720
Specialist, Senior, Claims Recovery	1.00	NU	FT		72,530	9	52,876	79,312
Assistant, Administrative	1.00	NU	FT		55,890	7	44,136	66,204
Total	8.00				758,062			

Finance & Administrative Services Personnel Profile

Procurement & Supply Chain Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Procurement & Supply Chain Management	1.00	NU	FT		170,957	20	135,157	202,735
Manager, Contracts	1.00	NU	FT		133,455	17	105,613	158,418
Manager, Stores & Warranty Programs	1.00	NU	FT		134,608	16	97,122	145,683
Manager, Purchasing	1.00	NU	FT		127,874	16	97,122	145,683
Assistant Manager, Supply Chain	4.00	NU	FT		401,986	13	75,186	112,779
Administrator, Senior, Contracts & Equity	1.00	NU	FT		81,848	13	75,186	112,779
Administrator, Senior, Contracts	4.00	NU	FT		413,392	13	75,186	112,779
Administrator, Senior, Contracts	1.00	NU	FT	✓	93,982	13	75,186	112,779
Administrator, Contracts	2.00	NU	FT		159,096	12	68,933	103,397
Analyst, Supply Chain	1.00	NU	FT		80,356	12	68,933	103,397
Coordinator, Warranty Programs	1.00	NU	FT		89,691	11	63,146	94,720
Assistant, Senior Administrative	1.00	NU	FT		67,870	9	52,876	79,312
Buyer	2.00	U	FT		161,807	432	60,653	80,870
Partsman (Bus)	15.00	U	FT		1,183,768	376	68,453	73,341
Partsman (Rail)	1.00	U	FT		80,395	376	68,453	73,341
Senior Buyer	4.00	U	FT		387,386	373	84,718	84,718
Senior Partsman (Rail)	7.00	U	FT		586,768	372	73,341	73,341
Assist Storekeeper Inventory Control	2.00	U	FT		176,041	371	77,002	77,002
Assistant Storekeeper (Bus)	4.00	U	FT		337,849	371	77,002	77,002
Assistant Storekeeper (Rail)	2.00	U	FT		176,041	371	77,002	77,002
Total	56.00				5,045,171			

Finance & Administrative Services Personnel Profile

Fare Revenue & Administrative Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Fare Revenue & Administrative Services	1.00	NU	FT		167,209	21	146,525	219,789
Manager, Fare Systems (Operations)	1.00	NU	FT		116,595	16	97,122	145,683
Manager, Fare Systems (Projects)	1.00	NU	FT		134,201	16	97,122	145,683
Manager, Fare Revenue	1.00	NU	FT		131,756	16	97,122	145,683
Manager, Fare & Communication Equipment	1.00	NU	FT		145,360	16	97,122	145,683
Analyst, Fare Systems	3.00	NU	FT		314,558	14	81,948	122,923
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT		211,051	14	81,948	122,923
Assistant Manager, Fare Revenue Controls	1.00	NU	FT		98,532	13	75,186	112,779
Analyst, Business (Fare Revenue)	1.00	NU	FT		102,697	12	68,933	103,397
Assistant Manager, Document Services	1.00	NU	FT		75,234	9	52,876	79,312
Fare Revenue Assistant Supervisor	1.00	U	FT		89,838	736	58,947	78,582
Fare Revenue Specialist	8.00	U	FT		640,398	733	53,872	71,822
Fare Revenue Supervisor	1.00	U	FT		96,976	716	63,627	84,822
Field Technician	22.00	U	FT		2,021,164	591	80,371	80,371
Assistant Supervisor, Field Technician	2.00	U	FT		211,301	590	92,435	92,435
Mail Services Clerk	1.00	U	FT		69,158	356	45,386	60,507
Moneyroom Clerk	2.00	U	FT		197,414	331	64,771	86,362
Moneyroom Clerk	0.80	U	PT		65,646	331	64,771	86,362
Moneyroom Supervisor	1.00	U	FT		101,779	330	66,789	89,045
Total	51.80				4,990,866			

Grants Development & Compliance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Grants	1.00	NU	FT		189,621	21	146,525	219,789
Manager, Grants	1.00	NU	FT		143,853	17	105,613	158,418
Analyst, Senior, Grants Compliance	2.00	NU	FT		232,855	15	89,263	133,894
Accountant, Senior, Grants	2.00	NU	FT		194,684	13	75,186	112,779
Specialist, Senior, Grant Development	2.00	NU	FT		193,991	13	75,186	112,779
Total	8.00				955,004			

Labor Relations & Human Resources Division

DEPARTMENTS

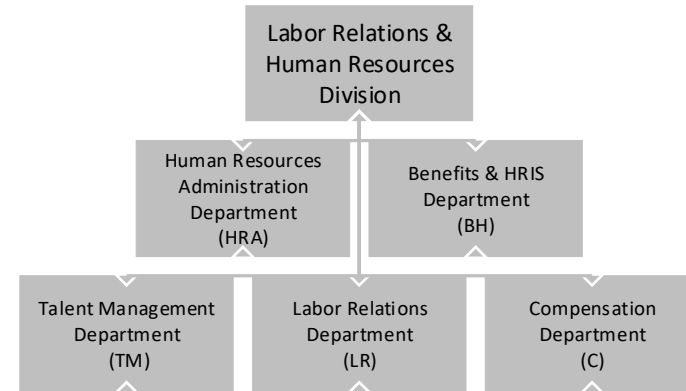
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- Labor Relations (LR).....239
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (HRA) Responsible for aligning the division on strategy, objectives and project ownership to establish TriMet as a place where diverse and talented people want to come, stay and thrive.
- ▽ (BH) Ensuring a competitive benefits package, enhancing HR technology solutions and designing flexibility in the HR policies and procedures.
- ▽ (TM) Talent acquisition, talent development, performance management, succession planning, employee engagement and affirmative action.
- ▽ (LR) Administers the collective bargaining agreement fairly, bargaining labor agreements, manages grievance procession and training operations' managers on the effective handling of labor and employee relations issues.
- ▽ (C) Managing the agency's pay, recognition and performance management programs.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

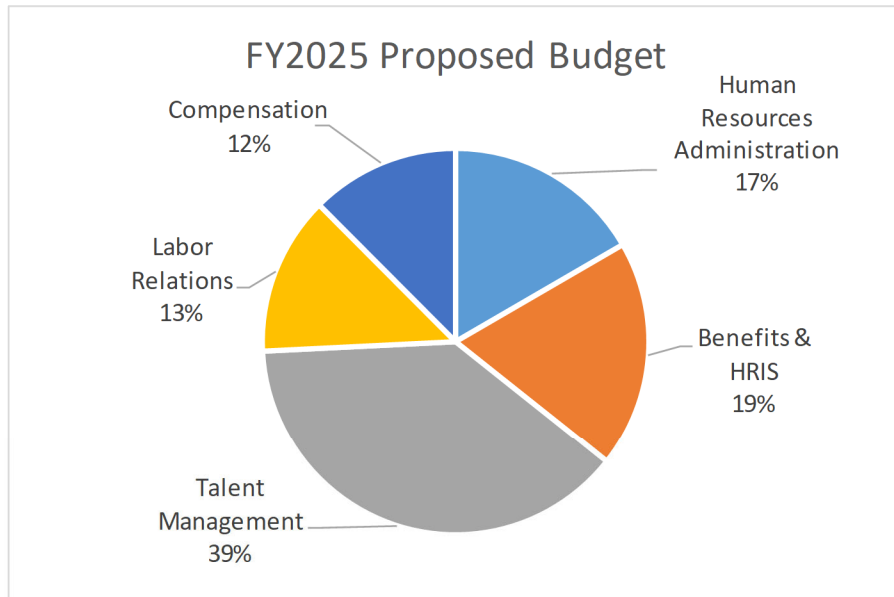
- » There are nine Employee Resource Groups (ERGs) at TriMet. The ERGs include Women's Forum, Ruta Latina, PRIDE, AsPIRe, Black/African American, TriMet Vets, Trimet-ABLE, RISE, and LEAD.
- » The E3 Program promoted self-paced learning to all employees with access to a library of 23,000+ eLearning courses, with employees completing over 1,400 eLearning courses in 2022.
- » In 2022 the Talent Management hired over 400 employees; 263 operators, 98 non-union, 42 union maintenance, and 26 new managers were hired or promoted.
- » Labor Relations and ATU 757 have successfully collaborated on 12 Memorandums of Agreement in 2023, covering a variety of topics including outside hiring of rail operators, a move up pilot program to improve operator scheduling, and a maintenance mechanic bonus.
- » The Benefits Department partnered with each of its Benefits carriers to successfully hold 24 participant Open Enrollment events; including two retiree meetings.

Performance Metrics Labor Relations & Human Resources Services Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Develop and oversee the IT division strategic planning efforts and monitoring implementation progress. Work and communicate directly with IT at least monthly as a departmental liaison, ensuring coordination on IT projects.	X			Human Resources Administration	100%	100%	100%
Coordinate budget preparation and monitoring budget performance for the division by preparing monthly reports and routinely meeting with Department Directors (at least quarterly) to ensure budget compliance.	X			Human Resources Administration	100%	100%	100%
Enhance the HR technology platform to increase manager and employee productivity and access to information. Complete four manager service training sessions.		X		Benefits & HRIS	100%	100%	100%
Focus will be on increasing women in the workforce by 5%.			X	Talent Management	2%	5%	5%
Develop and oversee talent development programs and /activities In order to improve the ability of employees to stay and thrive within TriMet, expand required course in certification in management program by at least 40%.			X	Talent Management	75%	90%	100%
Conduct 2 training session for managers on grievance handling, investigations, performance management, labor law and the labor contract that affect management.		X		Labor Relations	2 ea.	2 ea.	2 ea.
Conduct monthly meetings to advise managers regarding changes in rules, procedures and processes; and manage communications and any mid-term bargaining obligations with ATU.	X			Labor Relations	100%	100%	100%
Close out Annual OPM administration for merit on a timely basis.		X		Compensation	100%	100%	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,349,910	5,352,051	7,029,691	6,492,119	8,037,557		
Materials & Services	1,792,707	2,375,214	3,435,700	2,905,677	3,169,700		
Total	\$6,142,617	\$7,727,265	\$10,465,391	\$9,397,796	\$11,207,257		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Human Resources Administration	674,755	964,404	2,344,658	1,566,584	1,863,611		
Benefits & HRIS	1,478,065	1,798,036	1,922,755	2,021,565	2,137,218		
Talent Management	2,520,854	3,179,554	3,980,128	3,800,443	4,316,985		
Labor Relations	885,923	1,053,072	1,441,791	1,314,193	1,491,259		
Compensation	583,020	732,199	776,059	695,011	1,398,184		
Total	\$6,142,617	\$7,727,265	\$10,465,391	\$9,397,796	\$11,207,257		

Total Division FTE	32.80	38.80	46.80	46.80	52.80		
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HUMAN RESOURCES ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	381,962	425,160	890,558	484,437	1,032,011		
Materials & Services	292,793	539,244	1,454,100	1,082,147	831,600		
Total	\$674,755	\$964,404	\$2,344,658	\$1,566,584	\$1,863,611		

Department Description & Responsibilities

Major Functions: The Human Resources Administration Department is responsible for aligning the division on strategy, objectives and project ownership to establish TriMet as a place where diverse and talented people want to come, stay, and thrive. The Department is also responsible for developing the division's staff's professional competencies, ensuring alignment with TriMet's values, ensuring division's employees work safely and providing administrative support to the division as a whole.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C.7. Implement Human Resources-related initiatives, especially those that are agency-wide.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025
Pillar C. People	C.1. Use equity lens framework in support of TriMet projects and programs.	June 30, 2025
	C.2. Work with ATU to maintain improved labor relations to provide for an engaged and supported represented workforce.	June 30, 2025

Human Resources Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	297,680	338,927	783,427	392,161	851,487
Fringe	84,282	86,233	107,131	92,276	180,524
Total	\$381,962	\$425,160	\$890,558	\$484,437	\$1,032,011

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	2,682	10,402	135,200	64,343	110,000
Professional & Technical-Gen & Adm	47,000	17,325	366,800	152,833	128,500
Recruitment Expense	135			24,554	
Other Services- Gen & Adm	27,204	138,393	5,000	5,617	5,000
Office Supplies	1,628	1,786	2,000	2,603	3,000
Other Materials- Gen & Adm	3,464	5,503	5,000	11,266	5,000
Unreconciled P-Card Expense	3,982				
Postage - Gen & Admin			1,000	417	1,000
Telephone	7,851	25,272	6,000	12,551	7,000
NU-Dues & Subscriptions	1,789	9,276	3,500	3,753	3,500
NU-Local Travel & Meetings	605	4,946	1,000	4,449	5,000
NU-Education & Training - Gen & Adm	15,468	49,281	73,000	61,289	73,000
NU-Out-Of-Town Travel	6,112	14,175	1,000	16,514	15,000
Union Contractual Services	159,358	54,904	465,600	266,987	465,600
Employee Recognition		194,567	384,000	448,443	
Employee Awards	15,515	13,414	5,000	6,528	10,000
Total	\$292,793	\$539,244	\$1,454,100	\$1,082,147	\$831,600

BENEFITS & HRIS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	798,290	1,098,246	1,074,655	1,130,803	1,239,118		
Materials & Services	679,775	699,790	848,100	890,762	898,100		
Total	\$1,478,065	\$1,798,036	\$1,922,755	\$2,021,565	\$2,137,218		

Department Description & Responsibilities

Major Functions: The Benefits & HRIS Department is responsible for ensuring a competitive benefits package, enhancing HR technology solutions, and designing flexibility in the HR policies and procedures.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People Pillar Focus: C2. Training/ development performance	C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.	June 30, 2025
	C.5. Conduct and act on results from employee engagement survey.	June 30, 2025
	C.8. Engage with employees informed by results of engagement survey and initiatives developed as a result.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3. 14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025
	C3.15. Implement improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism.	June 30, 2025

Benefits & HRIS Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	592,397	771,885	784,155	836,492	899,436
Fringe	205,893	326,361	290,500	294,311	339,682
Total	\$798,290	\$1,098,246	\$1,074,655	\$1,130,803	\$1,239,118

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	4,988	569	12,000	6,845	12,000
Union Long Term Disab. Program			7,000	2,917	7,000
Health Benefit Consultant	141,277	66,387	253,100	250,357	253,100
BenefitHelp Solutions FSA 3rd Party Administrator	31,441	12,161	30,000	17,905	30,000
FMLA/OFLA 3rd Party Administrator	271,213	300,001	300,000	274,068	300,000
Compensation Survey Services	30,000	44,600		28,395	
Other Services- Gen & Adm	108,327	113,239	162,500	158,988	212,500
Office Supplies	112	360		50	
Other Materials- Gen & Adm	3,160	39,668	35,000	55,122	35,000
Postage - Gen & Admin	6,325	24,206	30,000	29,340	30,000
NU-Education & Training - Gen & Adm		244			
Employee Relations	82,932	98,355	18,500	66,775	18,500
Total	\$679,775	\$699,790	\$848,100	\$890,762	\$898,100

TALENT MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,736,363	2,250,009	2,955,728	2,962,245	3,532,585		
Materials & Services	784,491	929,545	1,024,400	838,198	784,400		
Total	\$2,520,854	\$3,179,554	\$3,980,128	\$3,800,443	\$4,316,985		

Department Description & Responsibilities

Major Functions: The Talent Management Department is responsible for talent acquisition, succession planning, training and development, performance management, employee engagement and affirmative action.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People Pillar Focus: C2. Training/ development performance	C2.12. Develop and implement succession program.	June 30, 2025
	C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.	June 30, 2025
	C.4. Increase retention of operators through employee experience committees.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025

Talent Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,220,530	1,600,662	2,128,437	2,185,156	2,531,227
Fringe	515,833	649,347	827,291	777,089	1,001,358
Total	\$1,736,363	\$2,250,009	\$2,955,728	\$2,962,245	\$3,532,585

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	19,167	72,594	349,600	154,030	98,600
Recruitment Expense	167,890	210,351	196,200	160,139	221,200
Pre-Employment Screening Services	2,246				
Other Services- Gen & Adm	386	25,749	40,000	17,972	40,000
Office Supplies				108	
Equip/Furn < \$5,000-Gen & Adm			14,000	5,833	
Other Materials- Gen & Adm		49			
Unreconciled P-Card Expense	12,204	2,994		5,594	
NU-Education & Training - Gen & Adm	6,217	31,819		8,288	
UNION-Education Reimbursement		63,563	67,000	47,477	67,000
MGMT-Education Reimbursement	148,135	76,977	107,600	74,276	107,600
Agency Training	428,246	445,449	250,000	364,481	250,000
Total	\$784,491	\$929,545	\$1,024,400	\$838,198	\$784,400

LABOR RELATIONS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	879,427	1,041,565	1,428,291	1,302,982	1,481,259		
Materials & Services	6,496	11,507	13,500	11,211	10,000		
Total	\$885,923	\$1,053,072	\$1,441,791	\$1,314,193	\$1,491,259		

Department Description & Responsibilities

Major Functions: The Labor Relations Department is responsible for administering the collective bargaining agreement fairly, bargaining labor agreements, managing grievance procession and training operations' managers on the effective handling of labor and employee relations issues.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People	C.2. Work with ATU to maintain improved labor relations to provide for an engaged and supported represented workforce.	June 30, 2025
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	June 30, 2025

Labor Relations Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	593,236	752,466	1,073,488	998,862	1,110,791
Fringe	286,191	289,099	354,803	304,120	370,468
Total	\$879,427	\$1,041,565	\$1,428,291	\$1,302,982	\$1,481,259

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			3,500	1,458	
Other Services- Gen & Adm		2,826	10,000	4,167	10,000
Office Supplies				540	
Unreconciled P-Card Expense				3	
Telephone	6,496	8,681		5,043	
Total	\$6,496	\$11,507	\$13,500	\$11,211	\$10,000

COMPENSATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	553,868	537,071	680,459	611,652	752,584		
Materials & Services	29,152	195,128	95,600	83,359	645,600		
Total	\$583,020	\$732,199	\$776,059	\$695,011	\$1,398,184		

Department Description & Responsibilities

Major Functions: The Compensation Department is responsible for managing the agency's pay, recognition and performance management programs. These programs support TriMet's business plan goal to recruit, retain and engage a talented workforce.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People	C.1. Use equity lens framework in support of TriMet projects and programs.	June 30, 2025

Compensation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	391,813	393,979	494,437	460,002	551,294
Fringe	162,055	143,092	186,022	151,650	201,290
Total	\$553,868	\$537,071	\$680,459	\$611,652	\$752,584

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	4,900	64,963	6,100	2,542	172,100
Compensation Survey Services	22,695	122,294	87,600	78,895	87,600
Other Materials- Gen & Adm	1,544	7,813	1,900	1,922	1,900
Unreconciled P-Card Expense	13	58			
Employee Recognition					384,000
Total	\$29,152	\$195,128	\$95,600	\$83,359	\$645,600

Labor Relations & Human Resources Personnel Profile

Human Resources Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	NU	FT		297,060	27	235,651	353,477
Assistant, Executive Administrative	1.00	NU	FT		96,358	11	63,146	94,720
Clerk II, Administrative	1.00	NU	FT		55,169	7	44,136	66,204
Total	3.00				448,587			

Benefits & HRIS Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Benefits & HRIS	1.00	NU	FT		162,504	19	124,590	186,886
Program Manager, HRIS	1.00	NU	FT		136,496	16	97,122	145,683
Administrator, Senior, Benefits	1.00	NU	FT		106,388	14	81,948	122,923
Analyst, Senior, Leave & Disability	1.00	NU	FT		103,191	14	81,948	122,923
Administrator, Senior, Pension & Retirement	1.00	NU	FT		106,728	14	81,948	122,923
Specialist, Benefits	0.80	NU	PT		64,780	9	52,876	79,312
Specialist, Benefits	3.00	NU	FT		219,348	9	52,876	79,312
Total	8.80				899,436			

Labor Relations & Human Resources Personnel Profile

Talent Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Talent Management	1.00	NU	FT		223,753	22	158,703	238,055
HR Business Partner	2.00	NU	FT		228,623	17	105,613	158,418
Talent Development Partner	1.00	NU	FT		131,317	17	105,613	158,418
HR Investigator	1.00	NU	FT		130,060	17	105,613	158,418
Manager, Recruiting	1.00	NU	FT		121,812	17	105,613	158,418
Manager, Learning & Development	1.00	NU	FT		145,042	17	105,613	158,418
Program Manager, Training & Development	1.00	NU	FT		112,109	15	89,263	133,894
Assistant Manager, Recruiting	1.00	NU	FT		101,893	14	81,948	122,923
Coordinator, Senior, Training & Development	1.00	NU	FT		108,865	14	81,948	122,923
HR Generalist	2.00	NU	FT		149,760	12	68,933	103,397
Candidate Sourcer	1.00	NU	FT		90,681	12	68,933	103,397
Project Manager	1.00	NU	FT		82,707	12	68,933	103,397
Recruiter	1.00	NU	FT		71,716	12	68,933	103,397
Recruiter	1.00	NU	FT	✓	89,170	12	68,933	103,397
Coordinator, Training & Development	2.00	NU	FT		158,158	11	63,146	94,720
Recruiter, Associate	4.00	NU	FT		282,348	10	57,815	86,720
Specialist, Senior, Training and Development	1.00	NU	FT		66,094	9	52,876	79,312
Specialist, Senior, Training and Development	1.00	NU	FT	✓	64,730	9	52,876	79,312
Specialist, Senior, Recruiting	1.00	NU	FT		55,890	8	48,331	72,496
Specialist, Senior, Recruiting	1.00	NU	FT	✓	53,934	8	48,331	72,496
Assistant, Administrative	1.00	NU	FT		62,566	7	44,136	66,204
Total	27.00				2,531,227			

Labor Relations & Human Resources Personnel Profile

Labor Relations Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Labor Relations	1.00	NU	FT		174,253	21	146,525	219,789
Deputy General Counsel, Senior, Emp Law & LR	1.00	NU	FT		161,524	20	135,157	202,735
Manager, Labor Relations	1.00	NU	FT		159,590	19	124,590	186,886
Program Manager, Labor Relations	2.00	NU	FT		273,925	17	105,613	158,418
Representative, Senior, Labor Relations	1.00	NU	FT		106,602	15	89,263	133,894
Analyst, Senior, Leave & Disability	1.00	NU	FT		97,188	14	81,948	122,923
Specialist, Senior, Absence	1.00	NU	FT		66,094	9	52,876	79,312
Assistant, Senior Administrative	1.00	NU	FT		71,614	9	52,876	79,312
Total	9.00				1,110,791			

Compensation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Compensation	1.00	NU	FT		172,292	19	124,590	186,886
Manager, Employee Engagement & Retention	1.00	NU	FT		132,017	17	105,613	158,418
Analyst, Senior Compensation	1.00	NU	FT		101,775	15	89,263	133,894
Analyst, Compensation	1.00	NU	FT		80,085	13	75,186	112,779
Coordinator, Employee Programs	1.00	NU	FT		65,125	10	57,815	86,720
Total	5.00				551,294			

Legal Services Division

DEPARTMENTS

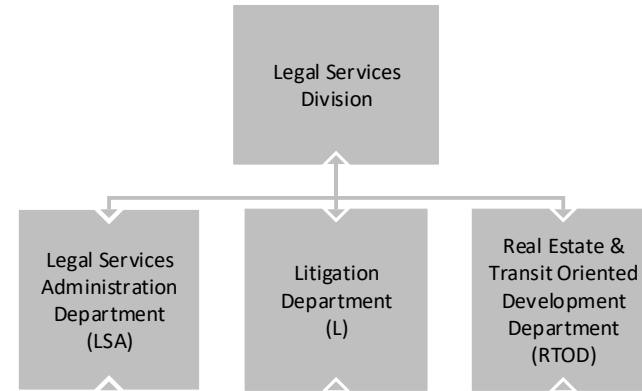
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (LSA) Provide professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board of Directors, Executive Team and staff.
- ▽ (L) Work with all TriMet divisions to accomplish TriMet’s mission and goals within legal, ethical, financial and business parameters.
- ▽ (RTOD) Provide legal assistance to the TriMet Board of Directors, Executive Team and staff for all real estate and development needs.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

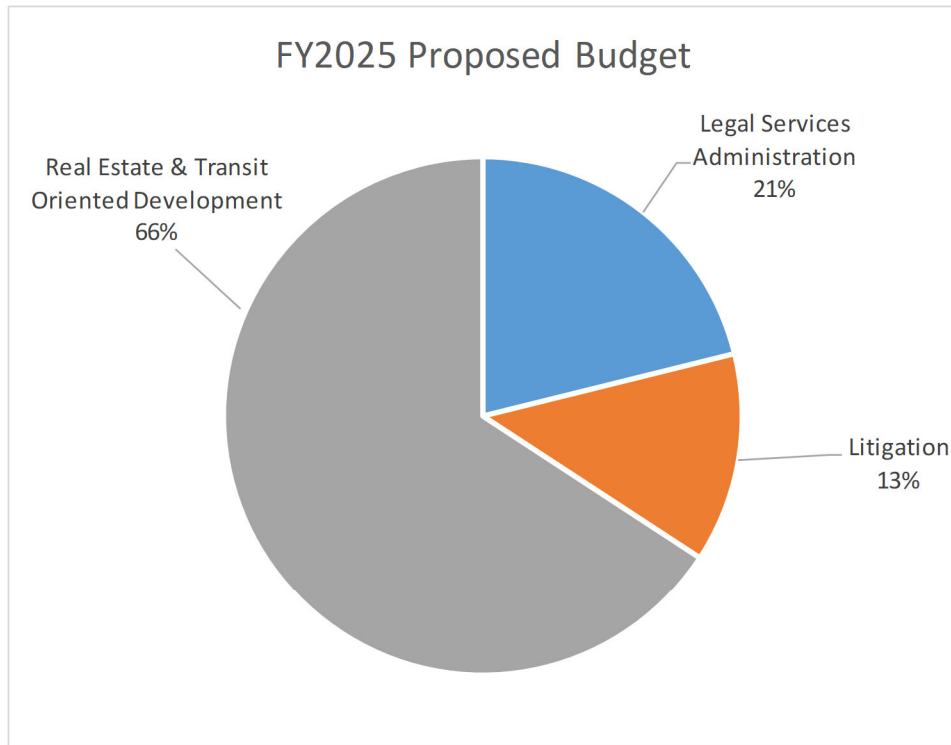
- » TriMet received about 700 Public Records requests in 2023. TriMet is subject to Public Records laws and requests can be made online through TriMet’s website. Requests are also logged and can be tracked online.
- » The work of the Litigation Department in defending the agency in Oregon’s state and federal courts, as well as administrative proceedings, was not entirely stopped by COVID. The litigation team tried the second ever entirely virtual civil jury trial in Multnomah County and got a verdict in our favor. All aspects of the trial, from selecting a jury to hearing from witnesses to deliberations were conducted online.
- » Since 2015, a total of 718 residential housing units have been constructed on TriMet property that was sold for development, and another 299 are in the development pipeline. Of these 940 total units, 699 are affordable housing.

Performance Metrics Legal Services Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
General Counsel or Deputy (GC) to attend 100% of all public board meetings, executive sessions, and board education sessions.	X	X		Legal Services Administration	100%	100%	100%
General Counsel to partner with General Manager to plan at least 2 Executive Team Retreats.		X		Legal Services Administration	N/A	N/A	2 ea.
Move an ECM project forward through the PMO process and successfully complete it.		X		Legal Services Administration	N/A	N/A	100%
100% of department staff maintain all professional credentials and certifications.		X		Litigation	100%	100%	100%
Close at least 15 litigation files.		X		Litigation	15 ea.	15 ea.	15 ea.
Advance South Civic Hub project at Gresham City Hall, creating a public space between the new East County Library and TriMet's MAX platform and preparing the adjacent TriMet site for future TOD development.	X	X		Real Estate & Transit Oriented Development	90%	90%	90%
Advance FTA Eastside Park & Ride Grant for East 122 nd and East 181st for planning future development of these sites.	X	X	X	Real Estate & Transit Oriented Development	75%	75%	100%
Advance ODOT TGM Grant work for Park & Ride Optimization Study.	X	X		Real Estate & Transit Oriented Development	N/A	75%	100%
Acquire property rights as necessary to allow construction for the Better Red Project to be completed on time and within budget.	X	X	X	Real Estate & Transit Oriented Development	75%	75%	100%
Provide planning assistance for real estate acquisition for the upcoming Interstate Bridge Replacement project and 82 nd Avenue Bus Rapid Transit project.	X	X	X	Real Estate & Transit Oriented Development	N/A	N/A	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,167,826	3,974,228	4,623,435	4,400,631	4,728,386		
Materials & Services	2,673,787	2,778,717	1,667,700	1,276,581	5,572,600		
Total	\$5,841,613	\$6,752,945	\$6,291,135	\$5,677,212	\$10,300,986		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Administration	1,418,743	1,677,584	2,281,904	1,867,333	2,176,726		
Litigation	987,752	1,150,504	1,168,052	1,235,157	1,347,765		
Real Estate & Transit Oriented Development	3,435,118	3,924,857	2,841,179	2,574,722	6,776,495		
Total	\$5,841,613	\$6,752,945	\$6,291,135	\$5,677,212	\$10,300,986		

Total Division FTE	25.00	25.00	28.00	28.00	25.00		
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LEGAL SERVICES ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,281,717	1,517,726	1,986,304	1,644,993	1,881,126		
Materials & Services	137,026	159,858	295,600	222,340	295,600		
Total	\$1,418,743	\$1,677,584	\$2,281,904	\$1,867,333	\$2,176,726		

Department Description & Responsibilities

Major Functions: The Legal Services Administration Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial and business parameters.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	Continuous

Legal Services Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	976,129	1,143,265	1,550,847	1,246,700	1,461,914
Fringe	360,597	374,504	435,457	398,293	419,212
Capitalized Labor-Fringe	-55,009	-43			
Total	\$1,281,717	\$1,517,726	\$1,986,304	\$1,644,993	\$1,881,126

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	40,232	37,606	73,700	44,638	73,700
Professional & Technical-Gen & Adm	14,138	5,601	15,000	10,459	15,000
Other Services- Gen & Adm	3,794	5,666	15,000	7,461	15,000
Office Supplies	262	518	3,000	2,875	3,000
Other Materials- Gen & Adm	7,765	6,474	14,000	6,079	14,000
Unreconciled P-Card Expense	3,515	9		278	
Telephone	4,146	5,580	5,000	6,783	5,000
NU-Dues & Subscriptions	56,876	57,973	80,900	70,744	80,900
NU-Local Travel & Meetings	573	1,323	7,000	4,806	7,000
NU-Education & Training - Gen & Adm	5,725	27,234	27,000	32,476	27,000
NU-Out-Of-Town Travel		11,170	50,000	33,108	50,000
Employee Recognition		704	5,000	2,633	5,000
Total	\$137,026	\$159,858	\$295,600	\$222,340	\$295,600

LITIGATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	987,752	1,150,456	1,148,052	1,225,969	1,327,765		
Materials & Services		48	20,000	9,188	20,000		
Total	\$987,752	\$1,150,504	\$1,168,052	\$1,235,157	\$1,347,765		

Department Description & Responsibilities

Major Functions: The Litigation Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial and business parameters.

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People	C.8. Engage with employees informed by results of engagement survey and initiatives developed as a result.	June 30, 2025
	C2.12. Develop and implement succession program.	June 30, 2025

Litigation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	764,757	835,204	874,995	939,426	1,005,427
Fringe	222,995	315,252	273,057	286,543	322,338
Total	\$987,752	\$1,150,456	\$1,148,052	\$1,225,969	\$1,327,765

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			20,000	9,038	20,000
Other Services- Gen & Adm		48			
Unreconciled P-Card Expense				150	
Total		\$48	\$20,000	\$9,188	\$20,000

REAL ESTATE & TRANSIT ORIENTED DEVELOPMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	898,357	1,306,046	1,489,079	1,529,669	1,519,495		
Materials & Services	2,536,761	2,618,811	1,352,100	1,045,053	5,257,000		
Total	\$3,435,118	\$3,924,857	\$2,841,179	\$2,574,722	\$6,776,495		

Department Description & Responsibilities

Major Functions: The Real Estate & Transit-Oriented Development Department provides all measure of real estate services to TriMet, including property acquisition, disposition, management and development. The Real Estate and TOD team also provides professional, competent, responsive and highly effective service to the TriMet Board of Directors, Executive Team, and staff for all of the agency’s real estate and development needs, and works with all divisions to accomplish TriMet’s mission and goals within legal, ethical, financial and business parameters.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A.7. Complete project development and construction of HollywoodHUB project including TriMet infrastructure changes necessary for project and affordable housing.	June 30, 2025
	A.8. Support the delivery of the strategic vision for re-development of the Gresham City Hall Park & Ride.	June 30, 2025

Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,165,652	1,392,937	1,424,243	1,535,003	1,298,946
Fringe	479,151	539,112	489,153	494,384	438,522
Capitalized Labor-Fringe	-746,446	-626,003	-424,317	-499,718	-217,973
Total	\$898,357	\$1,306,046	\$1,489,079	\$1,529,669	\$1,519,495

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	3,161	19,064	60,700	51,111	35,700
Professional & Technical-Gen & Adm	240,076	347,570	75,000	100,293	100,000
Security Services	14,260				
Other Services- Gen & Adm	15,325	48,259	100,300	65,954	46,000
Other Materials- Gen & Adm	2,177	200	23,800	9,939	41,000
Unreconciled P-Card Expense	56			1,164	
Property Taxes	2,261	1,247	48,300	20,125	48,300
Lease Agreements	103,884	76,759		49,368	
Office Leases	2,155,561	2,125,712	1,044,000	747,099	4,986,000
Total	\$2,536,761	\$2,618,811	\$1,352,100	\$1,045,053	\$5,257,000

Legal Services Personnel Profile

Legal Services Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Dir, Legal Services (General Counsel)	1.00	NU	FT		323,979	27	235,651	353,477
Deputy General Counsel, Senior	1.00	NU	FT		202,735	20	135,157	202,735
Director, Information Governance	1.00	NU	FT		150,214	17	105,613	158,418
Analyst, Senior, IT Business Systems	1.00	NU	FT		107,898	16	97,122	145,683
Analyst, Senior, Records	1.00	NU	FT		111,607	14	81,948	122,923
Coordinator, ADA Compliance	1.00	NU	FT		83,351	12	68,933	103,397
Analyst, Records	1.00	NU	FT		80,764	12	68,933	103,397
Executive Assistant, Legal & Board	1.00	NU	FT		96,200	12	68,933	103,397
Total	8.00				1,156,748			

Litigation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Legal Services	1.00	NU	FT		195,462	22	158,703	238,055
Deputy General Counsel, Senior	3.00	NU	FT		530,015	20	135,157	202,735
Paralegal Investigator	1.00	NU	FT		111,862	14	81,948	122,923
Specialist, Senior, Litigation	1.00	NU	FT		99,032	13	75,186	112,779
Assistant, Senior, Legal	1.00	NU	FT		69,056	11	63,146	94,720
Total	7.00				1,005,427			

Legal Services Personnel Profile

Real Estate & Transit Oriented Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Real Estate & Transit Oriented Development	1.00	NU	FT		190,157	21	146,525	219,789
Program Manager, TOD Strategy	1.00	NU	FT		170,002	19	124,590	186,886
Deputy General Counsel	1.00	NU	FT		145,010	18	114,749	172,125
Program Manager, TOD Design	1.00	NU	FT		131,383	17	105,613	158,418
Manager, Real Estate	1.00	NU	FT		140,679	17	105,613	158,418
Project Manager, Senior, Third Party Projects	1.00	NU	FT		110,576	15	89,263	133,894
Surveyor, Senior, Right-Of-Way	1.00	NU	FT		125,858	15	89,263	133,894
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT		210,068	13	75,186	112,779
Assistant, Senior Administrative	1.00	NU	FT		75,213	9	52,876	79,312
Total	10.00				1,298,946			



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Inclusion, Diversity, Equity & Accessibility Division

DEPARTMENTS

PAGE

- Inclusion, Diversity, Equity & Accessibility (IDEA)261

MAJOR PRIORITIES OF THE DIVISION

- ∇ (IDEA) Responsible for TriMet's Title VI & Civil Rights Program, agency Disadvantaged, Small Business & Workforce Equity Programs, and supports the implementation of TriMet's Fare Subsidy efforts.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

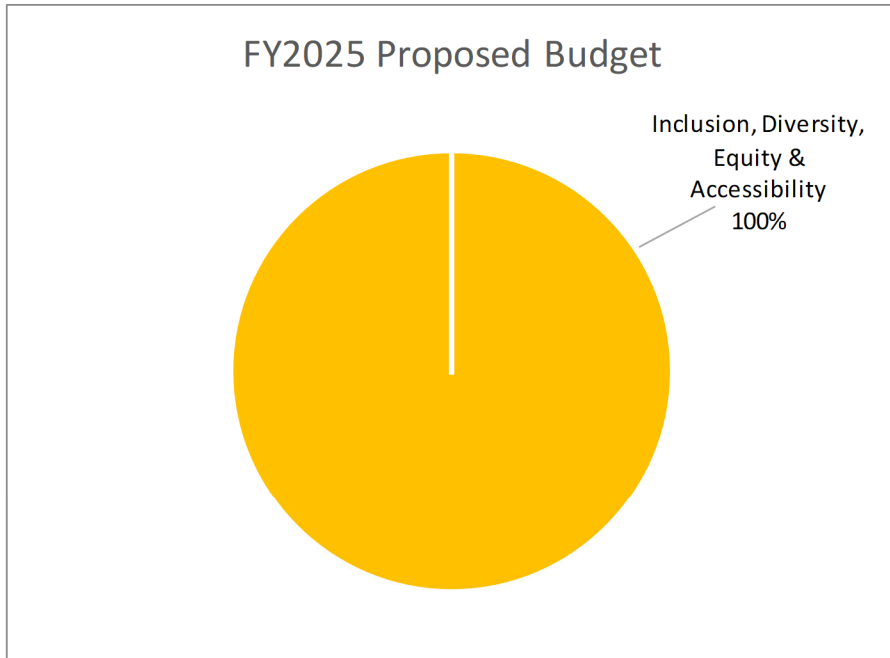
- » FY2025 will mark the first full fiscal year of TriMet's first-ever Inclusion, Diversity, Equity and Accessibility Division (IDEA). The new Division, led by TriMet's Chief Inclusion, Diversity, Equity and Accessibility Officer, and supported by TriMet's new DEI Partner, the Civil Rights & Equity Programs Manger, the DBE & Small Business Manager, and the Language Access Programs Manager and a strong team of coordinators and project managers is positioned to help TriMet achieve great success in FY2025. The new Fiscal year will include a lot of preparation and outreach to support the agencies requirement of developing a new Title VI Program update, a new DBE program update, and an updated Language access Plan as well as the implementation of Year one of the agencies new Diversity, Equity, Inclusion, and Accessibility Plan.
- » In FY2023 TriMet's IDEA team led the development of TriMet's 2022-2025 Title VI program update that allowed the agency to communicate and reaffirm its approach to ensuring compliance with FTA Title VI and Civil Rights Policies and standards.

Performance Metrics Inclusion, Diversity, Equity & Accessibility Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Build strategic relationships and support for TriMet's projects and initiatives by collaborating with seven Cultural specific community based agencies serving Limited English proficient communities in support of TriMet's Language Access Plan.	X			Inclusion, Diversity, Equity & Accessibility	N/A	25%	100%
Direct the development, implementation and monitoring of TriMet's DBE and MWESB program and goals by producing and submitting semi-annual program progress reports to FTA.	X			Inclusion, Diversity, Equity & Accessibility	N/A	100%	100%
Support Access Transit Program & expansion with STIF funds by investing in 125 Community Based Organizations.	X			Inclusion, Diversity, Equity & Accessibility	N/A	90%	100%
Oversee and direct the agency's Title VI program, analysis, and complaint management system and produce monthly status reports for TriMet's Title VI Committee.	X			Inclusion, Diversity, Equity & Accessibility	N/A	100%	100%
Work with HR Division to support TriMet efforts and reporting related to Affirmative Action and EEO Programs. Work to support 1 mid-year snapshot report to ensure we are on target towards annual goals.		X		Inclusion, Diversity, Equity & Accessibility	N/A	25%	100%
Support the development of new contracting goals and strategies in support four of TriMet's Divisions by the end of the fiscal year.		X		Inclusion, Diversity, Equity & Accessibility	N/A	50%	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,158,546		
Materials & Services					662,200		
Total					\$2,820,746		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Inclusion, Diversity, Equity & Accessibility					2,820,746		
Total					\$2,820,746		

Total Division FTE					13.00		
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INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,158,546		
Materials & Services					662,200		
Total					\$2,820,746		

Department Description & Responsibilities

Major Functions: The Inclusion, Diversity, Equity & Accessibility Division is responsible for TriMet’s Title VI & Civil Rights Programs; agency Disadvantaged, Small Business & Workforce Equity Programs; The agency’s DEIA plan, TriMet’s Language Access Plan; Community Forums like the Transit Equity Advisory Committee; TriMet’s Affirmative Action & EEO Plan; and the IDEA Division also supports overall system accessibility as well as ADA Compliance & Supports, and TriMet’s Equity Lens Implementation across projects. IDEA staff also support the implementation of TriMet’s Fare Subsidy efforts through – Access Transit Programs including: Fare Relief, Fare Assistance, Low-Income Fare, free Summer Pass and the Access Transit High School Program. The Division is also responsible for TriMet’s Multicultural Programs, Translation Services, and other equity related initiatives.

Link to Business Plan & Vision 2030 Pillars	Goals & Objectives	Timeline
Pillar B. Community Pillar Focus: B1. Relationships	B1.5. Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms.	June 30, 2025
Pillar C. People	C.9. Continue to develop Affirmative Action Plan, track performance, and implement actions as appropriate.	June 30, 2025
Pillar E. Resources	E.4. Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. TANF, DHS, VA, Medicare, Public Housing).	June 30, 2025

Inclusion, Diversity, Equity & Accessibility Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor					1,605,550
Fringe					552,996
Total					\$2,158,546

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
First Step Youth					73,200
Other Services- Gen & Adm					465,000
Office Supplies					5,000
Community Outreach					50,000
Telephone					2,000
NU-Dues & Subscriptions					25,000
NU-Local Travel & Meetings					2,000
NU-Education & Training - Gen & Adm					20,000
NU-Out-Of-Town Travel					20,000
Total					\$662,200

Inclusion, Diversity, Equity, Accessibility Personnel Profile

Inclusion, Diversity, Equity & Accessibility Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Inclusion, Diversity, Equity & Access Off	1.00	NU	FT		236,475	23	171,779	257,671
Diversity, Equity & Inclusion Partner	1.00	NU	FT		139,382	17	105,613	158,418
Manager, Civil Rights & Equity Programs	1.00	NU	FT		136,067	16	97,122	145,683
Manager, Community Engagement Programs	1.00	NU	FT		118,390	16	97,122	145,683
Manager, DBE & Workforce Equity	1.00	NU	FT		106,833	15	89,263	133,894
Project Manager, Senior	3.00	NU	FT		290,925	14	81,948	122,923
Analyst, Senior Research	1.00	NU	FT		102,436	14	81,948	122,923
Coordinator, Senior, Community Engagement	2.00	NU	FT		178,654	13	75,186	112,779
Coordinator, Compliance	1.00	NU	FT		93,982	13	75,186	112,779
Executive Administrative Assistant	1.00	NU	FT		75,691	11	63,146	94,720
Total	13.00				1,478,835			

Strategy & Planning Division

DEPARTMENTS	PAGE
• Strategy & Planning Administration (SPA)	267
• Service Planning (SP)	269

MAJOR PRIORITIES OF THE DIVISION

- ▽ (SPA) Responsible for identifying and implementing agency-wide strategies including the zero emission bus fleet initiatives.
- ▽ (SP) Responsible for planning bus and rail service, bus stop locations and bus passenger facilities, access and priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth and managing TriMet’s Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions.

ORGANIZATIONAL CHART

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graph BT; SPA[Strategy & Planning Administration Department (SPA)] --> SPD[Strategy & Planning Division]; SP[Service Planning Department (SP)] --> SPD;
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DIVISIONAL FUN FACTS...

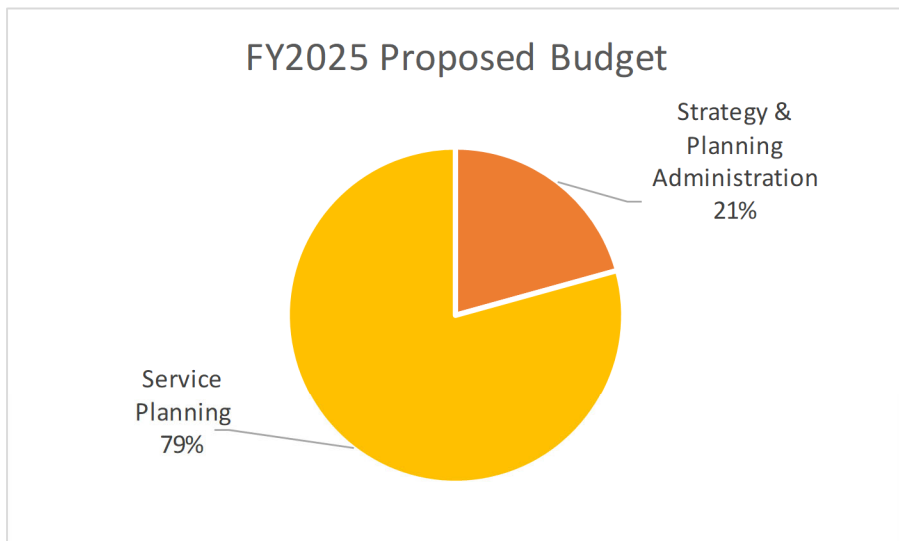
- » As the Strategy & Planning Division is new in FY2025, any fun facts will be identified going into FY2026.

Performance Metrics Strategy & Planning Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Develop and publish annual Business Plan update on schedule for each fiscal year.		X		Service Planning	100%	100%	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					3,608,876		
Materials & Services					1,153,700		
Total					\$4,762,576		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Strategy & Planning Administration					985,807		
Service Planning					3,776,769		
Total					\$4,762,576		

Total Division FTE					20.00		
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STRATEGY & PLANNING ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					865,307		
Materials & Services					120,500		
Total					\$985,807		

Department Description & Responsibilities

Major Functions: The Strategy & Planning department is responsible for identifying and implementing agency-wide strategies and programs to align business operations and identify business opportunities and growth areas, lead business process improvement initiatives, and drive the long-term planning of the agency. Planning for both bus and rail service. In addition, provide strategic leadership over the Engineering & Construction Division, responsible for large-scale capital and construction projects delivering highly complex and multi-modal transportation services.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	Continuous
Pillar B. Community	B.2. Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology.	June 30, 2025

Strategy & Planning Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor					685,363
Fringe					179,944
Total					\$865,307

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm					10,000
Office Supplies					3,000
Other Materials- Gen & Adm					2,000
Computer Equip under \$5,000					8,000
Telephone					6,000
NU-Dues & Subscriptions					40,000
NU-Local Travel & Meetings					4,000
NU-Education & Training - Gen & Adm					25,000
NU-Out-Of-Town Travel					20,000
Employee Recognition					2,500
Total					\$120,500

SERVICE PLANNING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,743,569		
Materials & Services					1,033,200		
Total					\$3,776,769		

Department Description & Responsibilities

Major Functions: The Service Planning Department is responsible for (1) planning for bus and MAX service, bus stop locations and bus passenger facilities, access and priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth including the STIF/STF process and grant management, and (2) updating, and managing TriMet’s Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions.

Link to Business Plan	Goals & Objectives	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	Continuous
	A.2. Implement Forward Together as developed through engagement with riders, public, and other partners.	June 30, 2025
	A.5. Complete long-range plan (Forward Together 2.0) for growth in bus and MAX service that would help meet TriMet’s and the region’s goals for transit ridership if additional operations funds are identified.	June 30, 2025
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. 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 and continuous improvement of structure.	June 30, 2025

Service Planning Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor					2,072,932
Fringe					670,637
Total					\$2,743,569

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm					743,700
Metro Unified Work Prog					257,500
Other Services- Gen & Adm					21,000
Other Materials- Gen & Adm					6,000
Computer Equip under \$5,000					5,000
Total					\$1,033,200

Strategy & Planning Personnel Profile

Strategy & Planning Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Strategy & Planning Officer	1.00	NU	FT		294,564	27	235,651	353,477
Senior Program Manager	1.00	NU	FT		155,737	19	124,590	186,886
Assistant, Executive Administrative	1.00	NU	FT		78,932	11	63,146	94,720
Total	3.00				529,233			

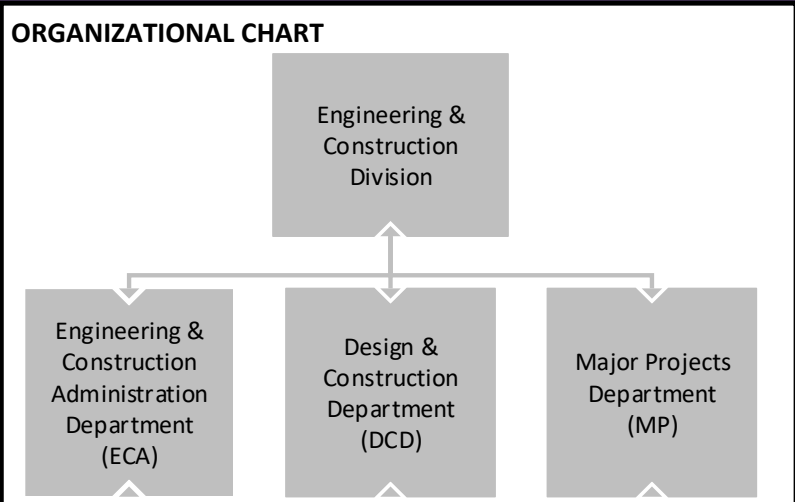
Service Planning Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Senior Director, Planning	1.00	NU	FT		205,782	21	146,525	219,789
Senior Director, EW Zero Emission Programs	1.00	NU	FT		183,157	21	146,525	219,789
Director, Mobility Planning & Policy	1.00	NU	FT		175,394	20	135,157	202,735
Manager, Zero Emission Buses	1.00	NU	FT		165,895	18	114,749	172,125
Manager, Service Planning & Development	2.00	NU	FT		279,748	17	105,613	158,418
Coordinator, Senior	1.00	NU	FT	✓	121,402	16	97,122	145,683
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT		102,410	14	81,948	122,923
Planner, Senior	1.00	NU	FT		107,213	14	81,948	122,923
Coordinator, Senior, Operating Projects	1.00	NU	FT		116,861	14	81,948	122,923
Planner, Senior	2.00	NU	FT	✓	222,320	14	81,948	122,923
Planner	3.00	NU	FT		264,517	12	68,933	103,397
Planner, Associate	1.00	NU	FT		74,256	10	57,815	86,720
Assistant, Administrative	1.00	NU	FT		53,976	7	44,136	66,204
Total	17.00				2,072,932			

Engineering & Construction Division

DEPARTMENTS	PAGE
• Engineering & Construction Administration (ECA).....	275
• Policy & Planning.....	277
• Design & Construction (DCD)	279
• Major Projects (MP)	281

MAJOR PRIORITIES OF THE DIVISION

- ▽ (ECA) Responsible for overseeing project cost and budgets, ensuring compliance with federal requirements and establishing sound business and engineering practices and supporting project delivery for the Engineering & Construction Division.
- ▽ (DCD) Provides management of capital projects for assigned projects funded in TriMet’s Capital Improvement Program (CIP). Projects typically include those that implement system enhancements to increase reliability and capacity and those that maintain TriMet facilities in a state of good repair.
- ▽ (MP) Provides capital planning and construction of major regional transit projects seeking federal funding from the FTA Capital Investment Grant Program, consistent with the Regional Transportation Plan and TriMet priorities. In addition, it provides the capital planning, design and construction activities for STIF projects related to improving the speed and reliability for buses and improvements to our Transit Centers and Layover for existing and future service plans. It also provides planning within the Facilities System Master Plan to support Light Rail and Buses as well as the transition to Zero Emission Buses. The department also provides general transit design, NEPA (National Environmental Protection Act) and permitting expertise.



DIVISIONAL FUN FACTS...

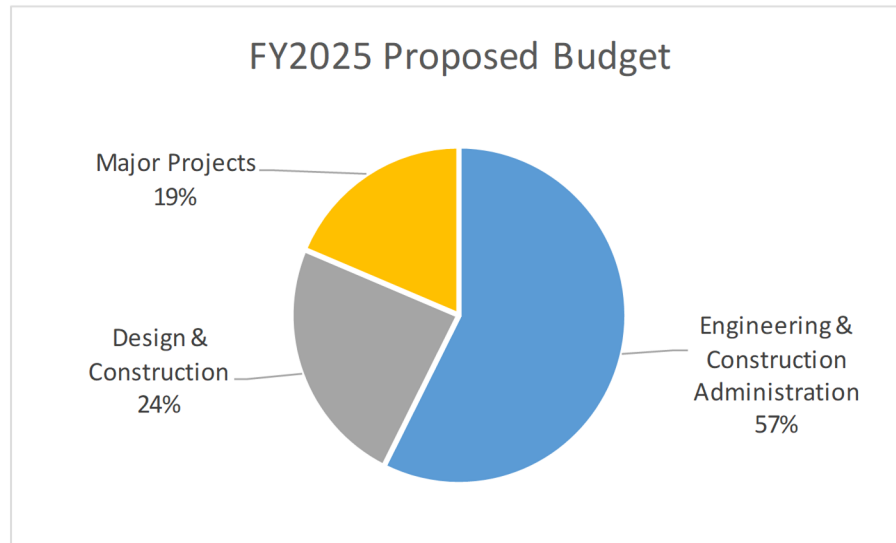
- » The Engineering & Construction Division will open *A Better Red* MAX Extension and Reliability Improvements Project ahead of schedule and under budget in Fall 2024.
- » The division is managing over 51 active projects in FY2024 with approximately a \$212.7 million total budget.

Performance Metrics Engineering & Construction Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Provide independent cost estimates and reconcile with construction projects bi-weekly.	X			Administration	100%	100%	100%
Update and distribute monthly agency-wide project schedules.	X			Administration	100%	100%	100%
Conduct internal and external audits on active construction projects; produce reports within a 2-week period and distribute to project managers.	X			Administration	100%	100%	100%
Conduct certified payroll and labor compliance for construction projects by conducting weekly on-site interviews and providing monthly reports; resolve issues by project closeout.	X			Administration	100%	100%	100%
Reconcile project cost databases and ensure cost compliance on a monthly basis; prepare monthly cash flow reports for the Division and quarterly cash flow reports for the Agency.	X			Administration	100%	100%	100%
Increase transit service reliability and capacity by managing projects and programs in accordance with baseline schedules/budgets.			X	Design & Construction	100%	In process	100%
Improve SGR by managing projects and programs in accordance with their baseline schedules/budgets.			X	Design & Construction	100%	In process	100%
Provide technical support to internal maintenance groups Upon request throughout the year.		X		Design & Construction	100%	In process	100%
Implement BRT/FX investments in accordance with Regional Transportation Plan and 2040 Growth Concept. Deploy ZEB service with BRT/FX investments on 82 nd Ave and TV Highway.		X		Major Projects	5%	10%	30%
Improve transit speed & reliability with Better Bus (Enhanced Transit Corridor) investments.			X	Major Projects	N/A	100%	100%
Successfully deliver the <i>A Better Red</i> MAX Extension and Reliability Improvements Project.		X	X	Major Projects	65%	85%	100%
Develop a locally preferred alternative on 82nd and TV Highway corridors and advance design.			X	Major Projects	75%	100%	30%
Improve the speed and reliability of the frequent service bus network. Work with partners to identify and implement Better Bus improvements.			X	Major Projects	50%	60%	70%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,382,543	3,738,128	4,338,818	2,852,712	2,151,849		
Materials & Services	4,504,149	4,484,148	726,000	601,455	624,400		
Total	\$7,886,692	\$8,222,276	\$5,064,818	\$3,454,167	\$2,776,249		

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Administration	1,542,289	1,765,456	2,166,862	1,728,596	1,593,596		
Policy & Planning	5,269,497	5,435,010					
Design & Construction	497,550	209,023	1,796,384	869,638	665,215		
Major Projects	577,356	812,787	1,101,572	855,933	517,438		
Total	\$7,886,692	\$8,222,276	\$5,064,818	\$3,454,167	\$2,776,249		

Total Division FTE	63.00	71.00	90.00	90.00	92.00		
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ENGINEERING & CONSTRUCTION ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,168,752	1,403,262	1,647,562	1,309,037	1,114,696		
Materials & Services	373,537	362,194	519,300	419,559	478,900		
Total	\$1,542,289	\$1,765,456	\$2,166,862	\$1,728,596	\$1,593,596		

Department Description & Responsibilities

Major Functions: The Engineering & Construction Administration Department is responsible for overseeing project cost and budgets, ensuring compliance with federal requirements and establishing sound business and engineering practices and supporting project delivery for the Engineering & Construction Division.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure	D.1. With partners, pursue opportunities for potentially viable transit infrastructure projects.	June 30, 2025
	D.2. Enhance project planning, scoping, and cost estimating to support successful future projects.	June 30, 2025
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	June 30, 2025
	B.4. Continue to seek opportunities with jurisdictions to implement transit priority to reduce delays.	June 30, 2025
Pillar E. Resources	E.3. 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 at approximately 70 percent of anticipated available resources.	June 30, 2025

Engineering & Construction Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,074,760	2,812,341	3,407,913	3,111,428	3,768,465
Fringe	910,172	1,248,746	1,019,133	1,002,426	1,176,874
Capitalized Labor-Fringe	-1,816,180	-2,657,825	-2,779,484	-2,804,817	-3,830,643
Total	\$1,168,752	\$1,403,262	\$1,647,562	\$1,309,037	\$1,114,696

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	99,455	65,392	100,000	74,808	95,000
Copier & Printer Usage and Maintenance				190	
Contracted Conservation - ROW Art	129,042	38,052	120,000	98,607	130,000
Printing/Bindery Services	877	1,897	2,500	1,567	1,000
Other Services- Gen & Adm	11,984	16,772	7,000	11,710	5,000
Office Supplies	17,042	11,209		710	10,000
Other Materials- Gen & Adm	536	40,804	27,000	13,144	10,000
Unreconciled P-Card Expense	470	7		3,446	
Computer Equip under \$5,000		22,131	20,000	8,333	20,000
Safety Supplies- Gen & Adm		1,477	2,000	1,376	2,000
Telephone	29,020	43,869	37,100	35,479	40,000
NU-Dues & Subscriptions	40,736	21,374	35,000	41,349	35,000
NU-Local Travel & Meetings	7,875	11,621	14,700	10,065	17,000
NU-Education & Training - Gen & Adm	20,743	29,274	58,500	60,339	56,400
NU-Out-Of-Town Travel	11,896	55,702	78,000	42,289	30,000
Employee Recognition	3,861	2,613	7,500	4,455	7,500
Special Event Expenses			10,000	11,692	20,000
Total	\$373,537	\$362,194	\$519,300	\$419,559	\$478,900

POLICY & PLANNING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,212,788	1,438,197					
Materials & Services	4,056,709	3,996,813					
Total	\$5,269,497	\$5,435,010					

The Policy & Planning Department was dissolved into other departments in Chief Operating Officer Division in FY2024.

Policy & Planning Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	875,853	1,111,396			
Fringe	361,080	443,844			
Capitalized Labor-Fringe	-24,145	-117,043			
Total	\$1,212,788	\$1,438,197			

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	182,264	363,188			
Metro Unified Work Prog	250,000	312,499			
Ride Connection Program	919,670	1,002,100			
Accessibility Services - State Program (5310)	1,312,460	814,120			
Accessibility Services - Federal (Program)	1,272,899	1,272,900			
Other Services- Gen & Adm	117,333	231,881			
Other Materials- Gen & Adm	110	125			
Computer Equip under \$5,000	1,973				
Total	\$4,056,709	\$3,996,813			

DESIGN & CONSTRUCTION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	493,431	205,922	1,789,684	835,513	659,715		
Materials & Services	4,119	3,101	6,700	34,125	5,500		
Total	\$497,550	\$209,023	\$1,796,384	\$869,638	\$665,215		

Department Description & Responsibilities

Major Functions: The Design & Construction Department (DCD) provides management of capital projects for assigned projects funded in TriMet’s Capital Improvement Program (CIP). Projects typically include those that implement system enhancements to increase reliability and capacity and those that maintain TriMet facilities in a state of good repair (SGR).

Link to Business Plan	Goals & Objectives	Timeline
Pillar C. People	C.1. Use equity lens framework in support of TriMet projects and programs.	June 30, 2025
Pillar D. Infrastructure	D.2. Enhance project planning, scoping, and cost estimating to support successful future projects.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D1. Service improvements & expansion	D1.4. Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project.	June 30, 2025
	D1.8. Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners.	

Design & Construction Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	3,031,855	3,318,014	5,008,560	4,748,022	5,390,474
Fringe	1,053,587	1,174,830	1,647,114	1,469,496	1,799,015
Capitalized Labor-Fringe	-3,592,011	-4,286,922	-4,865,990	-5,382,005	-6,529,774
Total	\$493,431	\$205,922	\$1,789,684	\$835,513	\$659,715

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			5,000	2,083	4,500
Office Supplies	1,532	1,244		616	
Unreconciled P-Card Expense	2,237	1,767			
NU-Local Travel & Meetings				3,940	
NU-Education & Training - Gen & Adm				17,310	
NU-Out-Of-Town Travel				9,468	
Bid Advertising	350	90	1,700	708	1,000
Total	\$4,119	\$3,101	\$6,700	\$34,125	\$5,500

MAJOR PROJECTS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	507,572	690,747	901,572	708,162	377,438		
Materials & Services	69,784	122,040	200,000	147,771	140,000		
Total	\$577,356	\$812,787	\$1,101,572	\$855,933	\$517,438		

Department Description & Responsibilities

Major Functions: The Major Projects Department provides capital planning and construction of major regional transit projects seeking federal funding from the FTA Capital Investment Grant Program, consistent with the Regional Transportation Plan and TriMet priorities. In addition to federally funded projects, it provides the capital planning, design and construction activities for STIF projects related to improving the speed and reliability for buses and improvements to the Transit Centers and Layover for existing and future service plans. It also provides planning within the Facilities System Master Plan to support Light Rail and Buses as well as the transition to Zero Emission Buses. In addition, the department provides general transit design, NEPA (National Environmental Protection Act) and permitting expertise.

Link to Business Plan	Goals & Objectives	Timeline
Pillar D. Infrastructure Pillar Focus: D1. Service improvements & expansion	D1.7. Develop 82nd Ave bus project, potentially as a new FX bus rapid transit line.	Continuous
	D.3. Complete master plan for future Columbia garage site and conduct NEPA (National Environmental Policy Act) review.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D2. Zero-emission buses	D2.9. Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses.	June 30, 2025

Major Projects Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,134,045	2,655,962	3,790,042	3,482,738	3,875,273
Fringe	708,888	973,533	1,226,787	1,128,896	1,252,303
Capitalized Labor-Fringe	-2,335,361	-2,938,748	-4,115,257	-3,903,472	-4,750,138
Total	\$507,572	\$690,747	\$901,572	\$708,162	\$377,438

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Rail Volution Conference	16,100	16,819	15,000	21,250	15,000
Professional & Technical-Gen & Adm	18,644	55,895	155,000	71,189	95,000
Willamette Shore Line	30,000	30,000	30,000	42,500	30,000
Other Materials- Gen & Adm		28			
Unreconciled P-Card Expense	129	1,835			
Computer Equip under \$5,000		3,283			
NU-Education & Training - Gen & Adm				5,381	
NU-Out-Of-Town Travel				7,451	
Special Event Expenses	4,911	14,180			
Total	\$69,784	\$122,040	\$200,000	\$147,771	\$140,000

Engineering & Construction Personnel Profile

Engineering & Construction Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Engineering & Construction	1.00	NU	FT		287,854	26	216,690	325,036
Director, Program Management	1.00	NU	FT		204,116	22	158,703	238,055
Project Director, IBR Program	1.00	NU	FT	✓	183,157	21	146,525	219,789
Manager, Cost Estimating & Value Engineering	1.00	NU	FT		157,034	19	124,590	186,886
Manager, Quality Program	1.00	NU	FT		159,773	19	124,590	186,886
Manager, Project Programs	1.00	NU	FT		178,924	19	124,590	186,886
Manager, Engineering and Construction	1.00	NU	FT		186,886	19	124,590	186,886
Project Manager, Principal, Eng & Const	1.00	NU	FT		157,306	18	114,749	172,125
Engineer, Principal, Structural	1.00	NU	FT		167,439	18	114,749	172,125
Cost Estimator, Senior	1.00	NU	FT		126,218	17	105,613	158,418
Program Scheduler, Senior	1.00	NU	FT		154,923	17	105,613	158,418
Project Manager, Senior, Eng & Const	2.00	NU	FT		270,861	17	105,613	158,418
Coordinator, Senior, Quality Assurance	1.00	NU	FT		116,373	16	97,122	145,683
Manager, CADD	1.00	NU	FT		130,106	16	97,122	145,683
Project Manager, Eng & Const	1.00	NU	FT	✓	134,930	16	97,122	145,683
Program Scheduler	1.00	NU	FT		99,771	15	89,263	133,894
Analyst, Senior, Cost Control	1.00	NU	FT		132,668	15	89,263	133,894
Administrator, Public Art	1.00	NU	FT		116,225	14	81,948	122,923
Cost Estimator	1.00	NU	FT		97,543	13	75,186	112,779
Coordinator, Compliance	1.00	NU	FT		105,089	13	75,186	112,779
Inspector, Associate	1.00	NU	FT	✓	86,164	12	68,933	103,397
Specialist, Senior, Project Control	1.00	NU	FT		97,406	12	68,933	103,397
Assistant, Executive Administrative	1.00	NU	FT		93,080	11	63,146	94,720
Total	24.00				3,443,848			

Engineering & Construction Personnel Profile

Design & Construction Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Design and Construction	1.00	NU	FT		214,396	22	158,703	238,055
Manager, Eng & Const Vehicle Engineering	1.00	NU	FT		169,237	20	135,157	202,735
Manager, Eng & Const Rail Systems	1.00	NU	FT		155,111	19	124,590	186,886
Manager, Engineering and Construction	3.00	NU	FT		472,494	19	124,590	186,886
Project Manager, Principal, Eng & Const	3.00	NU	FT	✓	444,107	18	114,749	172,125
Project Manager, Principal, Eng & Const Vehicles	1.00	NU	FT		164,705	18	114,749	172,125
Project Manager, Principal, Eng & Const Vehicles	1.00	NU	FT	✓	143,437	18	114,749	172,125
Project Manager, Senior, Eng & Const	7.00	NU	FT		890,701	17	105,613	158,418
Project Manager, Senior, Eng & Const	4.00	NU	FT	✓	554,787	17	105,613	158,418
Project Manager, Senior, Eng & Const Systems	3.00	NU	FT		418,146	17	105,613	158,418
Project Manager, Senior, Eng & Const Vehicle Engineering	1.00	NU	FT		148,890	17	105,613	158,418
Project Manager, Eng & Const	2.00	NU	FT		245,326	16	97,122	145,683
Project Manager, Eng & Const	1.00	NU	FT	✓	131,955	16	97,122	145,683
Project Manager, Eng & Const Systems	3.00	NU	FT		380,496	16	97,122	145,683
Project Manager, Eng & Const Vehicles	3.00	NU	FT		360,149	16	97,122	145,683
Coordinator, Vehicle Engineering Projects	1.00	NU	FT	✓	86,164	12	68,933	103,397
Project Coordinator, Eng & Const	1.00	NU	FT		94,529	12	68,933	103,397
Project Coordinator, Eng & Const	1.00	NU	FT	✓	93,283	12	68,933	103,397
Assistant, Senior Administrative	3.00	NU	FT		222,560	9	52,876	79,312
Total	41.00				5,390,474			

Engineering & Construction Personnel Profile

Major Projects Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Major Projects	1.00	NU	FT		203,081	22	158,703	238,055
Manager, Small Starts Projects	3.00	NU	FT		540,316	20	135,157	202,735
Manager, Capital Planning	1.00	NU	FT		161,700	18	114,749	172,125
Project Manager, Principal, Eng & Const	2.00	NU	FT		303,076	18	114,749	172,125
Project Manager, Principal, Eng & Const	5.00	NU	FT	✓	768,457	18	114,749	172,125
Project Manager, Senior, Eng & Const	6.00	NU	FT		868,134	17	105,613	158,418
Project Manager, Senior, Eng & Const	4.00	NU	FT	✓	589,755	17	105,613	158,418
Project Manager, Eng & Const	1.00	NU	FT	✓	107,230	16	97,122	145,683
Coordinator, Senior, Environmental Permits	1.00	NU	FT		115,405	14	81,948	122,923
Coordinator, Eng & Const Projects	1.00	NU	FT	✓	86,164	12	68,933	103,397
Assistant, Senior Administrative	1.00	NU	FT		72,509	9	52,876	79,312
Assistant, Administrative	1.00	NU	FT		59,446	7	44,136	66,204
Total	27.00				3,875,274			

Capital Improvement Program

The Capital Improvement Program (CIP) Budget funds TriMet’s long-term investment to maintain and enhance the safety and reliability of the transit system. The CIP plan also focuses on increasing ridership, improving security, and expanding accessibility in key corridors, in collaboration with regional partners. \

CIP Prioritization Process & Long-Range Financial Plan

CIP Plan encompasses a comprehensive portfolio of investments over a 20-year period to keep the transit system in a state of good repair, take preventative measures to identify and enhance assets, and advance new projects to promote public transportation in our region. Every year, TriMet Leadership and the Board of Directors prioritize new targeted budgets based on alignment with district vision, goals, and objectives.

To determine the projects to be funded in the upcoming fiscal year and reported in the CIP Master List of Projects, the Capital Program Committee (CPC) considers the submitted projects relative to available funding and prioritization factors. Prioritization in this process considers: agency classification which helps clarify the urgency and advancement of the work; Multi-Objective Decision Analysis (MODA) prioritization scoring which ranks each project relative to agency values; and, divisional prioritization managed by each division’s Executive Director.

TriMet CIP Classifications	
1	High Priority - Externally Mandated or Agency Commitment
2	High Priority - SGR or Safety & Service Reliability
3	Discretionary Projects
4	Opportunity Based (Externally Funded)
5	Future Projects

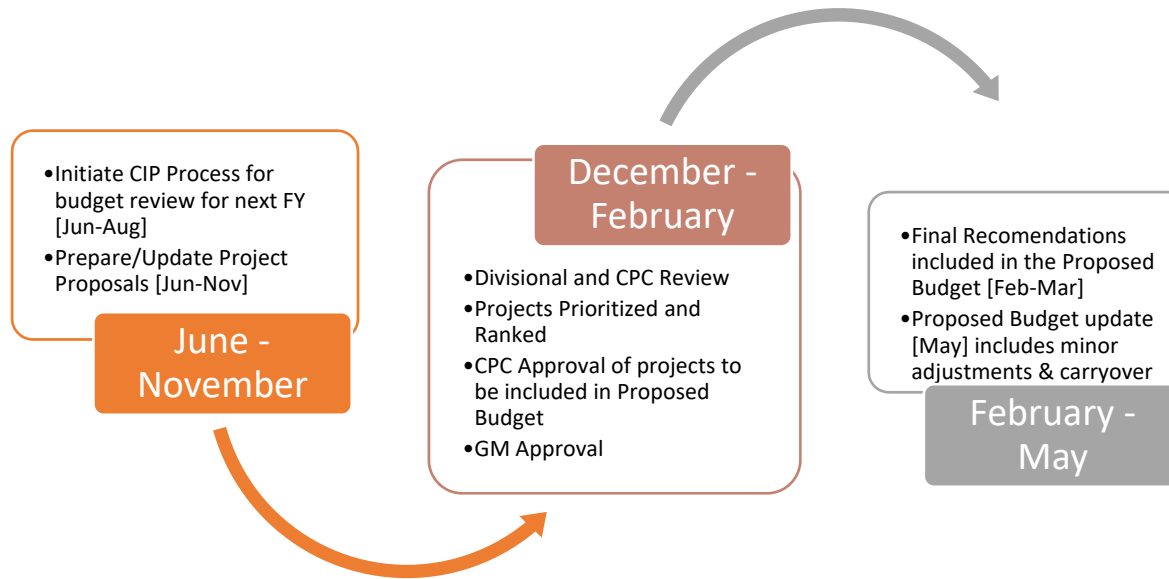
Agency Classification groups the projects in one of five categories as listed in the chart to the left. Classification 1 and 2 are both considered “High Priority” categories. Classification 1 reflect projects that help meet externally mandated work efforts – such as those dictated by Federal or State agencies – or that the agency has committed to by allowing construction or procurement activities to be initiated. Classification 2 reflects projects that are deemed essential for State of Good Repair (SGR) or safety & service reliability priorities. Classification 3 includes discretionary projects that reflect other, non-urgent projects that the agency would like to move forward as funding allows. Classification 4 are Opportunity Based projects; these are externally funded projects that will not

be completed without the identification and securing of external funding. Classification 5 projects are Future Projects which are not typically funded, but are shared with the CPC to inform them of future project work to be considered.

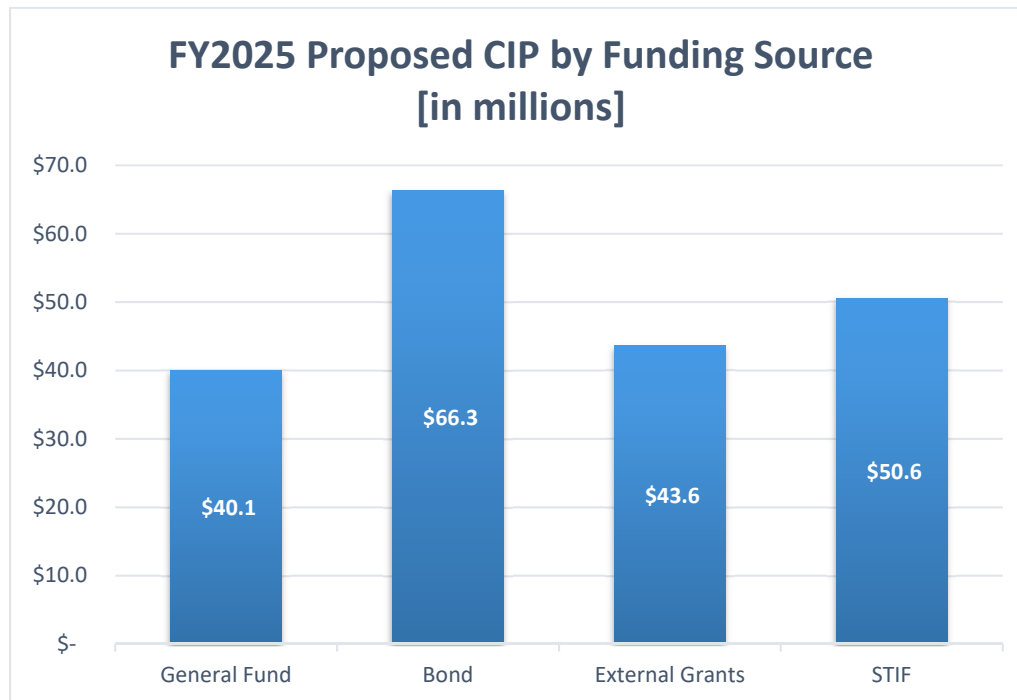
MODA (Multi-Objective Decision Analysis) Prioritization evaluates each project by a series of agency-specific criteria. The criterion used for this prioritization – reflected in the chart to the right – were developed by a committee of agency employees working with an external contractor to evaluate and rank each project relative to agency values. Each of the seven criterion are evaluated and scored by a series of subject matter experts, and each team’s score is consolidated to give each project a unique priority score relative to the other projects considered for advancing to the fiscal year Master List of Projects.

MODA Prioritization Criteria	
1	Alignment with Regional Goals, Policies, and Plans that Promote Transit
2	Customer Experience
3	Environmental Stewardship
4	Equity
5	Financial Impacts (Revenue and Cost Impacts)
6	Safety and Security for Riders and Employees
7	System Reliability and Resilience

These two prioritization classifications – along with the Divisional priorities defined by each Executive Director, clarifying how the division prioritizes the projects submitted – help provide an initial framework for the importance and urgency of each project that is used during the CPC budget discussions. These priorities inform the robust dialogue about each project considering agency resource constraints to determine which projects will be funded and placed in the CIP. Once the projects align with the available funding, the proposed CIP plan is Proposed by the CPC and then presented to the General Manager for final approval. The final CIP Master List of Projects is included in the agency’s budget for the upcoming year which is proposed by the Board of Directors when the budget is proposed. The annual timeline for this process is detailed in the graphic displayed on the next page.



CIP FUNDING



The FY2025 CIP Proposed Budget totals \$200.6 million with a mix of general fund contributions, bond proceeds, federal, state and local funding. Bond proceeds total \$66.3 million reflect the greatest funding source for the agency which stems from bond issuances in 2019 and 2021. Statewide Transportation Improvements Fund (STIF) is the second largest funding source at \$50.6 million, funding 15 separate projects. Other external funding (excluding STIF) totals over \$43.6 million and consists of federal, state, and local funding. The General Fund adds the final \$40.1 million to the FY2025 CIP. The majority of the federal spending is attributable to the Red Line Extension & Reliability project, a service enhancement project that extends our Red Line airport service further west and increases reliability of all of our MAX lines. State & Local funding from other agencies in the region fully or partially fund 10 projects, accounting for \$8.5 million of external funding supporting CIP projects.

The funding source of a project is especially important when considering the use of those funds and whether or not the funds may be transferred to another project. All federal, STIF, state and local funds are tied to intergovernmental agreements which specify the use of funds. Bond funds, although in some cases slightly more flexible than intergovernmental or grant agreements, are also restricted to specific projects that meet capital criteria and most focus on the bond issuance document specifications.

MAJOR INVESTMENTS IN FY2025

Non-Recurring Capital Investments (System Expansions & Enhancements):

- *Columbia Bus Base.* \$15.7 million has been budgeted to develop a fourth bus operations facility that supports future service expansion and alternative fuels. The budget in FY2025 continues to support site preparation.
- *A Better Red Project (MAX Red Line Extension & Reliability Improvements).* The FY2025 Proposed Budget includes \$14.2 million of funding to finish construction to extend the MAX Red Line west to Fair Complex/Hillsboro.
- *Portland-Milwaukie Light Rail.* There is \$12.1 million in the FY2025 Proposed Budget to finish improvements related the MAX Orange Line, connecting Portland and Milwaukie. The current effort adds two floors to the Park Avenue Park & Ride facility.
- *82nd Avenue Transit Improvements.* This high-ridership bus line is planned to be TriMet's next Frequent Express bus line, following on the success of the FX2 Division Transit Project. \$7.0 million is committed in FY2025 to continue with design and permitting processes.
- *Hollywood Transit Center Transit Oriented Development & Substation Replacement.* There is \$6.3 million in this budget committed to this project to work with local partners and create transit-oriented development in the Hollywood District of downtown Portland. A large portion of the budget supports a substation replacement.

Recurring Capital Investments:

Vehicle Purchases:

- *Light Rail Vehicles (LRV).* The FY2025 Proposed Budget includes \$14.7 million for the construction of the new Type 6 LRVs to replace the original Type 1 LRVs purchased in the early 1980's. New vehicles will continue to be delivered through winter of 2024/2025.
- *Electric Buses.* The FY2025 Proposed Budget includes \$21.3 million to complete the acquisition of 24 new electric buses that began in FY2024.

State of Good Repair (SGR):

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. The agency approved its TAM Plan in September 2018 and represents an opportunity for the agency to better anticipate lifecycle costs and maintain the system in a state of good repair for recurring capital expenditures. While the agency has always dedicated funding towards maintaining assets in a state of good repair, the TAM Plan provides a framework by which the agency can track its progress toward a mature, data-driven asset management system by setting a baseline of existing conditions and activities required to maintain all of the agency's assets in a state of good repair. The FY2025 Proposed Budget dedicates \$91.8 million towards SGR projects, which is 45.8% of the CIP Budget. In addition to the vehicle purchases detailed earlier – much of which is SGR replacement – the following projects reflect the most significant SGR projects:

- *Light Rail Infrastructure.* There are a few projects that focus specifically on light rail infrastructure for such things as track replacement, light rail station upgrades and substation replacements. This category of SGR [exclusive of the vehicle purchases above] totals \$13.7 million for FY2025.
- *IT Infrastructure.* The FY2025 Proposed Budget includes \$4.0 million to replace aging IT equipment, including mobile routers, servers, communications towers, desktop computers, and fiber lines.
- *Fare Infrastructure.* The FY2025 Proposed Budget includes \$10.7 million for two projects that involve fare collections (farebox replacements and ticket vending machine replacements).

Other Capital Projects:

- *Safety Enhancements.* In addition to spending dedicated funds to safety and security imbedded in the other projects, the FY2025 Proposed Budget includes \$6.7 million for eight projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.

ONGOING OPERATIONAL IMPACTS

The CIP also impacts the operating budget as projects are completed and operating funds are necessary for routine maintenance and the ongoing operation of new facilities and equipment. These ongoing costs must be identified and budgeted for as a part of the operating budget to ensure they are managed properly into the future. The chart below shows the expected operating impacts for all CIP projects funded in the FY2025 budget. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

FY2025 CIP Impacts on Operations						
Div	PN	Project Name	Impact on Operating Costs	Is the Impact One-Time Only or Continuous?	Estimated FY2025 impact	Notes
SS	1130	Vehicle Borne CCTV	Increases FY2026+ Operational Cost	Continuous	\$850k	Software maintenance costs; offset by op efficiencies
EC	1146	Division Transit Project	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Additional facility maintenance costs
LS	1147	ECM Implementation Project	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Software maintenance cost increase
EC	1161	PMIS Replacement	Increases FY2026+ Operational Cost	Continuous	\$100k	Software maintenance costs; offset by op efficiencies
IT	1174	NextGen Transit Signal Priority	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Software licensing cost increase
FA	1175	Fixed Route Farebox Replacement	Increases FY2026+ Operational Cost	Continuous	\$180k	Maintenance Costs
IT	1180	Regional Mobility Planner	Increases FY2026+ Operational Cost	Continuous	\$260k	Maintenance Costs
SS	1182	Security Software	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Software maintenance cost increase
IT	1184	Bus CCTV upgrade	Increases FY2026+ Operational Cost	Continuous	\$120k	Software maintenance cost increase
IT	1186	LRV CAD-AVL	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Software maintenance cost increase
EC	2045	MAX Station Optimization	Reduces FY2026+ Operational Cost	Continuous	\$80k	Reduced facility maintenance
EC	2048	Garage, Layover, & TC Expansion	Increases FY2026+ Operational Cost	Continuous	\$10-50k	Additional facility maintenance costs
EC	3651	Portland-Milwaukie Light Rail	Increases FY2026+ Operational Cost	Continuous	\$10-50k	Park & Ride additional maintenance
TR	4079	ATP Technology Grant	Increases FY2026+ Operational Cost	Continuous	\$75k	Software maintenance cost increase
SS	4548	Master Key Schema, Development, & Implementation	Reduces FY2026+ Operational Cost	Continuous	\$10-50k	Reduced labor cost for key management
EC	4638	Red Line Extension & Reliability Improvements	Increases FY2029+ Operational Cost	Continuous	\$1.6M	New service cost, net of fares
MT	6035	NRV EV Charging Infrastructure	Reduces FY2026+ Operational Cost	Continuous	\$250k	Savings from electric charging vs. fuel
EC	7219	82nd Avenue Transit Improvements	Increases FY2029+ Operational Cost	Continuous	\$9.4M	Increased operational costs for FX line
MT	7504	Rail Equipment Maint. Equipment Acquisition	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Increased maintenance and replacement costs
EC	7591	Columbia Bus Base	Reduces FY2026-2029 Operational Cost	Temporary	\$360k	Reduced facility maintenance and utility cost
LS	7595	Hollywood TC TOD & Substation Replacement	Reduces FY2026+ Operational Cost	Continuous	\$10K-\$50K	Reduced facility maintenance

FIVE YEAR CIP FORECAST SUMMARY

The five year CIP forecast for the agency totals \$971.2 million for fiscal years 2025 to 2029, including both secured and unsecured funds. The forecast includes funds broken out by program type and funding source. The forecast considers all known CIP project needs as they have been developed at this time. However, as the agency continues operations, new needs and analysis on existing work are likely to develop, adding to later years. This is particularly true as the agency is in the midst of making various decisions around the conversion of our bus fleet from fossil-fuel powered engines to low-emission vehicles. For this reason, the CPC reviews the CIP list in its entirety before recommending funding for the next year's budget. The forecasts for FY2025 to FY2029 is for planning purposes only and will be fully evaluated and proposed by the CPC in year of expenditure, by which resource availability and needs are—unsecured funds are included in these years.

Five Year CIP by Funding Source - The summary below demonstrates the resource request for CIP projects over the next 5 years.

Fund Type	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
General Fund	\$40,085,193	\$63,200,000	\$47,610,000	\$45,370,000	\$51,490,000	\$196,265,193
Bond	\$66,331,802	\$65,270,000	\$69,490,000	\$37,790,000	\$19,380,000	\$238,881,802
STIF	\$50,563,499	\$28,150,000	\$30,820,000	\$12,370,000	\$1,270,000	\$121,903,499
Federal	\$34,891,315	\$52,370,000	\$88,780,000	\$93,250,000	\$104,950,000	\$269,291,315
State	\$1,958,615	\$12,080,000	\$11,080,000	\$16,110,000	\$1,110,000	\$41,228,615
Local	\$6,749,608	\$29,700,000	\$27,090,000	\$40,040,000	\$83,840,000	\$103,579,608
Total Funding Request	\$200,580,032	\$250,770,000	\$274,870,000	\$244,930,000	\$262,040,000	\$971,150,032

The following 2 tables identify secured and unsecured funding by source.

Secured Funding						
Fund Type	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
General Fund	\$40,085,193	\$30,030,000	\$29,860,000	\$29,920,000	\$35,010,000	\$129,895,193
Bond	\$66,331,802	\$20,900,000	\$2,490,000	\$0	\$0	\$89,721,802
STIF	\$50,563,499	\$0	\$0	\$0	\$0	\$50,563,499
Federal	\$34,891,315	\$43,970,000	\$58,380,000	\$32,730,000	\$0	\$169,971,315
State	\$1,958,615	\$0	\$0	\$0	\$1,110,000	\$1,958,615
Local	\$6,749,608	\$3,540,000	\$2,870,000	\$1,870,000	\$170,000	\$15,029,608
Total Funding Request	\$200,580,032	\$98,440,000	\$93,600,000	\$64,520,000	\$36,290,000	\$457,140,032
Unsecured* Funding						
Fund Type	FY2025*	FY2026	FY2027	FY2028	FY2029	TOTAL
General Fund	\$0	\$33,170,000	\$17,750,000	\$15,450,000	\$16,480,000	\$66,370,000
Bond	\$0	\$44,370,000	\$67,000,000	\$37,790,000	\$19,380,000	\$149,160,000
STIF	\$0	\$28,150,000	\$30,820,000	\$12,370,000	\$1,270,000	\$71,340,000
Federal	\$0	\$8,400,000	\$30,400,000	\$60,520,000	\$104,950,000	\$99,320,000
State	\$0	\$12,080,000	\$11,080,000	\$16,110,000	\$0	\$39,270,000
Local	\$0	\$26,160,000	\$24,220,000	\$38,170,000	\$83,670,000	\$88,550,000
Total Funding Request	\$0	\$152,330,000	\$181,270,000	\$180,410,000	\$225,750,000	\$514,010,000

Footnote:

FY2025* - Unsecured funding including pending grant applications at the time of the budget adoption

Five Year CIP by Program - The summary below depicts the forecasted expenditure by program over the next 5 years.

Program	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
Equipment	\$16,419,557	\$6,070,000	\$8,320,000	\$3,240,000	\$2,110,000	\$34,051,557
Facilities	\$50,855,573	\$65,010,000	\$78,940,000	\$64,780,000	\$46,070,000	\$259,585,573
Fleet	\$40,339,958	\$99,760,000	\$135,130,000	\$76,770,000	\$29,520,000	\$351,999,958
Information Technology	\$20,422,857	\$15,660,000	\$13,080,000	\$9,180,000	\$12,240,000	\$58,342,857
Infrastructure	\$23,422,504	\$35,020,000	\$29,720,000	\$24,670,000	\$27,930,000	\$112,832,504
Other Projects	\$482,593	\$160,000	\$160,000	\$170,000	\$170,000	\$972,593
Planning/Studies	\$5,471,290	\$1,980,000	\$1,700,000	\$1,700,000	\$0	\$10,851,290
Safety & Security	\$7,220,891	\$10,740,000	\$2,230,000	\$1,420,000	\$0	\$21,610,891
System Expansion	\$35,944,809	\$16,370,000	\$5,590,000	\$63,000,000	\$144,000,000	\$120,904,809
Total Funding Request	\$200,580,032	\$250,770,000	\$274,870,000	\$244,930,000	\$262,040,000	\$971,152,032

The following 2 tables identify secured and unsecured funding by program

Secured Funding						
Program	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
Equipment	\$16,419,557	\$6,070,000	\$6,030,000	\$3,240,000	\$1,110,000	\$31,759,557
Facilities	\$50,855,573	\$15,960,000	\$8,790,000	\$5,620,000	\$5,250,000	\$81,225,573
Fleet	\$40,339,958	\$48,470,000	\$58,250,000	\$35,960,000	\$2,900,000	\$183,019,958
Information Technology	\$20,422,857	\$8,040,000	\$5,170,000	\$5,980,000	\$11,840,000	\$39,612,857
Infrastructure	\$23,422,504	\$10,610,000	\$12,030,000	\$10,430,000	\$15,020,000	\$56,492,504
Other Projects	\$482,593	\$160,000	\$160,000	\$170,000	\$170,000	\$972,593
Planning/Studies	\$5,471,290	\$1,980,000	\$1,700,000	\$1,700,000	\$0	\$10,851,290
Safety & Security	\$7,220,891	\$5,700,000	\$1,470,000	\$1,420,000	\$0	\$15,810,891
System Expansion	\$35,944,809	\$1,450,000	\$0	\$0	\$0	\$37,394,809
Total Funding Request	\$200,580,032	\$98,440,000	\$93,600,000	\$64,520,000	\$36,290,000	\$457,140,032

Unsecured* Funding						
Program	FY2025*	FY2026	FY2027	FY2028	FY2029	TOTAL
Equipment	\$0	\$0	\$2,290,000	\$0	\$1,000,000	\$2,290,000
Facilities	\$0	\$49,050,000	\$70,150,000	\$59,160,000	\$40,820,000	\$178,360,000
Fleet	\$0	\$51,290,000	\$76,880,000	\$40,810,000	\$26,620,000	\$168,980,000
Information Technology	\$0	\$7,620,000	\$7,910,000	\$3,200,000	\$400,000	\$18,730,000
Infrastructure	\$0	\$24,410,000	\$17,690,000	\$14,240,000	\$12,910,000	\$56,340,000
Other Projects	\$0	\$0	\$0	\$0	\$0	\$0
Planning/Studies	\$0	\$0	\$0	\$0	\$0	\$0
Safety & Security	\$0	\$5,040,000	\$760,000	\$0	\$0	\$5,800,000
System Expansion	\$0	\$14,920,000	\$5,590,000	\$63,000,000	\$144,000,000	\$83,510,000
Total Funding Request	\$0	\$152,330,000	\$181,270,000	\$180,410,000	\$225,750,000	\$514,010,000

Footnote:

FY2025* - Unsecured funding including pending grant applications at the time of the budget adoption

CIP Resources

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	28,428,795	14,198,069	57,909,765	34,359,716	59,271,723		
Federal Transit Administration Grants, Programmed	99,583,883	48,170,739	82,798,649	52,673,966	34,891,312		
Revenue Bond Proceeds	102,081,926	90,449,753	101,644,318	75,079,658	66,331,803		
Operating Resources Dedicated for Capital*	21,028,917	42,517,265	85,964,246	84,210,005	40,085,194		
Total CIP Resources	\$251,123,521	\$195,335,826	\$328,316,978	\$246,323,345	\$200,580,032		

* Line included for information only. Operating resources are drawn on agency resources.

CIP Requirements

Division	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division		-410	2,944,832	1,671,052			
Transportation Division	480	3,145,867	16,387,807	15,880,132	12,266,990		
Safety & Security Division	5,068,164	6,618,621	11,240,622	5,254,959	7,074,374		
Maintenance Division	100,453,585	67,841,450	127,298,083	89,185,930	78,779,221		
Transit System & Asset Support Division			927,093	927,093			
Information Technology Division	8,748,939	11,882,426	12,962,229	12,555,020	11,255,576		
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949		
Finance & Administrative Services Division	705,718	502,338	10,991,398	9,830,755	12,649,103		
Legal Services Division	965,344	10,738,539	13,755,309	15,173,394	780,000		
Strategy & Planning Division					1,405,847		
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	94,306,516	75,213,972		
Total CIP Requirements	\$251,123,521	\$195,335,826	\$328,316,978	\$246,323,345	\$200,580,032		

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2025	Comments
Transportation Division					
PRJ_1183 Operator Workforce Management Systems Upgrade	6,504,782			6,504,782	STIF
PRJ_4049 ATP Fleet Expansion / Replacement	872,000	872,000		1,744,000	State Sec 5310
PRJ_4079 ATP Technology Grant	619,372	172,202		791,574	State Sec 5310, STIF
PRJ_4713 WES Vehicle CCTV			2,610,742	2,610,742	2021 Bond
PRJ_7596 WES Bumping Post Replacement		615,892		615,892	
Total Transportation Division	\$7,996,154	\$1,660,094	\$2,610,742	\$12,266,990	
Safety & Security Division					
PRJ_1130 Vehicle Borne CCTV Systems			2,751,152	2,751,152	2019 & 2021 Bonds
PRJ_1133 CCTV & Intrusion Detection	445,000			445,000	DHS - TSGP
PRJ_1151 Security Funds for Transit Enhancement	500,000			500,000	STIF
PRJ_1181 Blue Light Phone program & Security Operations Center		1,000,000		1,000,000	
PRJ_1182 Security Software		130,000		130,000	
PRJ_4077 Transit Police NRV's		364,330		364,330	
PRJ_4548 Master Key Schema, Development & Implementation		450,000		450,000	
PRJ_5606 Rail Crossing Safety Enhancements	78,492	1,355,400		1,433,892	Fed Sec 5312
Total Safety & Security Division	\$1,023,492	\$3,299,730	\$2,751,152	\$7,074,374	
Maintenance Division					
PRJ_3687 LRV Fleet Replacement/Expansion			14,690,264	14,690,264	2019 & 2021 Bonds
PRJ_3689 Type 2 LRV Replacement			62,700	62,700	2021 Bond
PRJ_4006 Bus Shop Equipment - Center		460,230		460,230	
PRJ_4075 Blue Line Station Rehab	1,494,267	2,000,000		3,494,267	FTA Comm Project
PRJ_4078 Emergency Back-up Power		600,285		600,285	
PRJ_4604 HVAC Systems		660,000		660,000	
PRJ_4613 Type 1 Substation Replacement		5,912,120		5,912,120	
PRJ_4652 Building Area/Components Replacement		350,000		350,000	
PRJ_4653 Electrical Equipment & Systems Replacement		1,519,932		1,519,932	
PRJ_4654 Lifting Equipment & Systems Replacement		700,000		700,000	
PRJ_4655 Other Building Systems & Equipment		62,500		62,500	
PRJ_4657 Bldg. Area & Components - Layover		140,000		140,000	
PRJ_4658 Safety-Hazmat Systems		150,000		150,000	
PRJ_4659 Site-Property Systems		400,000		400,000	
PRJ_4683 Asphalt Pavement Maintenance Program		2,000,000		2,000,000	
PRJ_4712 New Center St Fuel and Wash Facility		1,000,000		1,000,000	

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2025	Comments
PRJ_4805 Facilities System Masterplan	996,284			996,284	STIF
PRJ_5025 Rail Reliability		510,753		510,753	
PRJ_5028 Tree Grate Replacement Program (5 years)		452,788		452,788	
PRJ_5508 Bus Stop Development	1,686,090			1,686,090	STIF
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	6,915,000			6,915,000	STIF
PRJ_5626 Electric Bus Purchases	21,262,759			21,262,759	Fed Sec 5339, FHWA, STIF
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	1,534,000			1,534,000	STIF
PRJ_6033 OCS Climate Resiliency Retrofit		235,794		235,794	
PRJ_6035 NRV EV Charging Infrastructure		195,312		195,312	
PRJ_6402 Signal System Relay to PLC		192,927		192,927	
PRJ_6404 Arc Flash Implementation Program		750,000		750,000	
PRJ_7503 Light Rail Shop Equipment Repl.		192,097	1,226,070	1,418,167	2021 Bond
PRJ_7504 Rail Maintenance Equipment		55,000		55,000	
PRJ_7559 Light Rail Track and Structures		2,315,000		2,315,000	
PRJ_7586 Rail & Track Annual Testing		256,250		256,250	
PRJ_7587 Rail MOW Equipment Acquisition		1,530,000		1,530,000	
PRJ_7595 Hollywood TC TOD & Substation Replacement	288,181		5,982,618	6,270,799	2021 Bond
Total Maintenance Division	\$34,176,581	\$22,640,988	\$21,961,653	\$78,779,221	
Information Technology Division					
PRJ_1070 Servers Replacement		1,073,264		1,073,264	
PRJ_1091 Desktop Computing Replacement		547,868		547,868	
PRJ_1095 Data Communications System Replacement		1,597,000		1,597,000	
PRJ_1131 Communication Environment Replacement - capital		774,788		774,788	
PRJ_1174 NextGen Transit Signal Priority	729,192		1,786,151	2,515,343	State ATCMTD, 2019 Bond, STIF
PRJ_1180 Regional Mobility Planner	1,267,313			1,267,313	STIF
PRJ_1184 Bus CCTV Upgrade			2,300,000	2,300,000	2021 Bond
PRJ_1186 LRV CAD-AVL	980,000	200,000		1,180,000	FHWA
Total Information Technology Division	\$2,976,505	\$4,192,920	\$4,086,151	\$11,255,576	
Public Affairs Division					
PRJ_6021 Transit Tracker Project	1,154,949			1,154,949	State Sec 5310, STIF
Total Public Affairs Division	\$1,154,949			\$1,154,949	

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2025	Comments
Finance & Administrative Services Division					
PRJ_1166 TVM Refurbishment or Replacement			8,500,770	8,500,770	2021 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement		2,215,906		2,215,906	
PRJ_1176 Hop Fastpass 2.0		438,846		438,846	
PRJ_6207 Hop Mobile and Web		1,493,581		1,493,581	
Total Finance & Administrative Services Division		\$4,148,333	\$8,500,770	\$12,649,103	
Legal Services Division					
PRJ_1147 ECM Implementation Project		180,000		180,000	
PRJ_4711 Gresham City Hall - Civic Hub Improvements		600,000		600,000	
Total Legal Services Division		\$780,000		\$780,000	
Strategy & Planning Division					
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	1,405,847			1,405,847	Fed Sec 5310, Local
Total Strategy & Planning Division	\$1,405,847			\$1,405,847	
Engineering & Construction Division					
PRJ_1146 Division Transit Project	1,150,761		731,072	1,881,833	Fed Sec 5309 CIG, 2019 Bond
PRJ_1161 PMIS Upgrade	550,072			550,072	Local
PRJ_2045 MAX Station Optimization		235,500		235,500	
PRJ_2048 Garage, Layover, and TC Expansion	9,336,564			9,336,564	FTA Comm Project, Fed Sec 5339(b), STIF
PRJ_3651 Portland-Milwaukie Light Rail Project	5,323,167		6,729,812	12,052,979	Fed Sec 5309 CIG, 2021 Bond
PRJ_3674 Interstate Bridge Replacement	3,884,375			3,884,375	Local
PRJ_4638 Red Line Extension and Reliability Improvements	6,921,916		7,270,076	14,191,992	Fed Sec 5309 CIG, 2021 Bond
PRJ_5581 Willamette Shore Trolley	492,192	98,439		590,631	FTA Comm Project
PRJ_6805 BRT System & Implementation Plan	67,196	729,190		796,386	STIF
PRJ_7201 Third Party Recovery	482,593			482,593	Local
PRJ_7215 Enhanced Transit Concepts - Better Bus	8,499,052			8,499,052	STIF, Local
PRJ_7219 82nd Avenue Transit Improvements	4,721,619	2,300,000		7,021,619	Fed Carbon Reduction
PRJ_7591 Columbia Bus Base	4,000,000		11,690,376	15,690,376	STIF, 2019 & 2021 Bonds
Total Engineering & Construction Division	\$45,429,507	\$3,363,129	\$26,421,335	\$75,213,972	
Total Capital Improvement Program (CIP) Requirements	\$94,163,035	\$40,085,194	\$66,331,803	\$200,580,032	

CIP - Chief Operating Officer

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1139 Operator Training Equipment		-410			
PRJ_1183 Operator Workforce Management Systems Upgrade			1,502,247	1,385,043	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			120,484	120,484	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit			1,322,101	165,525	
Total Chief Operating Officer		-\$410	\$2,944,832	\$1,671,052	

CIP - Transportation

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1183 Operator Workforce Management Systems Upgrade					6,504,782
PRJ_3614 Cross-Mall Turnback Connector		195,631	1,690,267	3,000,978	
PRJ_4049 ATP Fleet Expansion / Replacement		2,921,623	12,603,541	11,531,918	1,744,000
PRJ_4079 ATP Technology Grant			1,111,011	961,011	791,574
PRJ_4713 WES Vehicle CCTV			275,438	78,562	2,610,742
PRJ_7581 WES DMU Fleet		22,249	567,521	94,959	
PRJ_7585 WES Vehicle & Shop Equipment Replacement	480			22,677	
PRJ_7596 WES Bumping Post Replacement		6,364	140,029	190,027	615,892
Total Transportation	\$480	\$3,145,867	\$16,387,807	\$15,880,132	\$12,266,990

CIP - Safety & Security

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1112 Security Fencing		118,423	170,684	257,577	
PRJ_1124 Operator Safety & Rider Awareness	33,672	171,564	171,473	563	
PRJ_1130 Vehicle Borne CCTV Systems	41,724	131,665	3,934,737	768,891	2,751,152
PRJ_1133 CCTV & Intrusion Detection	409,666	123,119	964,852	443,219	445,000
PRJ_1151 Security Funds for Transit Enhancement	756,709	616,454	1,200,000	611,003	500,000
PRJ_1181 Blue Light Phone program & Security Operations Center			500,000	500,000	1,000,000
PRJ_1182 Security Software			533,400	334,000	130,000
PRJ_2504 Safety & Security Facility Relocation	4,046				
PRJ_2507 Bus Operator Protective Shields		9,787			
PRJ_4077 Transit Police NRV's	314,356	572,831	541,330	455,762	364,330
PRJ_4548 Master Key Schema, Development & Implementation		4,906	695,094	419,750	450,000
PRJ_5606 Rail Crossing Safety Enhancements	1,431,173	574,923	2,529,052	1,449,654	1,433,892
PRJ_7589 Vehicle Intrusions		264			
PRJ_9110 Reimagine Public Safety	2,076,818	4,294,685		14,540	
Total Safety & Security	\$5,068,164	\$6,618,621	\$11,240,622	\$5,254,959	\$7,074,374

CIP - Maintenance

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_2507 Bus Operator Protective Shields			3,700,000	2,434,718	
PRJ_3687 LRV Fleet Replacement/Expansion	37,722,417	24,737,054	38,553,297	27,673,602	14,690,264
PRJ_3689 Type 2 LRV Replacement				20,000	62,700
PRJ_4001 Non-Revenue Vehicle Replacement	1,179,146	2,327,621	4,286,858	3,365,900	
PRJ_4006 Bus Shop Equipment - Center	153,116	95,892	448,195	88,195	460,230
PRJ_4058 Diesel Bus Purchases	58,296	18,948			
PRJ_4060 Bus Refurbishments - Diesel to Electric	2,995,417	-1,484,970			
PRJ_4075 Blue Line Station Rehab			7,361,361	3,752,941	3,494,267
PRJ_4076 Powell Maintenance Facility	32,391,676	20,498,664	1,650,000	875,000	
PRJ_4078 Emergency Back-up Power		1,049,662	1,947,414	1,733,647	600,285
PRJ_4604 HVAC Systems	486,847	919,151	386,700	386,700	660,000
PRJ_4613 Type 1 Substation Replacement	8,033	665,855	3,562,721	2,049,992	5,912,120
PRJ_4639 Steel Bridge Transit Improvements		139,783			
PRJ_4652 Building Area/Components Replacement	104,492	333,502	533,400	436,819	350,000
PRJ_4653 Electrical Equipment & Systems Replacement	1,461,878	2,874,065	457,800	907,800	1,519,932
PRJ_4654 Lifting Equipment & Systems Replacement	1,092,672	734,902	180,700	829,257	700,000
PRJ_4655 Other Building Systems & Equipment	98,130	150,093	254,500	254,500	62,500
PRJ_4657 Bldg. Area & Components - Layover	132,570	32,888	131,900	131,900	140,000
PRJ_4658 Safety-Hazmat Systems	6,696	145,141	26,400	82,837	150,000
PRJ_4659 Site-Property Systems	769,386	292,991	528,600	370,188	400,000
PRJ_4662 Elevator End of Life Replacement/Refurbishment			750,000	267,000	
PRJ_4676 Cleveland Crew Room Renovation	8,020	3,555			
PRJ_4683 Asphalt Pavement Maintenance Program		278,568	1,537,782	1,398,869	2,000,000
PRJ_4688 Storeroom Master Plan, Renovation and Equipment	33,683				
PRJ_4712 New Center St Fuel and Wash Facility			1,189,740	749,684	1,000,000
PRJ_4805 Facilities System Masterplan	613,797	206,754	1,138,474	355,244	996,284
PRJ_5025 Rail Reliability			982,281	982,281	510,753
PRJ_5028 Tree Grate Replacement Program (5 years)			439,600	389,600	452,788
PRJ_5508 Bus Stop Development	178,196	400,503	2,545,568	2,174,544	1,686,090
PRJ_5599 Lloyd District Transit Hub	5,526,217				
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell		4,336,517	5,100,000	568,917	6,915,000
PRJ_5626 Electric Bus Purchases	5,197,921	24,558	27,174,032	12,577,820	21,262,759
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	4,480		200,000	200,000	1,534,000
PRJ_5635 STC Elevator Hoistway Water Intrusion			2,347,500	347,613	

CIP - Maintenance

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base	105,581	120,062			
PRJ_6033 OCS Climate Resiliency Retrofit			300,956	300,956	235,794
PRJ_6034 Fugman Building Classroom Build				186,670	
PRJ_6035 NRV EV Charging Infrastructure					195,312
PRJ_6204 Washington Park ECS	29,648	296,487	3,489,557	467,963	
PRJ_6205 LRV Overhaul - Travel Only	276	15,380		9,976	
PRJ_6402 Signal System Relay to PLC	64,191	133,002	210,465	210,465	192,927
PRJ_6403 Track Rehab Program	1,906,776	3,569,060	3,500,000	3,100,000	
PRJ_6404 Arc Flash Implementation Program	521,633	125,823		600,231	750,000
PRJ_7503 Light Rail Shop Equipment Repl.	3,229,651	1,116,820	4,068,558	1,939,733	1,418,167
PRJ_7504 Rail Maintenance Equipment	82,800	258,698	1,443,500	393,528	55,000
PRJ_7508 Type 1 LRV Decommissioning	3,250	27,528	445,224	258,996	
PRJ_7535 Light Rail Electrification & Signaling Systems	396,320	2,634,974	3,000,000	2,250,000	
PRJ_7559 Light Rail Track and Structures	947,773	2,094,010	1,500,000	12,432,755	2,315,000
PRJ_7561 MOW Equipment Replacement	13,451	322		1,276	
PRJ_7586 Rail & Track Annual Testing	277,637	113,731	375,000	375,000	256,250
PRJ_7587 Rail MOW Equipment Acquisition	150,518	164,687	1,550,000	998,500	1,530,000
PRJ_7588 Ruby Junction Truck Shop Equipment	5,604				
PRJ_7592 Ruby Junction Expansion	5,130,801	116,089		1,627	
PRJ_7595 Hollywood TC TOD & Substation Replacement					6,270,799
PRJ_7597 Ruby Bogie Shed				252,686	
PRJ_9998 Spare Parts on Operating Project Clearing	-2,635,411	-1,726,920			
Total Maintenance	\$100,453,585	\$67,841,450	\$127,298,083	\$89,185,930	\$78,779,221

CIP - Transit System & Asset Support

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1500 Enterprise Asset Management System			627,093	627,093	
PRJ_6031 Bus Training Yard			300,000	300,000	
Total Transit System & Asset Support			\$927,093	\$927,093	

CIP - Information Technology

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1042 Mobile Router Replacement	2,075,197	1,309,711		6,894	
PRJ_1070 Servers Replacement	1,052,102	1,757,043	1,055,316	841,837	1,073,264
PRJ_1091 Desktop Computing Replacement	1,287,756	1,541,406	1,323,381	1,039,799	547,868
PRJ_1095 Data Communications System Replacement	981,099	1,549,480	1,361,750	868,548	1,597,000
PRJ_1131 Communication Environment Replacement - capital	284,422	867,241	1,245,644	1,245,644	774,788
PRJ_1139 Operator Training Equipment		410			
PRJ_1152 Radio & Microwave Communication Systems	2,009,575	2,820,064	2,901,000	7,147,500	
PRJ_1174 NextGen Transit Signal Priority	1,058,788	1,848,971	3,677,646	540,441	2,515,343
PRJ_1179 Navrisk Replacement Origami		188,100			
PRJ_1180 Regional Mobility Planner			1,122,492	589,357	1,267,313
PRJ_1184 Bus CCTV Upgrade					2,300,000
PRJ_1186 LRV CAD-AVL					1,180,000
PRJ_6032 Bus Dispatch Central System Upgrade			275,000	275,000	
Total Information Technology	\$8,748,939	\$11,882,426	\$12,962,229	\$12,555,020	\$11,255,576

CIP - Public Affairs

Expense Category	FY2022	FY2023	FY2024	FY2024	FY2025
	Actual	Actual	Budget	Estimate	Budget
PRJ_2009 Customer Support Facilities & Equipment	312				
PRJ_2048 Garage, Layover, and TC Expansion	64,040				
PRJ_5621 Barber-99W Corridor Safety & Access To Transit	-181,260				
PRJ_5622 HWY 8 Corridor Safety & Access To Transit	-133,166				
PRJ_5623 Powell-Division Corridor Safety & Access To Transit	-432,346				
PRJ_6021 Transit Tracker Project	1,327,253	1,766,402	1,538,494	1,538,494	1,154,949
Total Public Affairs	\$644,833	\$1,766,402	\$1,538,494	\$1,538,494	\$1,154,949

CIP - Finance & Administrative Services

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1166 TVM Refurbishment or Replacement	91,480	165,799	2,157,257	3,357,072	8,500,770
PRJ_1175 Fixed Route Bus Farebox Replacement	193,189	78,747	5,177,500	3,836,903	2,215,906
PRJ_1176 Hop Fastpass 2.0	17,713	130,800	1,206,708	1,206,708	438,846
PRJ_1179 Navrisk Replacement Origami				121,208	
PRJ_2028 Copier Equipment	6,258				
PRJ_4705 TriMet Ticket Office Upgrades	20				
PRJ_6207 Hop Mobile and Web			300,000	300,000	1,493,581
PRJ_7544 eFare	397,058	126,966	2,149,933	1,008,864	
PRJ_7582 Fare - Communication Equipment		26			
Total Finance & Administrative Services	\$705,718	\$502,338	\$10,991,398	\$9,830,755	\$12,649,103

CIP - Legal Services

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1147 ECM Implementation Project	216,614	108,132	499,109	311,077	180,000
PRJ_1178 Downtown Admin Relocation	65,344	6,976,480	2,446,319	2,936,162	
PRJ_4711 Gresham City Hall - Civic Hub Improvements			1,000,000	200,000	600,000
PRJ_7220 Third Party Recovery TOD		10,399		14,457	
PRJ_7595 Hollywood TC TOD & Substation Replacement	683,386	3,643,528	9,809,881	11,711,698	
Total Legal Services	\$965,344	\$10,738,539	\$13,755,309	\$15,173,394	\$780,000

CIP - Strategy & Planning

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_5623 Powell-Division Corridor Safety & Access to Transit					1,405,847
Total Strategy & Planning					\$1,405,847

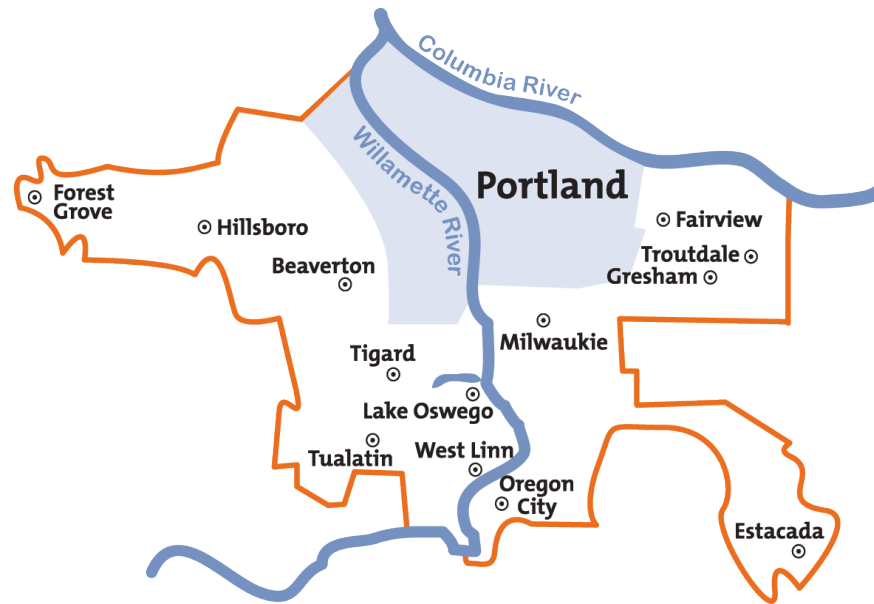
CIP - Engineering & Construction

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1130 Vehicle Born CCTV System	112,471				
PRJ_1146 Division Transit Project	73,094,873	10,246,626	5,455,594	2,391,049	1,881,833
PRJ_1161 PMIS Upgrade	123,481	213,397	186,989	982,917	550,072
PRJ_1177 DTP Fiber Betterment	725,861				
PRJ_2045 MAX Station Optimization	204,807	242,154	901,927	883,927	235,500
PRJ_2048 Garage, Layover, and TC Expansion	560,910	1,201,854	3,989,541	3,379,590	9,336,564
PRJ_2049 North Downtown Bus Layover Facility			570,000	196,702	
PRJ_3642 Timber Gate Artwork Restoration	316,692	24,637	231,385	84,830	
PRJ_3651 Portland-Milwaukie Light Rail Project	217,543	795,172	15,726,618	9,828,516	12,052,979
PRJ_3673 162nd Ave Pedestrian Access Improvements		436,376			
PRJ_3674 Interstate Bridge Replacement				2,022,310	3,884,375
PRJ_4613 Type 1 Substation Replacement	8,033	58,174			
PRJ_4638 Red Line Extension and Reliability Improvements	49,831,994	68,303,750	65,304,472	55,264,811	14,191,992
PRJ_4639 Steel Bridge Transit Improvements	654,911	15,354		70,535	
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR)		157,706	258,146	3,730	
PRJ_5025 Rail reliability	616,575	609,348			
PRJ_5581 Willamette Shore Trolley	80,363	417,052	2,072,500	2,072,500	590,631
PRJ_5597 TV Highway Transit Improvements	40,353	525,412	2,339,029	601,870	
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	400,779	3,472			
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	142,579	2,258			
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	469,584	88,355			
PRJ_5624 Southwest Corridor	845,674	245,669	500,000	500,000	
PRJ_6204 Washington Park ECS	206,539				
PRJ_6402 Signal System Relay to PLC	10,002	29,889			
PRJ_6403 Track Rehab Program	76,478				
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only			3,060,704	62,500	
PRJ_6408 System Upgrades				468,000	
PRJ_6805 BRT System & Implementation Plan			322,677	322,677	796,386
PRJ_7201 Third Party Recovery	647,904	998,235	1,999,150	634,803	482,593
PRJ_7202 Third Party Project Betterment	334,598	739,988	2,826,823	2,436,004	
PRJ_7215 Enhanced Transit Concepts - Better Bus	-43,228	2,473,584	8,137,874	3,274,751	8,499,052
PRJ_7218 Enhanced Transit Concepts	446,469				
PRJ_7219 82nd Avenue Transit Improvements			3,760,000	800,001	7,021,619
PRJ_7508 Type 1 LRV Decommissioning	57,545	39,864			
PRJ_7590 Track Geometry & Testing	4,895				
PRJ_7591 Columbia Bus Base	4,460,244	5,047,383	12,627,682	8,024,493	15,690,376
PRJ_9998 Spare Parts on Operating Project Clearing	-112,471	-75,116			
Total Engineering & Construction	\$134,536,458	\$92,840,593	\$130,271,111	\$94,306,516	\$75,213,972



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TriMet Service District Area



TriMet provides bus, light rail, and commuter rail services in the Portland, Oregon, region. Our transportation options connect people with their community while easing traffic congestion and reducing air pollution, making our region a better place to live.

Service area statistics:

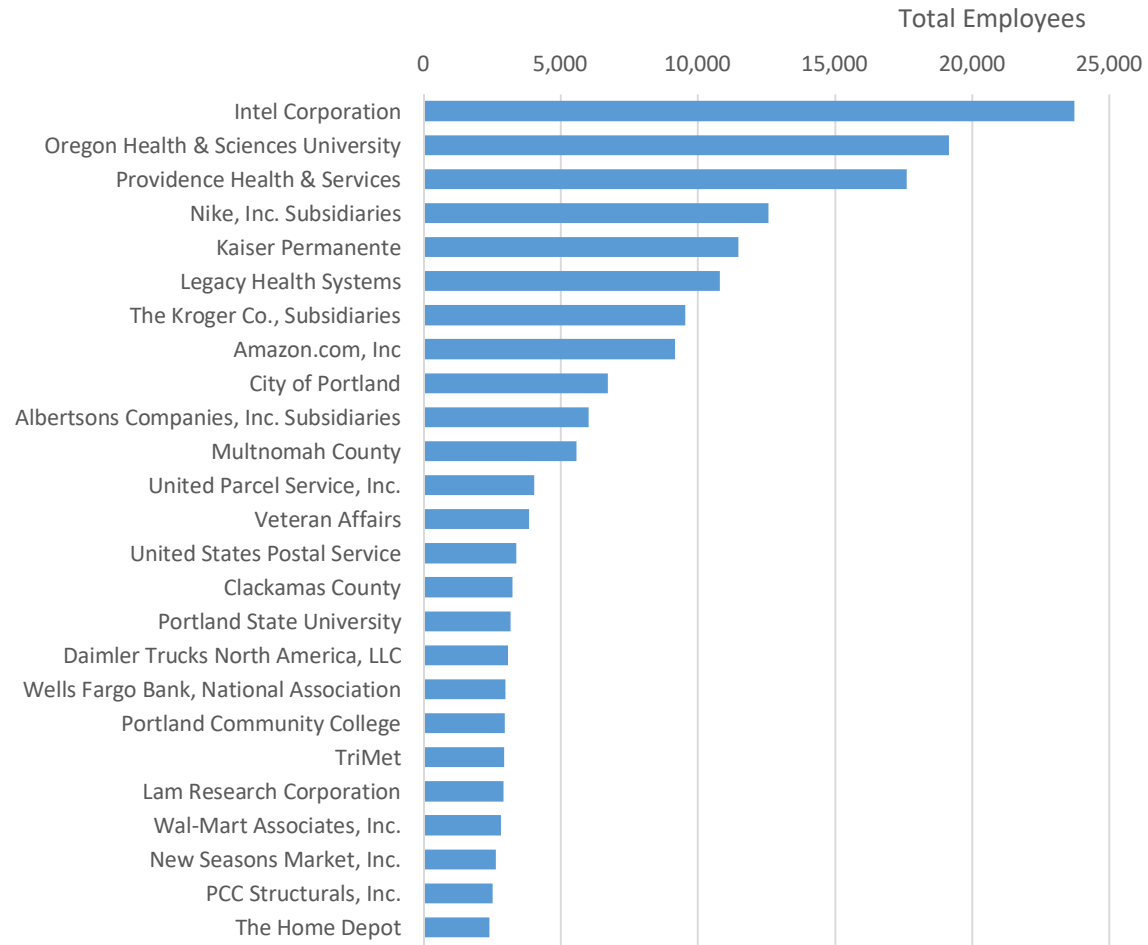
383 square miles

1,558,315 population

519 UZA square miles

Covering 14 cities within 3 counties

Top 25 Largest Employers in TriMet



Source: 2022 Quarterly Census of Employment Wages

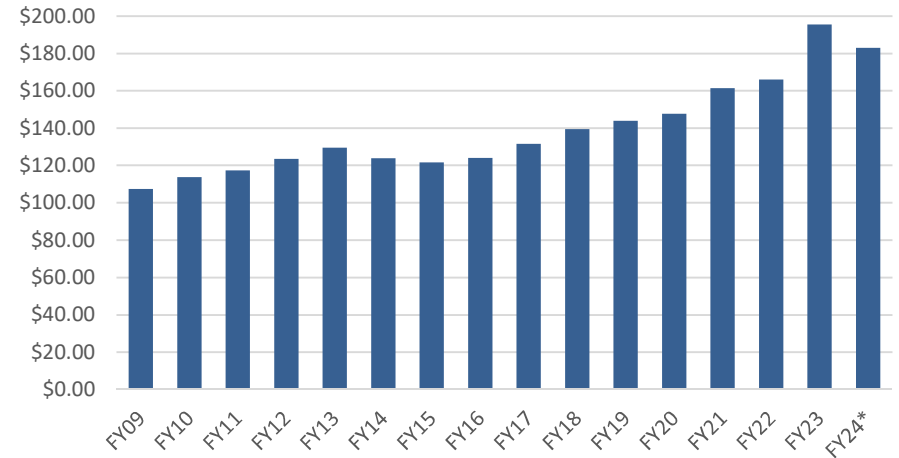
Ridership and Expense (Fixed Route)¹

Fiscal Year	Boarding Rides (Bus, Rail, WES)	Percent Change	Passenger Rev ¹ (Unadj. CPI)	Percent Change	Fixed Route Vehicle Hrs	Percent Change	Operations Costs ² (Unadj. CPI)	Percent Change	Operations Costs/ Vehicle Hrs	Percent Change
FY09	101,466,746	2.4%	\$88,726,972	11.4%	2,268,049	1.7%	\$243,669,632	1.1%	\$107.44	-0.5%
FY10	99,337,044	-2.1%	\$92,414,344	4.2%	2,195,934	-3.2%	\$249,553,677	2.4%	\$113.64	5.8%
FY11	100,002,660	0.7%	\$95,529,230	3.4%	2,038,392	-7.2%	\$239,271,929	-4.1%	\$117.38	3.3%
FY12	102,238,070	2.2%	\$100,587,848	5.3%	2,032,908	-0.3%	\$251,220,834	5.0%	\$123.58	5.3%
FY13	99,246,930	-2.9%	\$110,793,086	10.1%	2,026,056	-0.3%	\$262,522,672	4.5%	\$129.57	4.9%
FY14	98,775,270	-0.5%	\$113,229,366	2.2%	2,083,680	2.8%	\$257,937,448	-1.7%	\$123.79	-4.5%
FY15	100,711,776	2.0%	\$115,466,638	2.0%	2,175,552	4.4%	\$264,442,436	2.5%	\$121.55	-1.8%
FY16	100,478,770	-0.2%	\$116,941,160	1.3%	2,304,516	5.9%	\$285,729,992	8.0%	\$123.99	2.0%
FY17	97,968,810	-2.5%	\$115,781,791	-1.0%	2,351,724	2.0%	\$309,542,723	8.3%	\$131.62	6.2%
FY18	96,058,592	-1.9%	\$112,743,033	-2.6%	2,424,432	3.1%	\$338,136,674	9.2%	\$139.47	6.0%
FY19	95,687,824	-0.4%	\$105,557,397	-6.4%	2,549,652	5.2%	\$366,983,958	8.5%	\$143.93	3.2%
FY20	77,781,945	-18.7%	\$84,552,871	-19.9%	2,528,364	-0.8%	\$373,367,397	1.7%	\$147.67	2.6%
FY21	39,857,490	-48.8%	\$38,354,374	-54.6%	2,361,852	-6.6%	\$381,414,857	2.2%	\$161.49	9.4%
FY22	49,509,422	24.2%	\$48,189,592	25.6%	2,274,504	-3.7%	\$377,545,303	-1.0%	\$165.99	2.8%
FY23	57,512,858	16.2%	\$48,648,306	1.0%	2,174,796	-4.4%	\$425,209,349	12.6%	\$195.52	17.8%
FY24*	62,400,000	8.5%	\$50,877,187	4.6%	2,734,836	25.8%	\$500,425,623	17.7%	\$182.98	-6.4%

Ridership and Passenger Revenue



Operations Costs per Vehicle Hour



1) Excludes Portland Streetcar and Demand Response

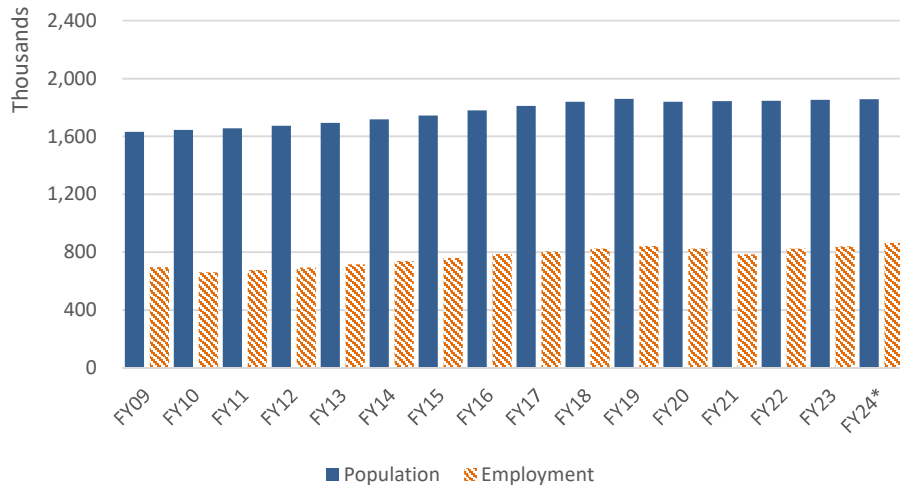
2) Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

* Data based on Adopted Budget.

Local Economic Statistics

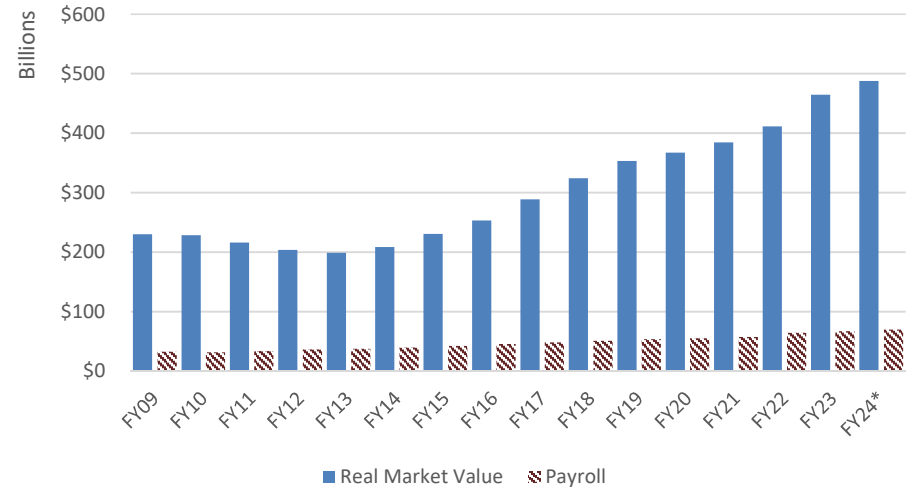
Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment ¹	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value (RMV)	Percent Change	Private Tri-County Payroll ¹	Percent Change
FY09	1,631,665	1.1%	696,879	-4.5%	\$46,961	0.0%	\$229,798,303,000	0.6%	\$32,725,984,271	-4.4%
FY10	1,644,635	0.8%	661,375	-5.1%	\$47,760	1.7%	\$228,377,751,000	-0.6%	\$31,586,944,751	-3.5%
FY11	1,656,775	0.7%	675,633	2.2%	\$49,968	4.6%	\$215,824,787,000	-5.5%	\$33,760,095,046	6.9%
FY12	1,672,970	1.0%	695,275	2.9%	\$52,042	4.1%	\$203,907,401,000	-5.5%	\$36,183,167,936	7.2%
FY13	1,693,600	1.2%	715,282	2.9%	\$52,111	0.1%	\$198,870,622,000	-2.5%	\$37,274,222,331	3.0%
FY14	1,717,765	1.4%	738,449	3.2%	\$53,824	3.3%	\$208,548,342,000	4.9%	\$39,746,082,480	6.6%
FY15	1,745,385	1.6%	761,568	3.1%	\$55,690	3.5%	\$230,675,518,000	10.6%	\$42,411,757,952	6.7%
FY16	1,779,245	1.9%	786,364	3.3%	\$58,077	4.3%	\$253,349,513,000	9.8%	\$45,669,997,254	7.7%
FY17	1,811,860	1.8%	805,443	2.4%	\$59,489	2.4%	\$288,930,656,000	14.0%	\$47,915,109,330	4.9%
FY18	1,839,005	1.5%	825,655	2.5%	\$61,523	3.4%	\$323,999,604,000	12.1%	\$50,796,611,148	6.0%
FY19	1,858,560	1.1%	841,773	2.0%	\$63,669	3.5%	\$353,470,370,000	9.1%	\$53,594,868,242	5.5%
FY20	1,839,390	-1.0%	825,175	-2.0%	\$67,068	5.3%	\$367,469,417,000	4.0%	\$55,342,563,149	3.3%
FY21	1,844,226	0.3%	784,459	-4.9%	\$73,099	9.0%	\$384,656,389,000	4.7%	\$57,343,423,970	3.6%
FY22	1,847,041	0.2%	824,212	5.1%	\$77,726	6.3%	\$411,230,067,000	6.9%	\$64,062,578,465	11.7%
FY23	1,852,582	0.3%	839,658	1.9%	\$79,491	2.3%	\$464,638,185,000	13.0%	\$66,745,604,023	4.2%
FY24*	1,858,140	0.3%	864,848	3.0%	\$80,263	1.0%	\$487,870,094,250	5.0%	\$69,415,428,184	4.0%

Tri-County Population & Employment



Sources: PSU Research Center and Oregon Employment Department

Tri-County Property Value & Payroll



Source: Oregon Employment Department

1) Excludes: social services, membership of organization, federal and local governments.

* Data based on projection.

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Accountant	11	3	NU	215,579	63,146	94,720
Accountant, Senior	13	4	NU	389,226	75,186	112,779
Accountant, Senior	14	1	NU	100,730	81,948	122,923
Adjuster, Claims	11	1	NU	84,460	63,146	94,720
Adjuster, Senior	13	1	NU	109,875	75,186	112,779
Administrator	11	1	NU	89,095	63,146	94,720
Administrator	12	4	NU	348,657	68,933	103,397
Administrator	13	1	NU	94,941	75,186	112,779
Administrator	14	1	NU	116,225	81,948	122,923
Administrator, Senior	13	6	NU	589,222	75,186	112,779
Administrator, Senior	14	5	NU	521,893	81,948	122,923
Analyst	11	1	NU	79,214	63,146	94,720
Analyst	12	5	NU	382,504	68,933	103,397
Analyst	13	15	NU	1,381,478	75,186	112,779
Analyst	14	5	NU	513,829	81,948	122,923
Analyst	16	1	NU	107,419	97,122	145,683
Analyst, Business	11	1	NU	92,508	63,146	94,720
Analyst, Business	12	1	NU	102,697	68,933	103,397
Analyst, Business	14	1	NU	114,426	81,948	122,923
Analyst, Senior	13	1	NU	81,384	75,186	112,779
Analyst, Senior	14	12	NU	1,239,192	81,948	122,923
Analyst, Senior	15	8	NU	930,516	89,263	133,894
Analyst, Senior	16	11	NU	1,333,186	97,122	145,683
Analyst, Senior	17	3	NU	423,834	105,613	158,418
Apprentice Mechanic	934	6	U	436,802	48,838	68,453
Apprentice Plant Maint Mech	572	3	U	243,165	48,838	68,453
Assistant Manager	9	1	NU	75,234	52,876	79,312
Assistant Manager	13	8	NU	816,274	75,186	112,779
Assistant Manager	14	23	NU	2,466,552	81,948	122,923
Assistant Manager	15	69	NU	8,123,402	89,263	133,894

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Assistant Manager	16	20	NU	2,624,914	97,122	145,683
Assistant Storekeeper	371	8	U	689,931	77,002	77,002
Assistant Supervisor	556	3	U	302,610	88,234	88,234
Assistant Supervisor	564	2	U	201,740	88,234	88,234
Assistant Supervisor	566	3	U	316,952	92,435	92,435
Assistant Supervisor	590	2	U	211,301	92,435	92,435
Assistant Supervisor	716	1	U	96,976	63,627	84,822
Assistant Supervisor	872	3	U	297,029	84,261	84,261
Assistant Supervisor	930	8	U	792,077	84,261	84,261
Assistant Supervisor	964	4	U	396,039	84,261	84,261
Assistant, Administrative	7	6	NU	350,147	44,136	66,204
Assistant, Executive Administrative	11	12	NU	1,033,725	63,146	94,720
Assistant, Senior	11	1	NU	69,056	63,146	94,720
Assistant, Senior Administrative	9	35	NU	2,472,709	52,876	79,312
Associate	13	1	NU	78,223	75,186	112,779
Auditor, Senior	16	1	NU	121,402	97,122	145,683
Bus Body and Paint Technician	929	9	U	773,217	77,002	77,002
Bus Electronic Technician	928	10	U	860,954	77,002	77,002
Bus Mechanic	931	160	U	13,775,258	73,278	73,278
Buyer	432	2	U	161,807	60,653	80,870
Candidate Sourcer	12	1	NU	90,681	68,933	103,397
Chief Financial Officer	27	1	NU	338,156	235,651	353,477
Chief Inclusion, Diversity, Equity & Access Off	23	1	NU	236,475	171,779	257,671
Chief Information Officer	26	1	NU	277,629	216,690	325,036
Chief Operating Officer	28	1	NU	355,881	256,270	384,405
Chief Station Agent	830	5	U	518,195	67,995	90,667
Chief Strategy & Planning Officer	27	1	NU	294,564	235,651	353,477
Cleaner	938	4	U	168,557	34,278	60,216
Clerk	5	1	NU	53,726	36,740	55,110
Clerk	7	2	NU	118,900	44,136	66,204

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Commuter Rail Vehicle Maint. Technician	888	8	U	688,763	73,278	73,278
Coordinator	10	2	NU	149,276	57,815	86,720
Coordinator	11	13	NU	1,086,482	63,146	94,720
Coordinator	12	11	NU	992,824	68,933	103,397
Coordinator	13	6	NU	599,774	75,186	112,779
Coordinator	437	1	U	71,126	62,213	82,950
Coordinator	820	2	U	207,278	77,730	103,646
Coordinator	821	2	U	207,278	77,730	103,646
Coordinator	876	2	U	175,479	57,574	76,752
Coordinator, Senior	13	8	NU	761,846	75,186	112,779
Coordinator, Senior	14	11	NU	1,204,009	81,948	122,923
Coordinator, Senior	15	1	NU	107,223	89,263	133,894
Coordinator, Senior	16	2	NU	237,775	97,122	145,683
Copywriter, Senior	10	1	NU	72,268	57,815	86,720
Cost Estimator	13	1	NU	97,543	75,186	112,779
Cost Estimator, Senior	17	1	NU	126,218	105,613	158,418
Customer Experience Agent	714	8	U	469,112	40,477	53,581
Customer Service Representative	731	6	U	489,575	54,434	72,571
Database Architect, Senior	18	1	NU	155,584	114,749	172,125
DBA, Senior, Oracle Applications	18	3	NU	498,830	114,749	172,125
Deputy General Counsel	18	1	NU	145,010	114,749	172,125
Deputy General Counsel, Senior	20	5	NU	894,274	135,157	202,735
Designer, Web/Developer	12	2	NU	190,740	68,933	103,397
Developer, Senior	17	3	NU	461,745	105,613	158,418
Director	17	2	NU	276,011	105,613	158,418
Director	18	4	NU	644,310	114,749	172,125
Director	19	7	NU	1,156,432	124,590	186,886
Director	20	11	NU	1,952,339	135,157	202,735
Director	21	9	NU	1,692,460	146,525	219,789
Director	22	9	NU	1,938,773	158,703	238,055

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Dispatcher	836	23	U	2,257,927	64,771	86,362
Diversity, Equity & Inclusion Partner	17	1	NU	139,382	105,613	158,418
Engineer	15	2	NU	231,339	89,263	133,894
Engineer	16	4	NU	503,744	97,122	145,683
Engineer	17	5	NU	670,695	105,613	158,418
Engineer	18	1	NU	167,439	114,749	172,125
Engineer, Associate	13	1	NU	95,769	75,186	112,779
Engineer, Senior	16	15	NU	1,909,402	97,122	145,683
Engineer, Senior	17	11	NU	1,594,881	105,613	158,418
Engineer, Senior	18	21	NU	3,185,161	114,749	172,125
Executive Assistant	12	2	NU	192,296	68,933	103,397
Executive Assistant, Senior	12	1	NU	102,653	68,933	103,397
Executive Assistant, Senior	13	1	NU	91,000	75,186	112,779
Executive Director	23	1	NU	214,725	171,779	257,671
Executive Director	24	4	NU	930,919	185,778	278,668
Executive Director	26	1	NU	287,854	216,690	325,036
Executive Director	27	2	NU	621,039	235,651	353,477
Facilities Landscaper	974	4	U	309,229	52,354	69,805
Facilities Maintenance Trainer	915	2	U	198,019	84,261	84,261
Facilities Maintenance Worker	558	4	U	335,036	74,922	74,922
Facilities Maintenance Worker	736	1	U	89,838	58,947	78,582
Facilities Maintenance Worker	969	15	U	1,256,387	59,987	59,987
Field Technician	591	22	U	2,021,164	80,371	80,371
Finance Clerk	323	6	U	466,148	54,142	72,176
General Manager	30	1	NU	428,480	303,080	454,622
Graphic Designer	11	3	NU	259,414	63,146	94,720
Helper	533	13	U	1,007,368	68,453	68,453
Helper	933	4	U	312,972	68,453	68,453
HR Business Partner	17	2	NU	228,623	105,613	158,418
HR Generalist	12	2	NU	149,760	68,933	103,397

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
HR Investigator	17	1	NU	130,060	105,613	158,418
Inspector, Associate	12	1	NU	86,164	68,933	103,397
Internal Auditor, Senior	15	1	NU	116,512	89,263	133,894
Irrigation Technician	976	1	U	80,796	77,688	77,688
Lead Customer Safety Supervisor	341	5	U	518,195	67,995	90,667
Lead Supervisor	489	7	U	697,570	67,995	90,667
LRV Body & Paint Technician	553	14	U	1,101,946	57,158	73,278
LRV Electronics Technician	577	2	U	172,191	77,002	77,002
LRV Overhaul Technician	577	40	U	3,443,814	77,002	77,002
LRV Technician	551	84	U	7,176,208	73,278	73,278
LRV Technician Trainee	574	15	U	1,136,471	55,661	69,992
Mail Services Clerk	356	1	U	69,158	45,386	60,507
Maintenance Mechanic	532	3	U	222,204	39,728	69,805
Maintenance Mechanic	932	9	U	718,204	39,728	69,805
Maintenance of Way Laborer	561	11	U	872,988	40,934	71,843
Maintenance Trainer	918	8	U	780,818	84,261	84,261
Manager	13	1	NU	99,976	75,186	112,779
Manager	14	2	NU	226,544	81,948	122,923
Manager	15	7	NU	841,913	89,263	133,894
Manager	16	32	NU	4,072,755	97,122	145,683
Manager	17	36	NU	5,014,195	105,613	158,418
Manager	18	14	NU	2,118,864	114,749	172,125
Manager	19	12	NU	1,978,498	124,590	186,886
Manager	20	8	NU	1,465,495	135,157	202,735
Mini Run Operator	881	239	U	13,463,898	35,360	68,453
MMIS Clerk	543	5	U	375,564	36,338	67,246
MMIS Clerk	937	8	U	598,730	36,338	67,246
Moneyroom Clerk	331	3	U	263,060	64,771	86,362
Moneyroom Supervisor	330	1	U	101,779	66,789	89,045
Network Engineer	16	1	NU	132,091	97,122	145,683

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Operator	880	1,065	U	76,323,388	37,669	68,453
Overhead Power Maintainer	531	21	U	1,929,293	80,371	80,371
Overhead Power Trainee	579	2	U	137,047	55,682	69,992
Paralegal Investigator	14	1	NU	111,862	81,948	122,923
Partsman	376	16	U	1,264,163	68,453	73,341
Planner	12	3	NU	264,517	68,933	103,397
Planner, Associate	10	1	NU	74,256	57,815	86,720
Planner, Senior	14	4	NU	441,368	81,948	122,923
Plant Maintenance Mechanic	557	9	U	774,858	73,278	73,278
Plant Maintenance Mechanic	968	13	U	1,120,646	73,278	73,278
Program Manager	15	1	NU	112,109	89,263	133,894
Program Manager	16	2	NU	282,179	97,122	145,683
Program Manager	17	7	NU	970,366	105,613	158,418
Program Manager	18	1	NU	148,681	114,749	172,125
Program Manager	19	2	NU	333,990	124,590	186,886
Program Scheduler	15	1	NU	99,771	89,263	133,894
Program Scheduler	17	1	NU	154,923	105,613	158,418
Project Coordinator	12	2	NU	187,813	68,933	103,397
Project Director	21	1	NU	183,157	146,525	219,789
Project Manager	12	3	NU	257,226	68,933	103,397
Project Manager	14	2	NU	190,766	81,948	122,923
Project Manager	16	11	NU	1,360,086	97,122	145,683
Project Manager	18	20	NU	3,067,157	114,749	172,125
Project Manager, Assistant	12	3	NU	285,306	68,933	103,397
Project Manager, Senior	14	3	NU	290,925	81,948	122,923
Project Manager, Senior	15	5	NU	590,737	89,263	133,894
Project Manager, Senior	16	2	NU	278,235	97,122	145,683
Project Manager, Senior	17	27	NU	3,741,275	105,613	158,418
Public Information Officer	14	2	NU	197,715	81,948	122,923
Rail Controller	538	29	U	2,862,498	86,362	86,362

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Rail Operator	580	212	U	16,489,113	53,102	70,886
Recruiter	12	2	NU	160,886	68,933	103,397
Recruiter, Associate	10	4	NU	282,348	57,815	86,720
Representative	10	1	NU	79,732	57,815	86,720
Representative	11	2	NU	165,845	63,146	94,720
Representative	715	7	U	345,398	35,131	43,930
Representative, Senior	15	1	NU	106,602	89,263	133,894
Road Supervisor	834	44	U	4,176,058	64,771	86,362
Schedule Data Technician	867	2	U	197,414	64,771	86,362
Schedule Writer II	874	5	U	493,534	64,771	86,362
Security Dispatcher	343	6	U	518,259	94,931	94,931
Senior Accounts Payable Clerk	322	1	U	92,347	60,590	80,787
Senior Buyer	373	4	U	387,386	84,718	84,718
Senior Data Scientist	14	1	NU	102,436	81,948	122,923
Senior Director	21	2	NU	388,939	146,525	219,789
Senior Manager	18	1	NU	144,916	114,749	172,125
Senior Partsman	372	7	U	586,768	73,341	73,341
Senior Payroll Clerk	340	3	U	263,197	60,590	80,787
Senior Program Manager	19	1	NU	155,737	124,590	186,886
Service Aide	943	39	U	1,943,479	43,493	52,998
Service Worker	944	111	U	6,470,211	39,562	57,283
Service Worker	945	66	U	4,127,110	39,562	57,283
Service Worker	946	6	U	412,349	39,562	57,283
Service Worker	947	10	U	670,538	39,562	57,283
Signal Inspector	545	4	U	385,915	67,122	67,122
Signals Maintainer	541	22	U	1,894,704	76,731	76,731
Signals Maintainer Trainee	567	2	U	148,889	42,120	59,051
Signs & Shelters Field Worker	965	6	U	478,803	69,805	69,805
Specialist	9	5	NU	351,395	52,876	79,312
Specialist	732	8	U	742,542	61,672	82,222

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Specialist	733	8	U	640,398	53,872	71,822
Specialist	877	1	U	103,639	99,653	99,653
Specialist, Senior	8	2	NU	109,824	48,331	72,496
Specialist, Senior	9	8	NU	548,916	52,876	79,312
Specialist, Senior	10	1	NU	62,982	57,815	86,720
Specialist, Senior	12	8	NU	718,869	68,933	103,397
Specialist, Senior	13	3	NU	293,023	75,186	112,779
Spotter	936	4	U	319,202	69,805	69,805
Station Agent	835	27	U	2,657,147	64,771	86,362
Streetcar Controller	539	5	U	493,534	88,296	88,296
Streetcar Journeyworker Mechanic	451	11	U	947,049	73,278	73,278
Streetcar Operator	488	56	U	4,526,055	53,102	70,886
Streetcar Signals Maintainer	541	1	U	87,718	76,731	76,731
Streetcar Track Maintainer	540	1	U	87,718	76,731	76,731
Substation Maintainer	779	11	U	1,010,582	80,371	80,371
Substation Technician Trainee	571	1	U	76,296	55,682	76,232
Supervisor	178	2	U	199,306	103,646	103,646
Supervisor	342	42	U	4,145,686	64,771	86,362
Supervisor	536	39	U	3,849,566	86,362	86,362
Supervisor	710	2	U	179,416	63,627	84,822
Supervisor	775	6	U	518,172	64,771	86,362
Supervisor	840	5	U	518,195	67,995	90,667
Surveyor, Senior	15	1	NU	125,858	89,263	133,894
Talent Development Partner	17	1	NU	131,317	105,613	158,418
Technical Support Assistant	12	3	NU	223,211	68,933	103,397
Technical Writer, Senior	14	1	NU	115,225	81,948	122,923
Technician	11	1	NU	91,957	63,146	94,720
Timekeeper	336	2	U	129,549	90,667	90,667
Tireman	941	8	U	617,204	72,363	72,363
Track Maintainer	540	17	U	1,491,202	76,731	76,731

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Track Trainee	542	1	U	70,239	63,211	63,211
Trainer, Senior	15	7	NU	801,407	89,263	133,894
Training Supervisor	832	45	U	4,402,897	64,771	86,362
Wayside Cleaner	537	8	U	638,404	69,805	69,805
Wheel True Technician	552	4	U	347,323	75,962	75,962
Total		3588.60		307,846,279		



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Glossary

ACCOUNT: The classification of appropriation by type of expenditure or revenue.

ACCOUNTING PERIOD: The Agency's fiscal year is divided into 12 accounting periods. Each accounting period is one month long.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

AMORTIZATION: Amortization is the process of spreading out a loan into a series of fixed payments over time. You'll be paying off the loan's interest and principal in different amounts each month, although your total payment remains equal each period.

APPROPRIATION: The legal authority to spend funds designed for a specific purpose.

ASSET MANAGEMENT: The lifecycle management of physical assets to achieve the stated outputs of the enterprise by maintaining assets in a state of good repair.

AUDIT: An official inspection of an organization's accounts, typically by an outside Certified Public Accounting (CPA) firm.

BALANCED BUDGET: Oregon Administrative Rule 150-294.532(1)-(b), relating to Local Budget Law, states that the Agency "must construct its budget in a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures for all requirements for the Agency." A budget that meets these specifications is considered balanced.

BETTER RED PROJECT: The MAX Red Line Extension expanding the amount of service to Portland's Airport from the Fair Complex/Hillsboro Airport Station.

BOND SALE PROCEEDS: Money received from bond sales.

BUDGET: A financial, operating and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in TriMet's case is identical in composition to the TriMet Board of Directors, reviews the General Manager's Proposed Budget and votes to approve the budget.

BUDGET MESSAGE: A written explanation of the budget and the Agency's financial plan and priorities presented to the Budget Committee (Board of Directors) by the General Manager. The budget message is a requirement of Oregon Local Budget Law.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- **PROPOSED:** The General Manager's recommended budget as presented to the Budget Committee.
- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah Tax Supervising & Conservation Commission. The Approved Budget occurs after the release of the General Manager's Proposed Budget and before the final Adopted Budget.
- **ADOPTED:** The budget as adopted by the Budget Committee. It is the Adopted Budget from which TriMet operates during the fiscal year.
- **REVISED:** The budget as amended by resolution, typically during a monthly review of actual to budget variances; and can occur throughout the fiscal year.

BUY AMERICA: This is the domestic content restrictions attached to US Department of Transportation grants for construction of transportation projects.

C-TRAN: Clark County Public Transit Benefit Area Authority, is a public transit agency serving Clark County, Washington.

CAPITAL BUDGET: The expenditures scheduled for the first year of the five-year Capital Improvement Plan.

CAPITAL EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity or usability. The life expectancy of a capital improvement must be at least ten years.

CAPITAL PROGRAM: (Also see Operating Program) Program of projects identified in the budget, mostly capital in nature.

CAPITAL OUTLAY: A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction) and equipment and furniture with a unit cost in excess of \$5,000.

CAPITALIZED LABOR: All direct costs of labor that can be identified or associated with and are properly allocable to the construction, modification, or installation of specific items of capital assets and, as such, can thereby be written down over time via a depreciation or amortization schedule as capitalized.

CONTINGENCY: Estimates for expenditure which cannot be foreseen and planned for in the budget either because of the occurrence of some unplanned event or because of insufficient data at the time the budget is compiled.

CYBERSECURITY: The state of being protected against the criminal or unauthorized use of electronic data, or the measures taken to achieve this.

DEPRECIATION: A reduction in the value of an asset with the passage of time, due in particular to wear and tear.

DIVISION TRANSIT PROJECT: A new type of high-capacity bus transit project that spans the length of Division Street between downtown Portland and Gresham.

ENTERPRISE FUND: Fund used in governmental accounting. Established to finance and account for the acquisition, operation and maintenance of services that are entirely or predominately self-supporting by user charges; or for which the governing body of the governmental unit has decided periodic determination of revenues earned, expenses incurred, and/or net incomes is appropriate.

EQUIPMENT FUEL AND LUBRICANTS: Expenses for fuel or lubricants used in the operation of equipment.

ETHICS POINT: An incident reporting software program.

EXPENDITURE: The actual outlay or, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements, such as contingency and cash transfers.

FEDERAL FINANCIAL ASSISTANCE: Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance or direct appropriation to individuals. It includes funding awarded directly from federal agencies or indirectly through other units of state and local government.

FISCAL YEAR (FY): A twelve-month period beginning July 1 and ending June 30.

FORWARD TOGETHER: Post COVID-19 pandemic service restoration plan. Focused on redistributing service away from the weekday rush hour peaks and low-ridership, wealthy areas to midday, evening and weekend times when low-income customers who are more likely to ride the system.

49CFR238: Passenger equipment safety standards.

49CFR243: Training, qualification and oversight for safety-related railroad employees.

49CFR270: System safety program.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary and fiduciary. Funds are established in accordance with state and local laws, regulations and other limitations.

- **GENERAL FUND:** Fund used to account for all transactions of a government that are not accounted for in another fund.

FULL-TIME EQUIVALENT POSITION (FTE): One FTE equates to 2,080 working hours in a year; excluded overtime hours.

FUND BALANCE: The beginning fund balance including the difference between forecasted total resources (revenues) and requirements (expenditures). The following are types of fund balance:

- **BEGINNING:** Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.
- **ENDING:** The amount that remains unspent in a fund after subtracting budgeted expenses, including contingency.
- **RESTRICTED:** Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific purposes.
- **UNRESTRICTED:** Resources maintained to cover cash flow until tax and grant revenues are collected.

GENERAL OBLIGATION (GO) BONDS: Voter-approved bonds backed by the full faith and credit and taxing authority of the Agency. These bonds are typically paid from a property tax levied upon all taxable property within the Agency's service district. GO bonds are used to finance a wide range of capital projects.

GRANT: Donated financial assistance received from federal, state and other third-party sources or similar assistance to non-Agency entities from Agency revenues.

HOLLYWOODHUB: Relocation of existing transit infrastructure to the Hollywood Transit Center to unlock the site for redevelopment as a mixed use TriMet transit-oriented development project with 224 units of affordable housing.

HOP VALUE: Hop Fastpass® sales through the loading of stored value or Fare Product (i.e. Monthly Pass, 1-Day Ticket).

INTERGOVERNMENTAL AGREEMENT (IGA): An agreement for provision and receipt of services between agencies in the tri-county metropolitan area. IGAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

INTEREST ON INVESTMENTS: Interest earned through investment of cash balances.

LAND SALE PROCEEDS: Revenues generated by land sales.

LIMITED TERM SALARIES AND WAGES: Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, office supplies and other materials are line items within the external materials and supplies consumed object category.

LITIGATION: The process of taking legal action.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties and special districts within Oregon.

MAJOR FUND: Major funds must be displayed in the basic statements for proprietary funds. Funds are considered major when certain conditions are met. The general fund of a government entity is always considered a major fund.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personnel services, external and internal material and services, capital outlay, contingency and debt service. (see Account or Line Item).

MANAGEMENT AND TRAVEL EXPENSES: Expenses for memberships, dues, subscriptions, promotional, employee education, local and out-of-town travel, and miscellaneous management activities.

MATERIALS AND SUPPLIES: Purchase of materials and supplies which have a short life and are usually low in cost.

MEAN DISTANCE BETWEEN FAILURES: A measure of reliability that expresses the average distance travelled by a type of bus, rolling stock, etc. before preventative or reparative maintenance is required.

MISCELLANEOUS EXPENSE: Expenses not account for elsewhere, including bad debts.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. At the end of each fiscal year expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements, etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of services (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services.

OPERATING DIVISIONS: The operating divisions are Transportation and Maintenance.

OPERATING PROGRAM: (Also see Capital Program) Costs associated with daily operating of the agency.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OTHER REVENUE: Miscellaneous operating revenue not specifically defined.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- **WORKLOAD MEASURE:** Describes a quantity of work performed.
- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer) and communicate the policy intent of service provision.
- **KEY PERFORMANCE MEASURE:** An outcome indicated of core service delivery that provide Agency directors and the Board of Directors with information to guide decision-making.

PERSONNEL SERVICES: Salaries, wages, benefits and other payroll expenses paid to Agency employees.

PORTLAND STREETCAR: A streetcar system owned by the City of Portland and operated by TriMet that opened in 2001 and serves areas surrounding downtown Portland.

PROPRIETARY FUND: One of the major fund classifications of governmental accounting. Sometimes referred to as income determination or commercial-type funds. Includes enterprise funds.

RAPID BUS: A high-capacity urban public-transit system with its own right-of-way, multiple-car vehicles at short headways, and longer stop spacing than traditional streetcars and buses.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, debt service and ending fund balance.

RESOURCES: Revenue and other monies that the Agency has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUES: Monies earned through the operation or use of TriMet facilities or services.

SALARIES AND WAGES: Base compensation for all non-temporary positions, including student training pay, tool allowance and union employee wage premiums based on years of service.

SCHEDULED OVERTIME: Overtime that has been built in upon operator shifts.

SERVICE REVENUE: Revenue generated by performing a specific service, generally equipment oriented, including rental.

SMALL STARTS GRANT: Major new fixed guideway projects, or extension to existing systems financed with a Project Construction Grant Agreement that defines the scope of the project and specifies the total multi-year Federal commitment to the project.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

TOTAL PROJECT COST: Total cost of a project.

TRAPEZE: Scheduling software for LIFT.

UNAPPROPRIATED ENDING BALANCE: The estimated intended to provide working capital or cash balance to finance activities for the period between July 1 of the ensuing fiscal year and the time when sufficient new revenues become available to meet cash flow needs of the fund.

UNPAID ABSENCE: All excused and unexcused time loss for which employees are not paid.

UNSCHEDULED OVERTIME: All other overtime except scheduled overtime.

UTILITIES: Cost of electricity, water, telephone, natural gas, sewer, etc.

WORKERS' COMPENSATION: Medical and time loss payments to employees injured in work related accidents.

WES: A passenger commuter rail transport service connecting one suburb to an adjacent suburb.

Acronyms

The following are acronyms and terms commonly used by TriMet:

AAP	Affirmative Action Plan	CMS	Competency Management System
ADA	Americans with Disabilities Act	COVID-19	Coronavirus Disease (noting year when outbreak occurred)
AIM CCS	Advanced Information Management Command Control Signaling	CPC	Capital Program Committee
AME	Approvals Management Engine	CPTED	Crime Prevention through Environmental Design
ATCMTD	Advanced Transportation and Congestion Management Technologies Deployment	CR	Commuter Rail Department
APTA	American Public Transportation Association	CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act
ARP	American Rescue Plan	CSC	Customer Support Center
ATP	Accessible Transportation Programs Department	CSW	Customer Service Workshops
ATU	Amalgamated Transit Union	CY	Current Year
BEB	Battery-Electric Bus	DB	Defined Benefit (pension)
BETC	Business Energy Tax Credit	DBE	Disadvantaged Business Enterprise
BF	Budget & Forecasting Department	DC	Defined Contribution (pension)
BH	Benefits & HRIS Department	DCD	Design & Construction Department
BM	Bus Maintenance Department	DDE	Defensive Driving Evaluations
BOD	Board of Directors	DMAP	Division of Medical Assistance Programs
BOLI	Bureau of Labor and Industries (Oregon)	DMU	Diesel Multiple Unit
BRRT	Bus and Rail Replacement Service Team	DTP	Division Transit Project
BRT	Bus Rapid Transit (Rapid Bus Lines)	EAMS	Enterprise Asset Management System
BT	Bus Transportation Department	EAP	Employee Assistance Program
C	Compensation Department	ECA	Engineering & Construction Administration Department
C.A.R.E.S	Customer Automated Ride Experience System	ECM	Enterprise Content Management System
CARES Act	Coronavirus Aid, Relief, and Economic Security Act	EEO	Equal Employment Opportunity
CAT	Committee on Accessible Transportation	eFare	Electronic fare payment system
CAE	Community Affairs & Engagement Department	ePOS	Electronic Point of Sale at TriMet’s Ticket Office
CBO	Community Based Organization	ERG	Employee Resource Group
CCTV	Closed Circuit Television (security cameras)	ES	Enterprise Systems Department
CDL	Commercial Driver’s License	FAS	Finance & Administrative Services Department
CIO	Chief Information Officer	FAST	Fixing America’s Surface Transportation Act
CIP	Capital Improvement Program or Plan	FEIS	Final Environmental Impact Statement
CIS	Customer Information Services Department	FEMA	Federal Emergency Management Administration
CM	Communications & Marketing Department	FHWA	Federal Highway Administration
CMAQ	Congestion Mitigation & Air Quality Program	FICA	Federal Insurance Contributions Act
CMMS	Computerized Maintenance Management System	FMBR	Facilities Management Bus-Rail Department

FMLA Family and Medical Leave Act
FO Field Operations
FRA Federal Railroad Administration
FRAS Fare Revenue & Administrative Services Department
FS Financial Services Department
FTA Federal Transit Administration
FTE Full-Time Equivalent
FX Line Frequent Express (high capacity bus service)
FY Fiscal Year
GAAP Generally Accepted Accounting Principles
GASB Government Accounting Standards Board
GC General Counsel
GDC Grant Development & Compliance Department
GED General Education Development
GEM Going the Exemplary Mile Award
GFOA Government Finance Officers Association
GIS Geographic Information System
GSPA Government Services and Public Affairs Department
HB2017 House Bill 2017 Keep Oregon Moving
HRA Human Resources Administration Department
HRIS Human Resources Information System
HVAC Heating, Ventilation and Air Conditioning
IA Internal Audit Department
IDEA Inclusion, Diversity, Equity & Accessibility Department
IGA Intergovernmental Agreement
IOI IT Operations & Infrastructure Department
IS Information Security Department
ITA IT Administration Department
ITCS CAD/AVL Intermodal Transport Control System Computer-Aided Dispatch/
Automatic Vehicle Location
ITS Intelligent Transportation Systems Department
ITSM Information Technology Service Management
JD Job Description
KPI Key Performance Indicators
L Litigation Department
LAP Language Access Program
LIF Low-Income Fare
LIFT Accessible Transportation at TriMet
LMR Land Mobile Radio
LMS Learning Management System
LR Labor Relations Department
LRV Light Rail Vehicle
LSA Legal Services Administration Department
LTD Long Term Disability
LOC Line of Credit
M&S Materials & Services
MA Maintenance Administration Department
MaaS Mobility as a Service
MAX Metropolitan Area Express
MBDF Mean Distance Between Failures
MMIS Maintenance Management Information System
MODA Multi-Objective Decision Analysis
MOW Rail Maintenance Of Way Department
MP Major Projects Department
MPR Monthly Performance Report
MRP Material Requisition Planning
MTIP Metropolitan Transportation Improvement Program
MWESB Minority, Women & Emerging Small Business
NASRA National Association of State Retirement Administrators
NCSR Nationwide Cybersecurity Review
NEPA National Environmental Protection Act
NRV Non Revenue Vehicle
NTD National Transit Database
NU Non-Union
O&M Operations and Maintenance
OCC Operations Command Center Department
OCOO Office of Chief Operating Officer Department
OCS Overhead Catenary System
ODOT Oregon Department of Transportation
OFLA Oregon Family Leave Act
OGM Office of General Manager Department
OMF Operations and Maintenance Facility
OPEB Other Post-Employment Benefits
OPM Oracle Performance Management Module
ORS Oregon Revised Statutes
OTA Oregon Transit Association

P&R Park & Ride
PAA Public Affairs Administration Department
PC Personal Computer
P-Card Purchasing Card
PCM Predicted Compensation Model
PCR Probationary Check Rides
PIC Process Improvement Committee
PI/PD Personal Liability and Property Damage
PMIS Project Management Information System
PMO Project Management Oversight
PNWR Portland and Western Railroad
PPO Preferred Provider Organization
PRT Payroll Tax
PS Portland Streetcar Department
PSCM Procurement & Supply Chain Management Department
QA Quality Assurance
QC Quality Control
QDRO Qualified Domestic Relations Order
RCA Revolving Credit Agreement
REM Rail Equipment Maintenance Department
RFST Readiness for Service Team
RM Risk Management Department
ROOT Rail Operation Optimization Technology
ROW Right of Way
RPI Rules, Procedures and Instructions
RT Rail Transportation Department
RTOD Real Estate & Transit Oriented Development Department
RTW Return To Work
SEM Security & Emergency Management Department
SES Safety & Environmental Services Department
SGR State of Good Repair
SI Safety Interventions
SIP Service Improvement Process
SME Subject Matter Expert
SMS Safety Management System
SOAR Security Operations Automation Response
SOP Standard Operating Procedure
SPA Strategy & Planning Administration Department

SD Service Delivery Department
SP Service Planning Department
SPF Salary Placement Form
SSA Safety & Security Administration Department
SSGA Small Starts Grant Agreement
STBG Surface Transportation Block Grant
STD Short Term Disability
STF Special Transportation Fund
STIF Statewide Transportation Improvement Fund
STIP Statewide Transportation Improvement Program
SUA Shared-Use Agreement
TA Transportation Administration Department
TAG Technical Advisory Group
TAM Transit Asset Management
TAMS Transit Asset & Maintenance Support Department
TC Transit Center
TEAC Transit Equity Advisory Committee
TM Talent Management Department
TOD Transit Oriented Development
TrAP Track Access Program
TriP\$ TriMet Procurement System
TSCC Tax Supervising & Conservation Commission
TSAS Transit System & Asset Support Administration
 Department
TSP Transit Signal Priority
TSSS Transit System Support Services Department
TTD Transit Training & Development Department
TTO TriMet's Ticket Office
TVM Ticket Vending Machine
U Union
UAAL Unfunded Actuarial Accrued Liability
UPS Uninterruptible Power Supply
UZA Urbanized Area
VT Vintage Trolley
WC Workers' Compensation
WES Westside Express Service
WWA Working and Wage Agreement (union)



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