

ADOPTED BUDGET 2021-2022



Tri-County Metropolitan Transportation District of Oregon
Budget and Grants Administration Department

TABLE OF CONTENTS

	<u>Page</u>
Overview	
Board of Directors.....	Overview-1
TriMet Officials	Overview-1
GFOA Distinguished Budget Presentation Award.....	Overview-2
Budget Message	Overview-3
2021-2022 TriMet Budget Organization Chart	Overview-28
Financial Summary	
Resource Summary	Financial Summary-1
Requirement Summary.....	Financial Summary-2
CIP Resource Summary	Financial Summary-5
CIP Requirement Summary.....	Financial Summary-6
Summary of Fund History	Financial Summary-7
Pass through Revenues and Requirements	Financial Summary-8
Resources	
Resources Graph.....	Resources-1
Resource Summary	Resources-2
Resource Summary by Source	Resources-3
Federal & State/Local Grant Summary	Resources-4
Requirements	
Requirements Graph.....	Requirements-1
Requirement Summary.....	Requirements-2
Requirements by Object Class	Requirements-5
Personnel Services Schedule	Requirements-6
Materials & Services Schedule.....	Requirements-7
Summary of Employees	Requirements-8
Summary of Fixed Route Service	Requirements-11
Summary of Fixed Route and Accessible Transportation Vehicles	Requirements-12
Debt Service	
Debt Service Overview.....	Debt Service-1
Bond Purpose & Bond Ratings	Debt Service-2
Principal & Interest Payments Through Maturity.....	Debt Service-3
Summary of Debt Service	Debt Service-4
Summary of Debt Service Principal and Interest	Debt Service-5
TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio.....	Debt Service-6
Other Post Employment Benefits	OPEB-1
Office of the General Manager Division	
General Manager Overview.....	GM-1
General Manager Performance Metrics	GM-2
Division Summary	GM-3
Office of the General Manager	GM-4
Diversity & Transit Equity	GM-6
Internal Audit.....	GM-8
Personnel Profile.....	GM-10
Chief Operating Officer Division	
Chief Operating Officer Overview.....	CO-1
Chief Operating Officer Performance Metrics	CO-2
Division Summary	CO-3
Office of Chief Operating Officer	CO-4
Operations Planning & Development	CO-6
Business Planning & Asset Management.....	CO-8
Operations Training & Planning.....	CO-10
Personnel Profile.....	CO-12
Transportation Division	
Transportation Overview.....	TR-1
Transportation Performance Metrics	TR-2
Division Summary	TR-3
Transportation Administration	TR-4
Bus Transportation	TR-6
Field Operations.....	TR-9
Service Delivery	TR-11
Accessible Transportation Programs	TR-13
Rail Transportation	TR-16
Commuter Rail	TR-18
Portland Streetcar.....	TR-21
Personnel Profile.....	TR-23
Safety & Security Division	
Safety & Security Overview	SS-1
Safety & Security Performance Metrics.....	SS-2
Division Summary	SS-3
Safety & Security Administration.....	SS-4
Safety & Environmental Services.....	SS-6
Security & Emergency Management	SS-8
Bus Transportation Training	SS-10
Rail Transportation Training	SS-12
Personnel Profile.....	SS-14

Maintenance Division

Maintenance Overview.....MT-1
 Maintenance Performance Metrics.....MT-2
 Division SummaryMT-3
 Maintenance AdministrationMT-4
 Bus MaintenanceMT-6
 Facilities Management Bus-Rail.....MT-9
 Rail Maintenance Of WayMT-13
 Rail Equipment MaintenanceMT-16
 Personnel Profile.....MT-19

Information Technology Division

Information Technology Overview IT-1
 Information Technology Performance Metrics IT-2
 Division Summary IT-3
 IT Administration IT-4
 IT Operations & Infrastructure IT-6
 Information Security IT-8
 Enterprise Systems IT-10
 Intelligent Transportation Systems..... IT-12
 Personnel Profile..... IT-14

Public Affairs Division

Public Affairs Overview PA-1
 Public Affairs Performance Metrics PA-2
 Division Summary PA-3
 Public Affairs Administration PA-4
 Policy & Planning PA-6
 GIS & Location Based Services PA-8
 Transit Equity, Inclusion & Community Affairs PA-10
 Government Services and Public Affairs..... PA-12
 Communications & Marketing PA-14
 Customer Information Services PA-16
 Personnel Profile..... PA-18

Finance & Administrative Services Division

Finance & Administrative Services Overview FA-1
 Finance & Administrative Services Performance Metrics..... FA-2
 Division Summary FA-3
 Finance & Administrative Services..... FA-4
 Financial Services FA-6
 Budget & Grants Administration FA-8
 Risk Management FA-10

Procurement & Supply Chain Management FA-12
 Fare Revenue & Administrative Services FA-14
 Personnel Profile..... FA-17

Labor Relations & Human Resources Division

Labor Relations & Human Resources Overview HR-1
 Labor Relations & Human Resources Performance Metrics HR-2
 Division Summary HR-3
 Human Resources Administration HR-4
 Benefits & HRIS HR-6
 Talent Management HR-8
 Labor Relations HR-10
 Compensation..... HR-12
 Personnel Profile..... HR-14

Legal Services Division

Legal Services Overview.....LS-1
 Legal Services Performance MetricsLS-2
 Division SummaryLS-3
 Legal Services AdministrationLS-4
 LitigationLS-6
 Real Estate & Transit Oriented Development.....LS-8
 Personnel Profile.....LS-10

Engineering & Construction Division

Engineering & Construction Overview..... EC-1
 Engineering & Construction Performance Metrics EC-2
 Division Summary EC-3
 Engineering & Construction Administration EC-4
 Policy & Planning EC-6
 Design & Construction EC-8
 Major Projects EC-10
 Project Development & Permitting EC-12
 Personnel Profile..... EC-14

Capital Program (CIP)

Capital Program Overview CIP-1
 CIP Resource Summary CIP-5
 CIP Requirement Summary..... CIP-6
 CIP Detail..... CIP-7
 CIP Division Summary CIP-10

Page

Trends

TriMet Service District Area Trends-1
Top 25 Largest Employers in TriMet District..... Trends-2
Ridership and Expense (Fixed Route) Trends-3
Local Economic Statistics Trends-4

Personnel Profile..... Personnel Profile-1

Glossary & Acronyms

GlossaryGlossary & Acronyms-1
AcronymsGlossary & Acronyms-7

Appendix

Notice of Budget Committee Meeting.....Appendix-1
Resolution Approving FY2021-2022 BudgetAppendix-2
Affidavit of Publication, Tax Supervising & Conservation
Commission Hearing.....Appendix-3
Tax Supervising & Conservation Commission LetterAppendix-4
Appropriation ScheduleAppendix-5
Resolution Adopting FY2021-2022 Budget.....Appendix-6



[This Page Left Intentionally Blank]

TriMet Board of Directors



Bruce Warner

President
District 1: Washington County
Current term expires June 30, 2021



Keith Edwards

District 5: N and NE Portland
Current term expires May 24, 2022



Ozzie Gonzalez

District 2: N, NW and SW Portland
Current term expires March 31, 2022



Dr. Laverne Lewis

District 6: E Multnomah County
Current term expires March 4, 2025



Dr. Linda Simmons

District 3: SW Portland
Current term expires May 31, 2023



Kathy Wai

District 7: Clackamas County
Current term expires May 24, 2022



Lori Irish Bauman

Vice President
District 4: SE Portland
Current term expires May 31, 2023

Staff to the Board: Kimberley Angove
Email angovek@trimet.org
Telephone 503-962-4831
Facsimile 503-962-6451

TriMet Officials



Sam Desue
General Manager



Dee Brookshire
CFO/Budget Officer

Mailing Addresses:

TriMet Board of Directors

Office of the General Manager
1800 SW 1st Avenue, Suite 300
Portland, Oregon 97201

TriMet

1800 SW 1st Avenue, Suite 300
Portland, Oregon 97201



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

TRIMET

Oregon

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

June 2021

To: TriMet Board of Directors
From: Dee Brookshire, Executive Director of Finance & Administrative Services/CFO
Budget & Grants Administration Department

Re: FY2022 Adopted Budget

BUDGET OVERVIEW

In FY2022 TriMet continues to provide essential transit service to the tri-county area. FY2022 lends itself to an intensive capital project period during which TriMet will eventually expand to the Fair Complex in Hillsboro on the Better Red Project, complete construction on the Division Transit Project, and complete renovation of the Powell Garage.

The FY2022 Adopted Budget totals just over \$1.9 billion and includes:

- Resources totaling \$1.9 billion, including \$63.1 million in operating revenue, \$415.0 million in tax revenues, and \$291.7 million in federal funding.
- Total day-to-day Operating Requirements totaling \$754.4 million, including \$436.5 million to operate the system, \$137.4 million in general and administrative costs, \$54.0 million for other post-employment benefits, and \$126.5 million for debt service.
- Capital Improvement Program (CIP) Requirements totaling \$367.9 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 government's federal funds) and Special Payments (one time agreements to fund projects for which TriMet benefits) totaling \$32.5 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. FY2022 contingency totals \$22.6 million.
- Ending Fund Balance totaling \$741.7 million and is unappropriated and not available for spending in FY2022. Fund balance includes \$208.0 million in restricted bond proceeds and other restrictions to be spent after FY2022; \$38.6 million restricted for future debt service payments; and \$495.1 million in unrestricted fund balance, which for FY2022 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in FY2026 and later.

Significant Budgetary Items

Transit Equity, Inclusion & Community Affairs: TriMet continues to provide free fare grants to area community-based organizations and nonprofits now totaling over \$2 million. These grants are in addition to the Hop Fastpass® program, which provides fare equity for frequent riders through its innovative fare-capping policy and State STIF Grant Low Income Fare Program. Revenue reductions are anticipated from the fare relief grant program, low-income youth high school program, social service agency outlet sales program and the fare assistance program.

Transit Service: TriMet will continue services lines and begin to add service back to pre-pandemic conditions throughout FY2022 including increased frequency and route changes.

Capital Investments: TriMet is budgeting future funding for bus replacements and to meet expansion needs (Better Red Project), light rail maintenance of way, light rail vehicle maintenance and transit station maintenance.

Electrification: During FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition from diesel fueled buses toward battery-electric buses. In FY2020, TriMet began testing its first five battery electric buses and soon will be taking delivery of four zero-emission repowered transit buses. In FY2021, TriMet began ordering more battery-electric buses, testing different manufacturer's products for efficiency and performance. TriMet will also continue to pursue grant funding opportunities to offset the higher up-front costs of these buses. Electrification of the system continues in FY2022 and beyond.

Other major projects: Included in the Capital Improvement Program are fare system component replacements, operating facilities projects, including the Powell maintenance facility, MAX Red Line extension, the Division Transit Project, design and development of the Columbia Bus Base, as well as continued investment of State of Good Repair projects.

Budgetary Trends

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

Trend	FY2019	FY2020	FY2021 Estimated*	FY2022 Adopted*	Trend Analysis
Major Operating Revenues					
Passenger Revenues	\$106,800,000	\$85,600,000	\$38,800,000	\$51,100,000	The pandemic has had a profound impact on the passenger revenues. Our trending of ridership and service expects a 31% increase over FY2021. FY2022 does not include a fare increase.
Payroll Taxes	\$372,800,000	\$398,400,000	\$400,000,000	\$415,000,000	Payroll taxes have performed moderately well through the pandemic. Although down from pre-pandemic forecasts, the tax revenue is expected to remain flat in FY2021 but grow significantly in FY2022.
Federal Operating Grants	\$95,100,000	\$215,900,000	\$274,100,000	\$291,700,000	Federal operating grants are one of the more difficult revenue streams to analyze when it comes to timing. FY2020 through FY2022 will include projected impacts of the three federal stimulus packages.
Expenditures					
Personnel Services	\$315,500,000	\$327,000,000	\$333,400,000	\$392,800,000	While TriMet implemented a hiring freeze, it elected not to lay off any staff. The hiring freeze has been lifted and compounded with a new union labor contract are trending costs upwards in FY2022.
Materials & Services	\$166,700,000	\$171,000,000	\$145,600,000	\$181,200,000	In FY2021, materials and services spending is estimated to be significantly less than budgeted due to the pandemic, but pushing to more historic levels in FY2022.
Ridership (Fixed Route)	95,700,000	77,800,000	40,100,000	48,000,000	Ridership is forecasted to begin its journey upwards, post-pandemic in FY2022, but not expected to reach FY2019 levels (pre-pandemic) for a few years. Also impacting ridership, and unknown at this time, is employer return to work strategies (telecommuting vs. in office) that will effect ridership levels.
Employment (Tri-County)	1,860,000	1,880,000	1,890,000	1,910,000	Employment in the region continues to grow which is evident in the figures and in the continued payroll tax receipts.

* Estimated

Differences between the Proposed and Adopted Budget

Changes to the FY2022 Proposed Budget were developed in May and more recent financial performance and internal reviews identified desirable changes or updates.

Changes in resources and requirements are summarized in the chart to the right. Of most significance is the settlement of the Working and Wage Agreement for union employees. In addition, changes in the following as a result of updated forecasting and new information include:

- Revenue projections
- Federal funding
- Capital projects
- Contingency

The net cumulative effect of all FY2022 budget changes between the Proposed and Adopted budgets results in an increase in Resources and Requirements totaling just over \$278.7 million. The changes are within the limit allowed by Local Budget Law (ORS 294.456), and are summarized in the table to the right.

Resource Budget Changes: FY2022 Proposed to Adopted Budget	
Description of Change	Amount
Increased the beginning fund balance restricted bond proceeds & restricted debt service due to the final reconciliation of capital projects.	\$ 39,025,154
Increased the unrestricted beginning fund balance as a result of updated projections for FY2022 (capital and operating projects carryover).	\$ 54,292,687
Decreased passenger revenue to reflect most recent projection.	\$ (5,100,000)
Increased payroll tax, self employment tax and reduced State in-Lieu tax to reflect most current projection.	\$ 5,840,000
Increased other federal/state/local operating grants mainly due to CARES Act ad CRRSAA funding.	\$ 149,654,551
Increased CIP resources to complete projects deferred from FY2021 to FY2022.	\$ 27,589,409
Increased Light Rail Program Resources for the Portland Milwaukie project completion.	\$ 782,218
Increased other non-operating requirements due to carryover of some fund exchanges into FY2022, addition of one State STIF-Discretionary project and payment to the City of Portland/Streetcar (Stimulus Credit).	\$ 6,643,000
Total	\$ 278,727,019
Requirement Budget Changes: FY2022 Proposed to Adopted Budget	
Description of Change	Amount
Increased funds mainly due to settlement of Working & Wage Agreement and adjustments to the non-union salary program.	\$ 20,161,863
Increased Materials & Services for Software License Fees and WWA adjustments.	\$ 638,100
Decreased Other Post Employment Benefits to most current actuarial projection.	\$ (10,971)
Increased CIP due to the carryover of some projects from FY2021 into FY2022.	\$ 66,707,844
Decreased contingency primarily to reflect changes in the settlement of Working & Wage Agreement.	\$ (17,126,330)
Increased other non-operating requirements due to carryover of some fund exchanges into FY2022, addition of one State STIF-Discretionary project and payment to the City of Portland/Streetcar (Stimulus Credit).	\$ 17,555,817
Increased restricted bond proceeds & other restricted ending fund balance due to carryover on some capital projects into FY2022 and beyond.	\$ 14,378,686
Increased unrestricted ending fund balance carryover into FY2022.	\$ 176,422,010
Total	\$ 278,727,019

INTRODUCTION

Strategic Goals & Strategies

TriMet's Business Plan is a five-year strategic plan which is updated each year to account for changing circumstances and progress. The Plan presents our vision, mission, values, and primary roles in the region that set the strategic framework for our actions.

TriMet has made progress on and substantially completed many of the FY2021 Business Plan Key Strategic Actions. Major accomplishments include:

- ✓ Implemented technologies including to allow customer information in a chat function.
- ✓ Continued partnering with nearly 50 non-profits, social service agencies, colleges, and universities.
- ✓ Introduced new trimet.org site with enhanced functions and new enhanced multimodal trip planner.
- ✓ Completed the Coordinated Transportation Plan for older adults and those experiencing disability.
- ✓ Engaged public about budget development, service planning, state-funded services, and transit improvement projects.
- ✓ Division Transit Project construction is underway with service scheduled to begin fall 2022.
- ✓ Completed complex Steel Bridge track replacement.
- ✓ Completed signals, switch, and track improvements on Blue Line MAX.
- ✓ Developed and now consistently delivering performance scoreboards at each bus garage.
- ✓ Consistently using additional methods to recruit diverse candidates.
- ✓ Met all six Strategic Financial Plan guidelines for FY2021.

The Plan is broken into four Goal Categories including Customers, Internal Business Practices, People & Innovation, and Financial that frame twelve fundamental Goals which provide the structure for the Plan. Each Goal has one or more Objectives that help provide more definition and clarity. For FY2022, the goals will be achieved through 35 measurable objectives which in turn have one or more strategic actions.

Process for Creating Strategic Goals: Each year, we re-examine our strengths, weaknesses, opportunities, and challenges and identify strategic priorities and points of emphasis for the year. These are developed and refined with TriMet staff, executive leadership, and with public strategy sessions with the TriMet Board who represent seven different districts within the overall service area. Public, stakeholder, and employee feedback is incorporated into each year's Business Plan.

Outreach and engagement with communities is fully integrated with our other activities related to Service Plans 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](#) on trimet.org. The graphic above illustrates the twelve Goals within each Category. The following two pages provide an excerpt of the key strategic actions, by category, over the next five years, showing how the goals will be accomplished.



Excerpted Objectives	Excerpted Key Strategic Actions	FY22	FY23	FY24	FY25	FY26
Customers						
Satisfied Riders [Customers Goal 1]						
1. Provide safe service	Develop and implement Reimaging Safety & Security Plan action items	◆	◆	◆		
2. Increase ridership	Finalize development and implement ridership recovery plan	◆	◆	◆	◆	◆
3. Improve overall customer experience	Implement agency-wide customer experience training	◆	◆			
4. Ensure equitable distribution of services and resources	Review service performance, vehicle assignments and amenity distribution	◆	◆	◆	◆	◆
5. Improve customer Information and services	Implement enhanced information to customers through technology advances	◆	◆	◆	◆	◆
Satisfied community stakeholders and employees [Customers Goal 2]						
6. Help shape the future of cities and our region in line with Metro 2040 Growth Concept	Implement framework and approach for transit-oriented development and equitable housing	◆	◆	◆	◆	◆
	Complete station-area development strategy	◆	◆			
7. Ease congestion by providing attractive travel options	Implement Better Red Project extension	◆	◆	◆		
8. Support region's economy by expanding access to jobs	Pursue & implement partnerships to provide mobility in low-productivity/demand areas	◆	◆	◆	◆	◆
9. Advance mobility for those with limited options	Provide transit service and mobility options for customers who are persons of color and/or have low incomes or face other mobility challenges	◆	◆	◆	◆	◆
10. Improve environmental sustainability and stewardship	Implement TriMet's Non-Diesel Bus Plan	◆	◆	◆	◆	◆
Supportive broader community [Customers Goal 3]						
11. Ensure strong support for transit and TriMet	Engage community for the Line 2-Division service reallocation when Division Transit Project begins service, including culturally specific outreach	◆	◆			
12. Increase funding for regional mobility expansion	Develop strategy for future mobility expansion when demand and funding warrant			◆	◆	◆
Internal Business Practices						
Deliver safe, efficient and equitable service [Internal Business Practices Goal 1]						
13. Increase personal safety	Implement key elements of operations and maintenance training strategy	◆	◆	◆		
14. Provide reliable performance	Develop and implement five-year information technology roadmap	◆	◆	◆	◆	◆
15. Improve service delivery	Complete strategic and comprehensive bus route and services review	◆	◆			
16. Increase resiliency	Implement strategy to build resilience into cybersecurity while managing threats	◆	◆			
Design and deliver successful projects [Internal Business Practices Goal 2]						
17. Develop higher capacity bus services	Introduce higher-capacity buses	◆	◆	◆	◆	◆
18. Develop partnerships to support faster and more reliable bus service	Implement Enhanced Transit bus priority improvements	◆	◆	◆	◆	◆
	Increase supportive policies for improving transit travel time and performance	◆	◆	◆	◆	◆
19. Improve existing MAX infrastructure for reliability and capacity	Implement reliability improvement projects in Capital Improvement Plan (signal, overhead catenary system, light rail vehicle improvements)	◆	◆	◆	◆	◆
Business practices that create value and spur innovation and continuous improvement [Internal Business Practices Goal 3]						
20. Maximize benefits and potential of Hop Fastpass®	Conduct strategic review of additional benefits possible with Hop Fastpass®	◆	◆			
21. Reduce TriMet's carbon footprint	Develop long-term carbon reduction strategy	◆	◆			
22. Grow business inclusion and diversity efforts	Implement contractor participation strategy	◆	◆			
23. Innovatively increase financial resources	Encourage transit-oriented development that increases off-peak and weekend ridership	◆	◆	◆	◆	◆

Excerpted Objectives	Excerpted Key Strategic Actions	FY22	FY23	FY24	FY25	FY26
People and Innovation						
Ensure a culture of safety [People & Innovation Goal 1]						
24. Successfully implement the Safety Management System (SMS) across the organization	Procure and implement safety management system (SMS) tracking software	◆	◆			
TriMet is where diverse and talented people want to come, stay, and thrive [People & Innovation Goal 2]						
25. Invest wisely in people	Conduct needs assessment and gap analysis for professional and leadership skills	◆	◆			
	Conduct agency-wide comparable character and market analysis of competitive pay rates	◆				
26. Ensure open and honest communication between management and direct-customer-serving employees	Conduct regular employee engagement pulse survey and focus group	◆	◆	◆	◆	◆
27. Foster sense of community and cross-functional camaraderie	Offer multiple Team TriMet volunteer events each year and emphasize recruitment	◆	◆	◆	◆	◆
	Provide visible employee access to senior management through remote and in-person forums	◆	◆	◆	◆	◆
28. Achieve agency Affirmative Action goals	Continue to implement recommendations from employment diversity report	◆	◆	◆	◆	◆
29. Recruit a talented workforce	Conduct comparable character analysis and market study	◆				
30. Pursue professional growth for employees	Deliver training and provide practical experience opportunities	◆	◆	◆	◆	◆
Foster service excellence and innovation [People & Innovation Goal 3]						
31. Foster employee innovation, including process improvements and partnerships	Develop a comprehensive Mobility Strategic Plan	◆	◆	◆		
	Develop regional information technology mobility governance strategy	◆	◆	◆	◆	◆
Financial						
Fiscally sound and compliant [Financial Goal 1]						
32. Manage financial performance within Strategic Financial Plan guidelines	Aligning performance with the Strategic Financial Plan	◆	◆	◆	◆	◆
	Manage financial resources to sustain agency operations through shortfalls	◆	◆	◆	◆	◆
Manage assets to ensure safety and optimize value, performance, and resiliency [Financial Goal 2]						
33. Meet or exceed state of good repair targets for all identified asset classes	Replace Type 1 light rail vehicles	◆	◆	◆		
	Develop and implement risk-informed plans to repair, replace or otherwise remedy any asset classes not fully at target	◆	◆	◆	◆	◆
Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan [Financial Goal 3]						
34. Manage financial capacity to deliver regional expectations for service growth	Every year, prioritize existing operating funds to meet the priorities identified for service improvements in each Annual Service Plan	◆	◆	◆	◆	◆
35. Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost	Implement strategies to increase fare compliance	◆	◆			
	Complete comprehensive review of fare structure	◆				

Priorities & Issues: The following table identifies the key principal issues and actions in developing the FY2022 budget.

Priorities & Issues	Actions	Business Plan Goal & Objective
Internal Policies		
Meet or exceed strategic financial goals	The FY2022 budget incorporates 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 funding plans.	Category: Financial <ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> • Objective #32 Manage financial performance within Strategic Financial Plan guidelines; ➤ Goal #3: Financial capacity of advance regional expectations for service growth and quality <ul style="list-style-type: none"> • Objective #35: Maintain acceptable farebox recovery to optimize the balance of service demands, revenue, and cost
Economic Factors		
Recover lost ridership and passenger revenues	Due to COVID-19 and extended stay-at-home orders, TriMet ridership and therefore passenger revenues are down over 60%. The FY2022 budget includes funding to recover previous ridership through marketing efforts, improving cleanliness of vehicles and evaluation of and changes to service.	Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #2: Increase ridership; • Objective #3: Improve overall customer experience; • Objective #4: Ensure equitable distribution of services and resources
Regulatory Requirements		
Reduce Carbon Emissions	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 fuel for buses and a move toward battery-electric buses. In FY2020, TriMet began testing its first fleet of five battery electric buses and accepted delivery of four zero-emission repowered transit buses. In FY2021 TriMet began ordering more battery-electric buses. In FY2022 TriMet dedicates funding for the purchase and implementation of electrification infrastructure.	Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employees <ul style="list-style-type: none"> • Objective #10: Improve environmental sustainability and stewardship Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> • Objective #21 Reduce TriMet’s carbon footprint
Meet Transit Asset Management (TAM) requirements	The FTA requires the development and implementation of a TAM plan to ensure assets are maintained in a State of Good Repair. The FY2022 budget includes continued replacement of Type I light rail vehicles and other capital improvement projects to maintain existing assets in a state of good repair.	Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> • Objective #33: Meet or exceed state of good repair targets for all identified asset classes
Legislative Requirements		
Meet HB2017 – Statewide Transportation Improvement Fund requirements	HB2017 moneys are to finance public transportation services including creation and continuation of new systems and services, planning and development. In FY2022, TriMet has dedicated funding to continuing existing service, the low-income fare program, and capital improvements such as bus stop amenities, ADA improvements, layover transit center expansion, security, and lighting.	Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #1: Provide safe service • Objective #4: Ensure Equitable distribution of services and resources across the TriMet system

Differences from Prior Year

In FY2021, the extent of the effects of COVID-19 were unknown. While health benefits and visible presence on the system continue to be a priority for TriMet, in FY2022, these are not key priorities. Some priorities have been modified as described in the above table and other priorities have changed significantly including the following:

Light Rail Expansion: In FY2021, a key principal was expansion of TriMet's light rail system through two major projects, the Southwest Corridor Light Rail Project and the Better Red Project. In the 2020 local election, ballot measure 26-218 failed. Had the measure passed, funding upwards of \$5 billion would have been generated through a business tax funding many worthy street safety improvements including highway and road expansions. The main transit component was a new light rail line extending to a low-density suburb. As a result, TriMet has stopped work on the Southwest Corridor Light Rail Project which included some staffing reductions. The Better Red Project continues pending federal funding.

Bus Service & Bus Purchases: Due to COVID-19 and the impact to ridership, TriMet will continue to increase bus services however at a slower pace which includes slowing down both diesel and electric bus purchases.

Capital Improvement Projects: In FY2021, TriMet had funding dedicated to some capital projects that in FY2022 have been deferred to a later year, descoped or defunded. For example the Enterprise Asset Management system has been deferred at least two years and elements of the Columbia Bus Base expansion has been descoped and, as noted above, the Southwest Corridor Light Rail Project has been defunded.

Major Changes in Service Levels, Fares, Taxes and Federal Funding

TriMet has not experienced any major changes to tax revenue receipts. However, the passenger fares are down significantly compared to pre-COVID levels by approximately 60%, which is a direct reflection of current ridership. Due to COVID-19, TriMet cut service starting in March 2020 as a result of various stay-at-home and social distancing requirements. Service cuts include the following:

- Bus, MAX, and WES service combined, cut 9,418 or 19% weekly vehicle hours. To date, 3,521 bus weekly vehicles hours or 40% of the bus service reduction have been added back.
- MAX service was cut by 8%.
- WES service was cut by 34%.
- LIFT continues as a demand service, however, current fiscal year has operated at 62% below the previous year.

Service hours in FY2022 are adopted at a level not to exceed 46,378 weekly vehicle hours, and will be restored to that level as ridership/capacity thresholds and limits are met.

TriMet has received federal funding from the CARES Act during FY2020 and FY2021 totaling just under \$185 million and will receive approximately \$195 million in CRRSAA funding in the remainder of FY2021 and into FY2022. In addition, TriMet will receive funding as a result of the American Recovery Plan, the exact amount of which is not yet determined. The funding has been used to prevent, prepare for and respond to COVID-19. 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

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 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 debt issuance.







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

- Additions due to capital assets
- Subtractions due to debt, OPEB and deferred amounts
- Net pension liability and deferred amounts
- Claims liability
- Lease leaseback and deferred amounts



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 FY2022 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. 		Due to decreases in continuing revenues (passenger and employer payroll taxes), TriMet has reduced continuing expenditures by: <ul style="list-style-type: none"> Freezing some hiring actions and non-union salary increases Freeze spending in discretionary spending Defunded, deferred and descoped some capital projects
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 decreasing continuing revenues, TriMet has reduced continuing expenditures with the intent of significantly increasing the FY2022 beginning fund balance to exceed 2.5 times average monthly operating expenditures in order to address forecasted shortfalls in later years. Depending on the pace in which continuing revenues are restored, TriMet intends to restore the unrestricted fund balance back down to 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; simple and efficient fare enforcement; mitigating fare cost for low-income, transit-dependent riders; and informing and engagement communities in decision making.
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. 		FY2022 dedicates \$25 million towards funding the union plan and \$5.5 million towards funding the management plan, beyond the normal pension cost. As of FY2020 audited financial statements, the union plan is 75.9% funded and the management plan is 89.3% funded.

Balanced Budget

TriMet considers the budget balanced each year under three scenarios 1) when total revenues are equal to total expenditures, 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		Condition		Fund Balance
1	Revenue	=	Expenditures	No change
2	Revenue	↑	Expenditures	↑
3	Revenue	↓	Expenditures	↓

For FY2022, TriMet's budget is balanced under **scenario two**, revenues are greater than expenditures resulting in an increased ending fund balance. Management planned to end the year with excess ending fund balance in order to address forecasted funding shortfalls in later 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 ample 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/Executive Director of Finance & Administrative Services serves as the Budget Officer and through its Budget & Grants Administration 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 service changes, safety and security on the system, equity, services for seniors and people on a low income, and capital projects. In advance of the Adopted Budget, TriMet held general community meetings as follows:

- October 2020, Vision 2021 Community Town Hall
- November 2020, FY2022 service proposal Title VI equity analysis

- January 2021, COVID-19 service changes

In addition, TriMet offered one Town Hall meeting entirely in Spanish. The meeting was posted online and received more views than we would typically receive using our usual outreach methods to culturally specific communities.

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.

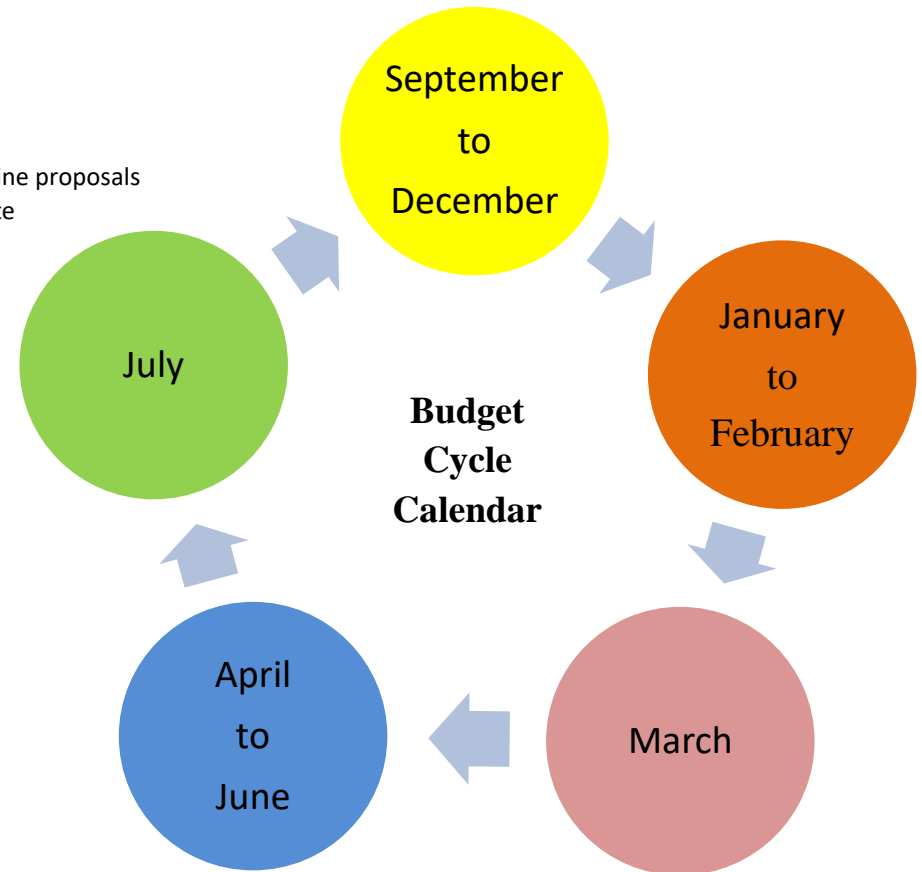
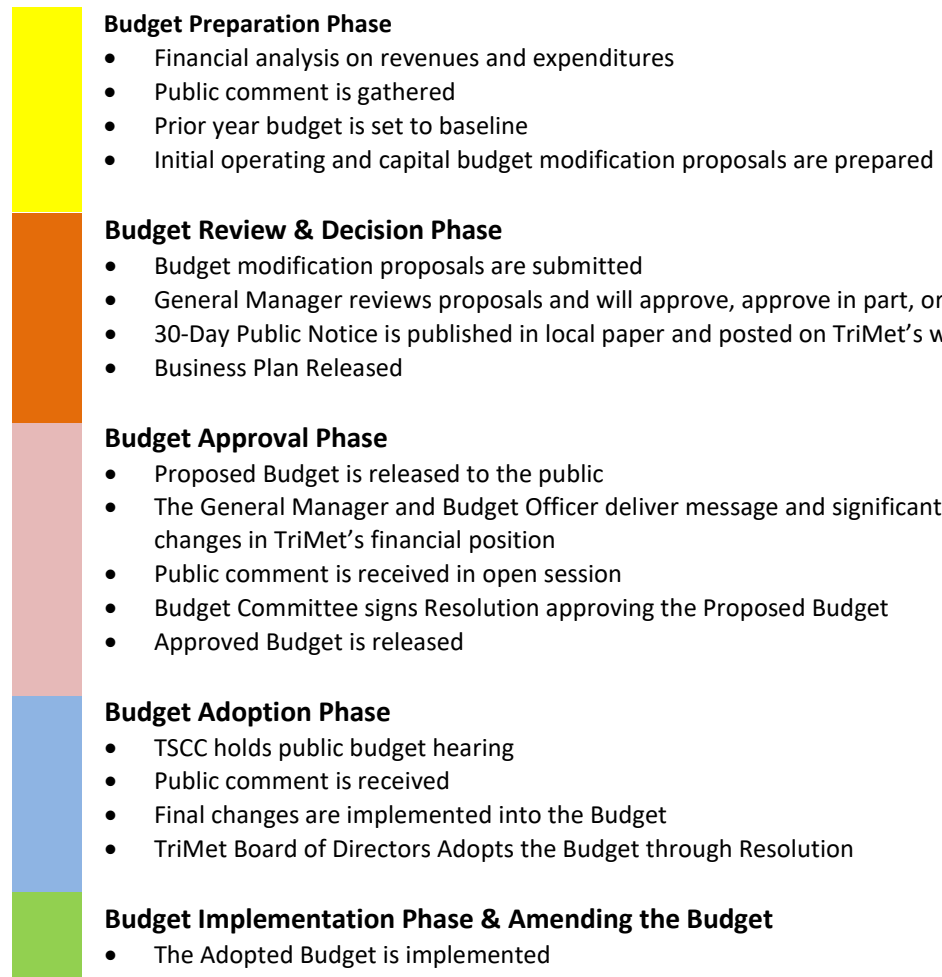
Tax Supervising & Conservation Commission Hearing: The Tax Supervising & Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, is responsible for reviewing the budgets of all governmental jurisdictions in Multnomah County in accordance with Local Budget Law. The TSCC 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. In prior years the TSCC has had no substantive objections or recommendations to TriMet's budget.

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 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 year, in accordance with Local Budget Law.

Budget Calendar



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 Equity Defined: The unappropriated fund balance reflects the difference between forecasted total resources (revenues) and requirements (expenditures). Unappropriated fund balance includes the following three categories:

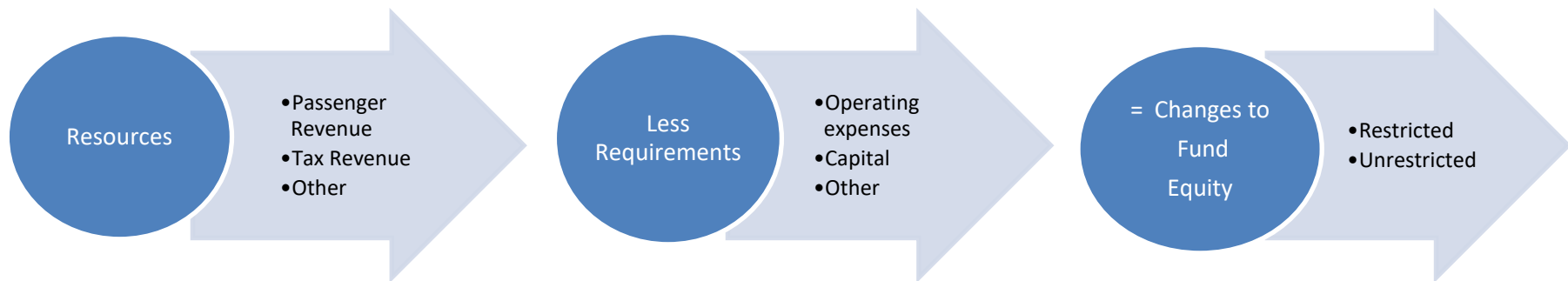
- Restricted Bond Proceeds & Other Restricted funds including funds held for major capital project spending in a subsequent year.
- Restricted Debt Service includes funds held to pay debt obligations in a subsequent year.
- Unrestricted Fund Balance includes cash, investments, receivables, prepaid expenses,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

FY2022 Fund Balance Schedule (in millions)	
Beginning fund balance	\$688.0
+ All increases (resources)	\$1,231.2
- All Decreases (requirements)	(\$1,177.5)
= Ending Fund Balance	\$741.7

Causes & consequences of changes in fund equity: Changes in fund equity 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.

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 COVID-19, TriMet plans to end FY2021 and FY2022 with a larger than normal unappropriated fund balance to address forecasted shortfalls in later years. FY2022 fund balance is budgeted at \$741.7 million, including \$495.1 million in unrestricted fund balance, which is \$357.4 million or 260% higher than FY2021. This is a result of reduced spending in operating expenses, reduced service, and receipt of federal stimulus funding.

Fiscal Year Ending	FY2021 (Budget)	FY2022 (Budget)	\$ Change	% Change	Explanation
Restricted For Bond Proceeds	\$286.1	\$208.1	(\$78.0)	(27.3%)	TriMet is expected to spend down and utilize existing bond proceeds.
Restricted for Debt Service	\$47.5	\$38.6	(\$8.9)	(18.7%)	Future obligation for debt service.
Unrestricted Fund Balance	\$137.7	\$495.1	\$357.4	260%	Higher due to stimulus funding and limiting expenses.
Operating Requirements	\$732.8	\$754.4	\$21.6	3%	Nearly flat with the previous year as agency recovers from pandemic.
Budgeted Months of Operating	2.6	7.9			The higher operating months reserve will address future deficit.



Revenues and Requirements Discussion

The TriMet Adopted Budget for FY2022 outlines a resource and expenditure plan for July 1, 2021 through June 30, 2022. Following is a discussion on short-term factors, presented by resources and requirements, which have guided the development of this annual budget.

Revenues

Approximately 93% of TriMet’s revenues come from three sources; payroll tax revenues, passenger revenues and federal funds [includes stimulus]. 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 FY2022 resources is \$1.9 billion, a \$279.1 million increase over the FY2021 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 total \$63.1 million, a 15% decrease from the prior year budget. Operating revenues are generated from passenger fares, contract revenues and advertising.

Passenger Fares – The revenue TriMet earns from passenger fares is forecast to cover \$51.1 million in current annual operating costs, or 6.7% of our operating expenses. The FY2022 Adopted Budget assumes no base fare increase. FY2022 passenger revenues are forecasted based on ridership activity and the average boarding fare per ride. Influenced by the pandemic, passenger fares are estimated to be \$6.7 million less than budgeted in FY2021 and 47.9% less than pre-pandemic levels. The implementation of the Low-Income Fare Program, increased Hop Fastpass® market penetration, and continued on-time performance will have positive effects on ridership, but it will take quite a bit time for ridership and passenger fares to recover.

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 80% 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 almost 500 locations where cash can be converted to Hop Value.

Budgeted Resources (millions)				
Source	FY2021	FY2022	Increase(Decrease)	% Change
Operating	\$74.2	\$63.1	(\$11.1)	(15.0%)
P/R Taxes	\$362.0	\$415.0	\$53.0	14.6%
Federal	\$231.1	\$291.7	\$60.6	26.2%
State/Local	\$31.0	\$65.8	\$34.8	112.3%
CIP/Light Rail	\$101.4	\$119.2	\$17.8	17.5%
Bonds	\$200.0	\$200.0	\$0	0%
LOC	\$60.0	\$60.0	\$0	0%
Other	\$11.0	\$16.3	\$5.3	48.1%
Fund Balance	\$569.4	\$688.0	\$118.6	20.8%
Total Resources	\$1,640.1	\$1,919.2	\$279.1	17.0%

Note: Numbers have been rounded

Contract Revenues – TriMet has two main sources of contract revenues.

Accessible Transportation Contract Revenues – State and federal sources dedicated to LIFT Paratransit Service revenues are forecasted by ridership estimated and an agreed upon rate with the Oregon Department of Human Resources. With ridership down and an accrual adjustment at the beginning of the year, FY2021 is estimated at \$0, while FY2022 is expected to rebound to approximately \$0.9 million.

Service Contract Revenues – This category contains only Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. Operating personnel costs are predicated on the number of Streetcar service hours and negotiated wages for union personnel. In FY2022, these revenues are projected to be \$8.1 million.

Advertising Revenues – This category contains transit advertising revenue from local vendors advertising on TriMet buses and light rail vehicles and forecasted based on the terms and conditions of the binding contract obligations. In FY2022, these revenues are projected to be \$3.0 million.

Non-Operating Revenues: TriMet’s non-operating revenues are generated from \$415.0 million in payroll taxes, \$291.7 million in federal funding, \$65.8 Million in state/local grants, and other resources.

Payroll Taxes – Payroll taxes include employer payroll taxes, self-employment taxes, and state-in-lieu of 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 initiated the second payroll tax increase of one-tenth of one percent over ten years starting January 1, 2016 and will continue the annual increase through January 1, 2025. The revenues from this tax rate increase 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 Service Enhancement Plans and the Capital Improvement Program (CIP).

TriMet is forecasting a 3.7% payroll tax revenue growth in FY2022 over the prior year budget. In FY2020, underlying employer payroll tax revenues increased 6.1%, however, FY2020 did not experience the full effect of the pandemic due to the lag time in receipts. Underlying employer payroll tax revenues are forecast to decrease 0.5% by the end of FY2021 (due to the pandemic) and rebound in FY2022 by increasing 2.4%. By comparison, average annual growth of underlying employer payroll tax has been 5.8% over the last five years.

Self-employment Tax Revenues – The underlying growth from self-employment tax revenues decreased 9.9% in FY2020 and is projected to further decline by 11.0% by the end of FY2021 due to a delayed tax deadline, but increase in FY2022 by nearly 2.4%. Self-employment tax revenues make up 2.4% of payroll tax revenue.

State-in-lieu of Tax - State of Oregon government offices located within TriMet’s district boundaries are not subject to the employer payroll tax. Instead, they make in-lieu-of-tax payments based on a flat 0.6% of gross payrolls. FY2022 includes a 3.7% over FY2021, with a steady 3.0% growth well into the future.

Federal Resources – Federal resources are budgeted at \$291.7 million, a 26.2% increase over FY2021, mainly due to the increase in federal stimulus funding.

Federal Formula Grants - Federal formula funds constitute 11.9% of TriMet’s continuing resources for operations. In addition to approximately \$41.0 million of Section 5307 Urbanized Area Formula funds, \$26.0 million Section 5337 State of Good Repair funds, \$1.3 million Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities funds and \$1.8 million Section 5339(a) Buses & Bus Facilities Formula funds, TriMet receives \$43.2 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.

Congress has appropriated the last year of a five-year program under the Fixing America’s Surface Transportation (FAST) Act. TriMet’s financial forecast and the FY2022 Adopted Budget include increased projections as a result of the FAST Act authorization.

CARES Act, CRRSAA, and ARP Federal Funds – TriMet received almost \$185 million in CARES Act funding during FY2020 through FY2021. As a result of the CRRSAA federal award, TriMet will receive approximately \$195 million starting in the latter half of FY2021 through January 20, 2022. These federal funds are a one-time-only resource used to prevent, prepare for and respond to COVID-19 and allows TriMet to continue providing service that would otherwise need to be cut due to overall lost revenues resulting from COVID-19 and orders to work-from-home. TriMet will also receive funding from the American Rescue Plan, however funding in FY2022 is yet to be determined.

State/Local Operating Grants & Other – State/Local and other revenues are budget at \$65.8 million, a 112.3% increase over the prior year mainly due to changes in state funding agreements.

State & Local Operating Grants total \$61.0 million and includes funding partners as follows:

State Operating Grants: Funding used to provide for various LIFT operations. In FY2021, TriMet anticipates receiving \$850,253 and is budgeted to receive \$1 million in FY2022.

HB2017/STIF: The passage House Bill 2017 Keep Oregon Moving (HB2017), also referred to as Statewide Transportation Improvement Fund (STIF), by the Oregon Legislature in summer 2017 to address many different transportation issues across the state, established a statewide employee payroll tax that dedicates funds for public transportation. TriMet expects to realize about \$40-\$50 million annually. TriMet received its first allocation of grant funds in May 2019 and has since received regular quarterly allocations. TriMet is budgeted to receive \$57.4 million in HB2017/STIF funding in FY2022.

Local Operating Grants/Revenue: TriMet is budgeted to receive \$2.6 million in local operating grants and revenue based on formal agreements with local partners.

Other Revenues - In FY2022, other revenues are budgeted at \$4.8 million including interest revenue, revenue sale of fuel credits and other miscellaneous revenue, which is 1.1% of TriMet revenues. These revenues are predominately forecasting by reviewing past year actual and any legislature or ordinance changes.

Capital Improvement Program and Light Rail Program Resources

Funding needed for the FY2022 Capital Improvement Program and Light Rail Program totals \$367.9 million. FY2022 is budgeted to receive \$119.2 million, a 17.5% increase over the prior year budget, including \$46.9 million in state, local government and private contributions and \$72.3 in Federal Transit Administration Grants. Other funding for capital will also be provided with existing bond proceeds or bond proceeds from anticipated bond issuance in FY2022 totaling \$158.9, and \$89.8 in operating resources dedicated for capital. Each project resource is carefully evaluated by the project manager and approved by the Capital Program Committee.

Bonds and Line of Credit

TriMet anticipates issuing up to \$200 million in bonds during FY2022. The proceeds will be used to fund capital project needs in FY2022 and beyond. In addition, TriMet entered into a Line of Credit (LOC) to finance various operating costs should the need arise. TriMet has not utilized the LOC but retains the option mainly due to the timing of receipt of funding sources to ensure the timely payment of obligations.

Other Resources

FY2022 budgets other resources totaling \$16.3 million in external funding to be passed through to partners outside TriMet including funding awards for discretionary grants, HB2017/STIF funds to jurisdictions outside TriMet and stimulus funding to the City of Portland for the Portland Streetcar.

Requirements

TriMet's requirements total \$1.9 billion for FY2022, a \$279.1 million, a 17% increase over the prior year. 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 Keep Oregon Moving (HB2017); 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 fuel costs. Non-operating costs include funding for capital investments, debt service expense, pass-through and special payments, and contingency. Following is a discussion on expenditures and the table to the right provides of summary of expenditures by object.

Expenditure Baseline Budget (millions)				
Source	FY2021	FY2022	Increase (Decrease)	% Change
Personnel Services	\$421.7	\$446.6	\$24.9	5.9%
Materials & Services	\$188.5	\$181.4	(\$7.1)	(3.7%)
CIP	\$377.8	\$367.9	(\$9.9)	(2.6%)
Pass Through	\$18.7	\$32.5	13.8	74%
Debt	\$122.6	\$126.5	\$3.9	3.2%
Contingency	\$39.6	\$22.6	(\$17)	(43%)
Fund Balance	\$471.3	\$741.7	\$270.4	57.4%
Total Requirements	\$1,640.1	\$1,919.2	\$279.1	17%

Note: Numbers have been rounded.

Operating Requirements

Personnel Services – Personnel Services, including OPEB, are budgeted at \$446.6 million, a 5.9% increase over the prior year. Factors contributing to the increase is due to compensation, pension funding and benefit costs.

Compensation – The FY2022 Adopted Budget includes a non-union merit budget increase of up to 3%. The Working and Wage Agreement with the union expired on November 30, 2019. In April 2021 a successor agreement was ratified and will be effective through November 2022. The new contract included a number of changes but most notably retroactive wage increases of 3.0% in December 2019 and 2.5% in December 2020 and future wage increase in December 2021 of 2.25%. Other changes included a restructuring of the maintenance training program, increase in road relief stipends, a reduction in signups and an increase in Short Term Disability benefits from \$150/week to \$300/week. All of these changes are reflected in the FY2022 Adopted Budget.

Pension Funding & Benefit Costs – TriMet is continuing to strengthen its union DB pension plan reserves and has set a long-term horizon to pay unfunded liabilities. The FY2022 Adopted Budget is consistent with the pension policies approved by the Board of Directors.

A critical element of TriMet's multi-year effort to achieve long-term fiscal stability has been to reduce the growth rate of active employee and retiree benefit costs, primarily by reforming healthcare with premium share, coinsurance, and deductibles paid by employees, and reducing retirement benefits for new hires by closing the

Defined Benefit (DB) plan and migrating to a Defined Contribution (DC) plan. TriMet began this effort with non-union new employees in 2003, when the DB pension plan was closed and replaced with a DC pension plan. Since 2012 non-union employees and retirees in the Preferred Provider Organization (PPO) health plan have paid 20% co-insurance and 6% premium contributions. Non-union employees and retirees in the Health Maintenance Organization plan have \$10 co-pays and 6% premium contributions. In January 2014 non-union retirees age 65 and older in the PPO health plan were moved to a lower cost Medicare supplement plan. Non-union retirees hired on or after May 1, 2009 are eligible to participate in retiree medical but pay 100% of the premiums.

Union benefit costs have similarly been reformed over the last two contracts. Healthcare benefit changes have instituted premium share, co-insurance, and deductibles essentially parallel to the non-union plan. Simultaneously the DB pension plan for union employees was closed August 2012 and new hires now participate in a DC pension plan.

To further trim costs, TriMet implemented a self-insured medical plan for both union and non-union employees effective January 1, 2017.

Materials & Services – Materials & Services, including associated OPEB costs, are budgeted at \$181.4 million, a 3.7% decrease over the prior year. Factors contributing to the decrease include anticipated changes in contracting out maintenance on light rail vehicles, cleaning supplies, and purchased transportation costs.

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 is around \$1.95 per gallon. In FY2022 the budget reflects an increase to \$2.35 per gallon. Diesel fuel costs for LIFT and WES have also decreased over the past five years. From a high in FY2015 of \$3.30 per gallon to a low in FY2020 of \$0.70 per gallon (onset of pandemic), although average in FY2021 is around \$2.14 per gallon. In FY2022 the budget reflects a moderate increase to \$2.45 per gallon.

Contract Maintenance – Budgeted at \$16.6 million in FY2022, contract maintenance budget is mostly used for contracting out maintenance on light rail vehicles.

Maintenance Materials – Maintenance materials predominantly consist of parts for buses and light rail vehicles, and is budgeted at \$16.9 million in FY2022.

Purchased Transportation – Budgeted at \$31.8 million in FY2022, purchased transportation is paratransit operations and maintenance.

Custodial Services – Budgeted at \$1.5 million FY2022, custodial services includes cleaning supplies for both bus and light rail vehicles.

Non-Operating Requirements

Capital Improvement Program - Maintenance and Replacement – The FY2022 budget includes just over \$367.9 million, a 2.5% increase over the prior year. Capital projects include 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 Improvement Program (CIP) section.

Pass Through & Special Payments – TriMet will pass-through to sub-recipients \$11.1 million, participate in Regional funding exchanges with Metro totaling \$16.2 million, and make special payments to the City of Portland for the Portland Streetcar totaling up to \$5.2 million for costs related to the pandemic.

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 FY2022 debt service is \$126.5 million, of which \$42.8 million is senior lien debt or 7.5% of continuing revenues, meeting the goal set by the Board. FY2022 anticipates issuing \$200 million in bonds for capital projects in FY2022 and beyond.

Contingency – Contingency is an appropriated amount of a minimum of 3% of operating requirements and is adjusted for risks and activities for which the costs are unknown at the time of budget adoption. FY2022 contingency totals \$22.6 million. This is a 43% reduction over the prior year and is a direct reflection of the settlement of the Working and Wage Agreement.

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 is entering its most intensive decade yet with size, complexity of operations and overall expansion and growth. However, the agency also incorporates the recovery from the pandemic infused recession that devastated passenger fares and impacted payroll tax revenues. The illustration below depicts TriMet’s projected revenues and expenditures over the next several years, which has been balanced to 2.25 months of operating per Strategic Financial Plan Guidelines.

Long Range Financial Plan (millions)									
Fiscal Year	2023	2024	2025	2026	2027	2028	2029	2030	
Revenues	\$ 711	\$ 755	\$ 797	\$ 826	\$ 857	\$ 882	\$ 917	\$ 949	
Expenditures	\$ 906	\$ 766	\$ 792	\$ 821	\$ 852	\$ 877	\$ 911	\$ 943	
Revenues over Expenditures	\$ (195)	\$ (11)	\$ 5	\$ 6	\$ 6	\$ 5	\$ 6	\$ 6	
Beg./Unrestricted Budgetary Fund Balance	\$ 342	\$ 147	\$ 136	\$ 141	\$ 147	\$ 152	\$ 157	\$ 163	
End./Unrestricted Budgetary Fund Balance	\$ 147	\$ 136	\$ 141	\$ 147	\$ 152	\$ 157	\$ 163	\$ 169	
Months Unrestricted Budgetary Fund Balance	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25

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 FY2022 Business Plan. The following assumptions are listed by the four strategic goal categories *Customers*, *Internal Business Practices*, *People and Innovation*, and *Financial*, which include numerous objectives 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 our customers – our riders, our stakeholders and taxpayers, and our broader community.

Customers	Business Plan Goal & Objective
<p>Expansion Projects: The Division Transit Project is a new type of high-capacity bus transit project that spans the length of Division Street between Downtown Portland and Gresham, is underway and set to begin revenue service in September 2022. A <i>Better Red</i> [MAX Red Line Extension & Improvements] is in the early stages of development with a planned opening in 2023-2024 with an anticipated Federal Capital Investment Grant project cost of \$206 million.</p>	<ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #4: Ensure equitable distribution of services and resources across the TriMet system ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> • Objective #7: Ease congestion by providing attractive travel options during peak periods.
<p>Service expansion: TriMet plans to restore additional service in FY2022, however, it will take several years for ridership to fully recovery and consequently full restoration levels may take a few years.</p>	
<p>Low-Income Fare Program: In FY2019, TriMet launched its Low-Income Fare (LIF) Program with funding through Keep Oregon Moving (HB2017). More than 33,400 Oregonians, living on a low income of up to 200% of the federal poverty level, signed up for TriMet’s Honored Citizen reduced fare through February 2021. Those enrolled through the Low Income Fare Program have taken over 250,000 rides per month on average (lower than a year ago due to COVID-19). With new enrollees every month, the average rides will continue to grow.</p>	

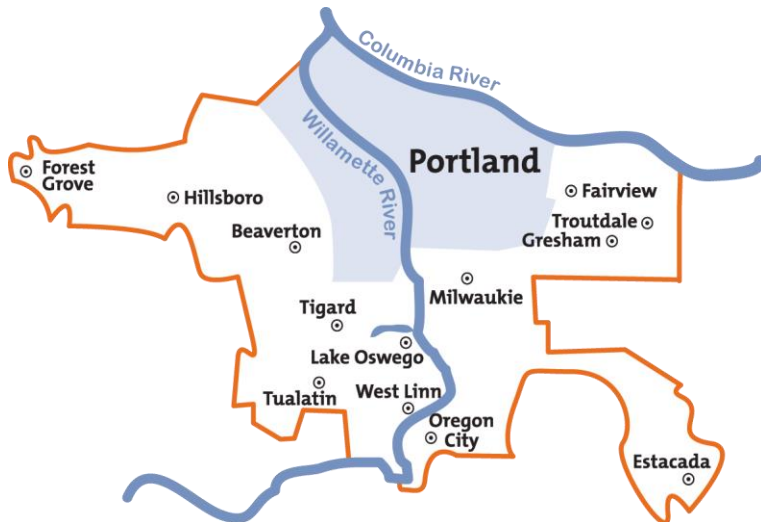
<p>Internal Business Practices</p> <p><u>Carbon Reduction</u>: The agency has committed to fully implementing a non-diesel bus fleet by 2040, or before, and will purchase its last diesel bus in 2025. Additionally, the agency has converted the electrical energy source for MAX powered energy use to 100% wind-power. TriMet is also conducting its first carbon baseline review of the organization as well as a waste audit, from which it will develop a long-term carbon reduction strategy.</p>	<p>Business Plan Goal & Objective</p> <ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> • Objective #21: Reduce TriMet’s carbon footprint
<p>People and Innovation</p> <p><u>Pension Funding</u> - The implementation of Governmental Accounting Standards Board (GASB) No. 68 standard and industry best practices led TriMet to adopt pension funding plans that lay out how TriMet will bring its two closed DB pension plans to fully funded status over a reasonable long-term horizon. As of June 30, 2019, the non-union plan is 89.3% funded with a net pension liability of \$15.7 million. As of November 2019, the non-union plan is considered fully funded as the anticipated normal growth in the account will continue to fund the account to meet all obligations. The union plan is 75.9% funded, with a net pension liability of \$182.6 million as of July 1, 2020. The FY2022 Adopted Budget is consistent with the pension policies proposed by the Board of Directors on February 26, 2014 and amended November 2019. According to the 2019 National Association of State Retirement Administrators (NASRA), Summary of Findings, the national average pension funding level for governmental plans is 72.2%</p>	<p>Business Plan Goal & Objective</p> <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> • Objective #25: Invest wisely in people
<p>Financial</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, other large equipment and continued state of good repair needs on facilities and customer amenities.</p> <p><u>Operating</u> – The regular operations of the agency are generally grown with inflation and anticipated growth of the system (as mentioned above for service expansion). Specifically, diesel fuel and utilities are analyzed for both consumption usage and market conditions. Personnel services including position salaries and benefits are held constant throughout the long range plan, only increasing minimally in direct correlation with service.</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 year 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> <p><u>Capital Investments</u> – TriMet has an intensive capital program. Capital expenditures are made for the acquisition or construction of a major capital asset that has a useful life of greater than one year. The FY2022 Capital Improvement Program (CIP) Adopted Budget totals \$301.2 million, the details of which are included in the CIP tab. In the long range financial planning with the exception of FY2023, TriMet is preserving up to \$30 million per year for general fund contributions for CIP project to address needs of the agency.</p>	<p>Business Plan Goal & Objective</p> <ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> • Objective #32: Manage financial performance within Strategic Financial Plan guidelines ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> • Objective #33: Meet or exceed state of good repair targets for all identified asset classes ➤ Goal #3: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> • Objective #34: Manage financial capacity to deliver regional expectations for service growth.

SUPPLEMENTAL INFORMATION

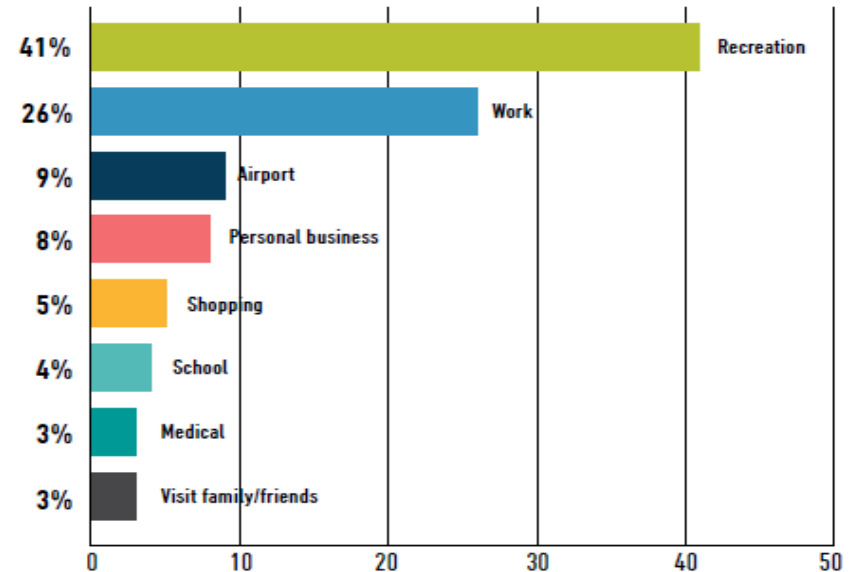
The following describes TriMet's organization, community (riders), population and key background information.

Organization, Service and Background

- TriMet was created by the State of Oregon to serve over 1.8 million people in a 533-square-mile area across three counties.
- MAX, WES and bus service combine to eliminate more than 210,000 daily car trips, by which 60% less carbon is emitted for each mile taken on TriMet compared to driving alone.
- Nearly 70% of our ridership state the primary purpose for their trip is either for recreation or work.
- Portland is the 29th largest U.S. metro area but 16th transit in ridership and 9th in ridership per capita.
- 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 1,300 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 7,000 security cameras on our transit system, on board every bus and MAX train and at many stops, stations and transit centers.



Primary Trip Purpose



- Bus Service
 - 85 bus lines; 6,620 stops
 - 70,620 average weekday rides [193,560 rides pre-pandemic]
 - 46.7 million rides [FY2020]
- MAX Service
 - 5 MAX Lines; 97 stations
 - 41,700 average weekday rides [120,630 rides pre-pandemic]
 - 30.8 million rides [FY2020]
- WES Service
 - 1 commuter rail line; 5 stations
 - 290 average weekday rides [1,365 rides pre-pandemic]
- LIFT Service
 - Door to door demand service.
 - 781 average weekday rides [3,360 riders pre-pandemic]

Community

TriMet's make up of riders across the three counties is diverse in both age and diversity. Of those riders, traffic congestion remains the top issue for most residents. With traffic signal prioritization and additional dedicated bus lanes through partnerships with the City of Portland, the agency is addressing those congestion issues.

Over eight in ten riders value the benefits TriMet provides in the region while 71% of non-riders also value the benefits provided by the agency. Additionally, the vast majority of riders feel buses and MAX are safe to ride. 80% of customer who contact TriMet's customer service team state they are satisfied with the service they receive from staff.

Bus reliability ratings from individuals have steadily increased since 2015.

According to our most recent Hop Fastpass® report (January 2021), adults account for 51% the regional taps (includes C-TRAN & Portland Streetcar), while closely followed by Honored Citizens at 43%. Youth and LIFT taps account for 4% and 2%, respectively. The Hop Fastpass® adoption rate (% of rides being tapped) still overs around 50%.

Population

The economy was greatly impacted by COVID-19 and TriMet like many others observed significant drops in ridership. The unemployment rate in the Portland region skyrocketed to 14% in Spring 2020, but has since leveled off to 6%, although still higher than projected.

The top five largest employers in the TriMet District:

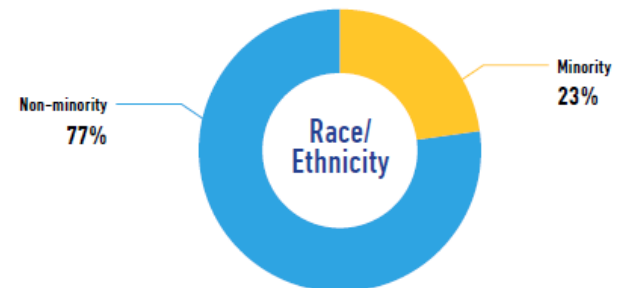
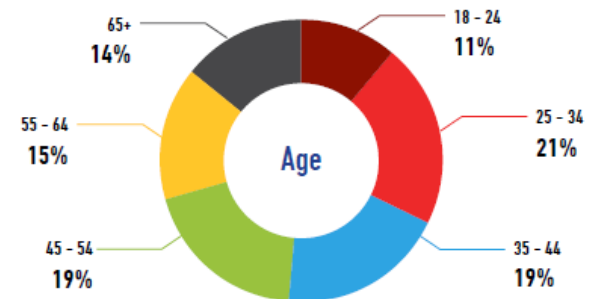
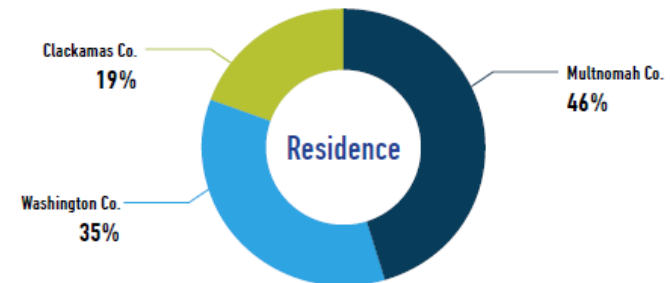
- Intel Corporation [20,000 employees]
- Oregon Health & Sciences University [17,500 employees]
- Providence Health & Services [17,300 employees]
- Kaiser Permanente [12,900 employees]
- Legacy Health Systems [10,700 employees]

The Tri-County Property Value [Real Market Value] has continued to increase much faster than inflation, averaging 9.7% over the last five years. FY2020 was 4.0% over the previous year, with FY2021 expected to come in at 10% higher.

More statistical and supplemental information can be found in the *Statistical Tab* of the budget document. Following summarizes a small piece of TriMet history.

OUR RIDERS

TriMet welcomes everyone. We serve people from all walks of life, and our ridership is a reflection of the entire region.



Source: 2018 TriMet Attitude & Awareness Survey

A small piece of TriMet history...



TriMet buses in downtown Portland traffic

1973

TriMet completed an “immediate action plan” and a “1990 Master Plan” to reverse the transit system’s decline. It recommended consolidating all local bus service under TriMet, concentrating downtown service on transit malls along 5th and 6th avenues, building suburban Park & Ride lots, developing transit ways in major corridors and expanding the number of buses.

The newly passed Federal Aid Highway Act allowed states to transfer funds from segments of the Interstate system no longer required to fund alternative road or transit projects. Shortly after, local jurisdictions formally rejected the \$400 million Mt. Hood Freeway project in response to citizen outcry. The region sought to transfer some of the funds to transit projects. The Oregon Public Utility Commission published a report proposing a regional light rail system based largely on existing railroad right-of-ways. The Oregon Legislature adopts Senate Bill 100 establishing land-use laws to protect livability and prevent sprawl.



TriMet bus in ice storm

In Summary

The FY2022 Adopted Budget focuses on recovering from the pandemic while ensuring customers and employees are safe. Additionally, the agency will continue enhancing customer and employee safety, incorporation of HB2017/STIF programs, such as the transit assistance program, implementation of key state of good repairs on critical infrastructure; development of a long term carbon reduction strategy that includes zero emissions power sources for TriMet's facilities and fleet, implementation of bus and rail fleet replacement and expansion, and increased speed and capacity in the Portland metro areas key transit corridors.

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 Division Transit Project and the Better Red Project.

The fiscal plan is consistent with Board policy to fund the non-union unfunded pension liability over a closed 10-year period and funding the union unfunded pension liability over a closed 15-year to an open 5-year amortization.

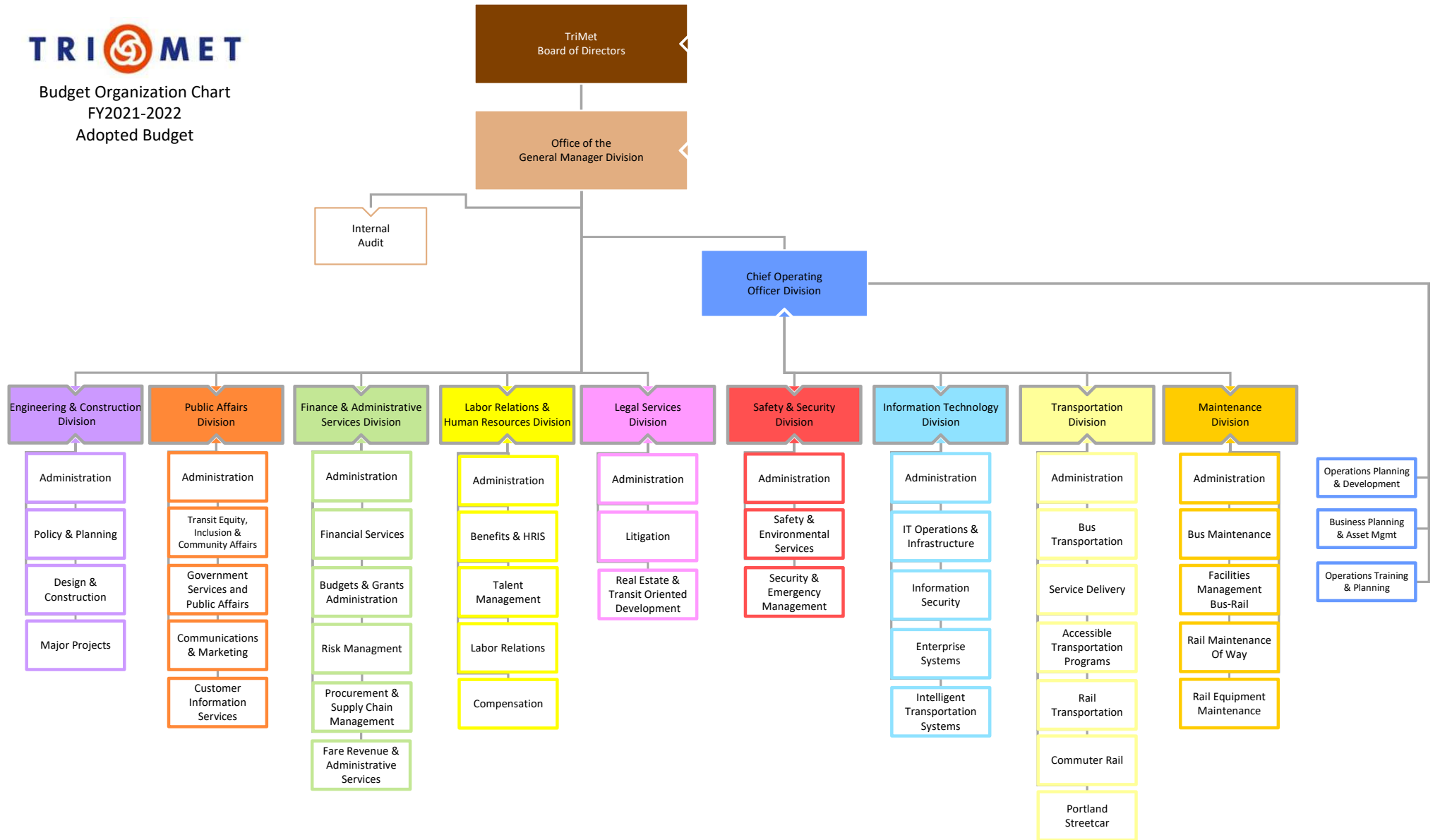
The fiscal plan also dedicates new payroll tax revenues to new service (and service restoration) and meets Board Strategic Finance Plan policies, including limiting debt service to no more than 7.5% of ongoing revenue.

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





Budget Organization Chart
FY2021-2022
Adopted Budget



Resource Summary

Revenue Category	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	399,336,631	212,029,068	358,295,651	293,880,451	127,929,114	127,929,114	166,954,268
Restricted Fund Adjustment		72,394,921					
Restricted Debt Service	59,291,993	45,426,652	45,500,000	44,022,850	38,554,000	38,554,000	38,554,000
Unrestricted Budgetary Fund Balance	207,823,042	205,468,279	165,603,691	335,403,309	428,235,761	428,235,761	482,528,448
Total Beginning Fund Balance	\$666,451,666	\$535,318,920	\$569,399,342	\$673,306,610	\$594,718,875	\$594,718,875	\$688,036,716
Operating Revenue							
Passenger	106,832,387	85,584,900	57,800,000	38,800,000	56,200,000	56,200,000	51,100,000
Transit Advertising	3,741,830	3,752,500	3,285,300	2,329,000	3,000,000	3,000,000	3,000,000
ATP Serv - Contract Rev	8,061,672	7,424,181	4,588,900	220,480	864,000	864,000	864,000
Service Contracts	8,574,236	8,421,652	8,574,000	7,805,000	8,100,000	8,100,000	8,100,000
Total Operating Revenue	\$127,210,125	\$105,183,233	\$74,248,200	\$49,154,480	\$68,164,000	\$68,164,000	\$63,064,000
Tax Revenue **							
Payroll Tax Rev-Employer	354,486,790	380,772,930	343,395,200	383,900,000	396,197,000	396,197,000	398,296,000
Payroll Tax Rev-Self Empl	16,254,849	14,863,842	16,028,600	13,400,000	9,658,000	9,658,000	13,903,000
Payroll Tax Rev-State In-Lieu	2,009,113	2,716,626	2,592,700	2,700,000	3,305,000	3,305,000	2,801,000
Total Tax Revenue	\$372,750,752	\$398,353,398	\$362,016,500	\$400,000,000	\$409,160,000	\$409,160,000	\$415,000,000
Other Revenue							
Federal Operating Grants	95,086,660	215,945,404	231,084,853	274,131,779	169,012,907	169,012,907	291,711,105
State STIF-Discretionary		15,840	350,000	456,160			85,000
State STIF-Formula	3,469,676	11,453,980	20,194,315	17,928,338	31,037,062	31,037,062	57,404,368
State Operating Grants	1,111,897	850,328	1,527,953	850,296	1,025,000	1,025,000	1,025,000
Local Operating Grants		112,756	19,700	182,533	50,300	50,300	464,347
Local Operating Revenue		1,318,696	1,319,200	2,007,548	2,093,300	2,093,300	2,093,300
Interest	14,489,668	17,953,252	2,613,000	642,000	650,000	650,000	650,000
Miscellaneous	\$8,611,489	\$14,266,870	\$4,987,600	\$5,563,105	\$4,022,000	\$4,022,000	\$4,112,000
Total Other Revenue	\$122,769,390	\$261,917,126	\$262,096,621	\$301,761,759	\$207,890,569	\$207,890,569	\$357,545,120
Total Operating Resources(Excluding Beginning Fund Balance)	\$622,730,267	\$765,453,757	\$698,361,321	\$750,916,239	\$685,214,569	\$685,214,569	\$835,609,120
CIP Resources	9,411,789	25,222,507	101,379,469	42,906,026	87,435,458	87,435,458	115,024,867
Bond Proceeds		250,047,580	200,000,000		200,000,000	200,000,000	200,000,000
Light Rail Program Resources	42,500,535	10,358,394		5,902,581	3,410,523	3,410,523	4,192,741
Bank Line of Credit Principal	10,000,000		60,000,000		60,000,000	60,000,000	60,000,000
Other Non-Operating Resources	5,026,950	13,258,393	10,969,354	10,945,890	9,683,491	9,683,491	16,326,491
Total Resources	\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	\$1,483,977,346	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

* 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	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	687,878	650,044	643,719	604,965	647,963	647,963	718,146
Diversity & Transit Equity Department	1,228,919						
Internal Audit Department	248,620	292,188	310,506	323,618	307,903	307,903	313,230
Total Office of the General Manager Division	\$2,165,417	\$942,232	\$954,225	\$928,583	\$955,866	\$955,866	\$1,031,376
Chief Operation Officer Division							
Office of Chief Operating Officer Department		687,101	984,192	702,854	1,023,173	1,023,173	1,022,567
Operations Planning & Development Department		1,259,974	1,389,374	1,202,072	1,528,969	1,528,969	1,771,710
Business Planning & Asset Management Department		1,154,078	2,445,516	1,236,944	399,069	399,069	404,686
Operations Training & Planning Department		8,057,117	8,509,167	7,933,513	9,031,148	9,031,148	9,434,798
Total Chief Operation Officer Division		\$11,158,270	\$13,328,249	\$11,075,383	\$11,982,359	\$11,982,359	\$12,633,761
Transportation Division							
Transportation Administration Department	2,719,885	1,336,033	1,123,983	792,395	1,248,511	1,248,511	1,206,587
Bus Transportation Department	133,707,095	146,496,368	156,000,187	143,531,805	158,601,406	158,601,406	167,790,461
Field Operations Department	18,967,046						
Service Delivery Department	1,681,006	2,542,253	2,332,863	2,391,913	2,255,508	2,255,508	2,255,807
Accessible Transportation Programs Department	37,717,269	33,006,006	41,497,475	23,832,673	38,267,390	38,267,390	38,279,260
Rail Transportation Department	23,990,155	35,431,370	35,512,386	33,267,936	34,897,425	34,897,425	36,828,998
Commuter Rail Department	6,050,894	6,171,244	7,381,384	6,086,002	7,407,251	7,407,251	7,504,812
Portland Streetcar Department	16,604,710	17,038,270	18,168,783	16,785,021	17,395,424	17,395,424	17,840,251
Total Transportation Division	\$241,438,060	\$242,021,544	\$262,017,061	\$226,687,745	\$260,072,915	\$260,072,915	\$271,706,176
Safety & Security Division							
Safety & Security Administration Department		846,747	642,357	589,802	717,506	717,506	736,510
Safety & Environmental Services Department	3,762,631	3,076,421	3,104,839	2,665,397	3,083,823	3,083,823	3,214,038
Security & Emergency Management Department	19,233,132	20,248,623	27,665,043	18,475,196	28,013,933	28,013,933	28,548,261
Bus Transportation Training Department	4,431,074						
Rail Transportation Training Department	1,798,237						
Total Safety & Security Division	\$29,225,074	\$24,171,791	\$31,412,239	\$21,730,395	\$31,815,262	\$31,815,262	\$32,498,809
Maintenance Division							
Maintenance Administration Department		873,118	1,748,776	1,115,357	1,913,974	1,913,974	1,874,110
Bus Maintenance Department	64,346,536	60,178,046	72,677,024	62,462,497	71,189,926	71,189,926	74,067,312
Facilities Management Bus-Rail Department	20,824,982	22,395,651	24,906,065	22,352,820	23,213,438	23,213,438	23,725,793
Rail Maintenance Of Way Department	18,165,371	17,666,922	20,891,557	17,728,644	20,682,600	20,682,600	21,344,701
Rail Equipment Maintenance Department	45,119,028	48,286,172	44,949,979	43,467,663	42,347,789	42,347,789	43,750,026
Total Maintenance Division	\$148,455,917	\$149,399,909	\$165,173,401	\$147,126,981	\$159,347,727	\$159,347,727	\$164,761,942

Requirement Summary

Division/Department	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	13,427,001	6,886,469	9,636,283	9,553,834	11,363,106	11,363,106	11,832,449
IT Operations & Infrastructure Department		3,529,896	3,439,029	3,207,354	3,407,886	3,407,886	3,438,114
Information Security Department		646,017	725,236	572,856	1,024,108	1,024,108	1,037,328
Enterprise Systems Department		4,546,027	5,170,937	4,568,142	5,304,040	5,304,040	5,375,767
Intelligent Transportation Systems Department		2,589,061	2,539,698	2,671,464	2,780,840	2,780,840	2,826,958
Total Information Technology Division	\$13,427,001	\$18,197,470	\$21,511,183	\$20,573,650	\$23,879,980	\$23,879,980	\$24,510,616
Public Affairs Division							
Public Affairs Administration Department	555,095	788,479	1,112,323	1,024,021	1,023,147	1,023,147	1,007,240
Policy & Planning Department	5,207,339	4,072,423	5,540,567	4,497,311			
GIS & Location Based Services Department	555,612						
Transit Equity Inclusion & Community Affairs Department		1,552,261	3,083,993	1,589,568	2,997,098	2,997,098	2,997,037
Government Services and Public Affairs Department	635,406	887,465	1,004,197	919,459	1,060,894	1,060,894	826,448
Communications & Marketing Department	4,596,676	4,436,626	4,016,932	3,478,595	4,686,978	4,686,978	5,039,027
Customer Information Services Department	3,877,235	3,603,571	3,818,263	3,322,366	3,718,521	3,718,521	3,846,611
Total Public Affairs Division	\$15,427,363	\$15,340,825	\$18,576,275	\$14,831,320	\$13,486,638	\$13,486,638	\$13,716,363
Finance & Administrative Services Division							
Finance & Administrative Services Department	1,094,425	788,045	1,083,454	841,999	1,142,649	1,142,649	1,123,161
Financial Services Department	2,790,921	2,897,009	3,222,062	3,027,312	3,327,391	3,327,391	3,427,199
Budget & Grants Administration Department	1,184,157	1,169,560	1,276,514	1,166,488	1,330,923	1,330,923	1,453,473
Risk Management Department	3,706,133	4,088,391	4,342,908	4,391,826	5,044,494	5,044,494	5,057,021
Procurement & Supply Chain Management Department	1,685,248	5,111,337	6,259,113	5,228,030	6,068,686	6,068,686	6,354,212
Fare Revenue & Administrative Services Department	9,878,254	10,749,740	12,844,003	8,272,457	12,493,221	12,493,221	12,763,543
Total Finance & Administrative Services Division	\$20,339,138	\$24,804,082	\$29,028,054	\$22,928,112	\$29,407,364	\$29,407,364	\$30,178,609
Labor Relations & Human Resources Division							
Human Resources Administration Department	1,015,387	622,721	1,126,160	580,946	1,195,008	1,195,008	1,204,609
Benefits & HRIS Department	1,633,452	1,385,419	1,678,488	1,410,090	1,693,997	1,693,997	1,688,545
Talent Management Department	1,543,537	1,610,963	2,089,005	1,853,252	2,286,008	2,286,008	2,774,150
Labor Relations Department	939,782	717,752	840,443	770,522	744,854	744,854	839,544
Compensation Department		475,136	452,552	467,299	501,133	501,133	608,620
Total Labor Relations & Human Resources Division	\$5,132,158	\$4,811,991	\$6,186,648	\$5,082,109	\$6,421,000	\$6,421,000	\$7,115,468
Legal Services Division							
Legal Services Administration Department	2,276,330	1,383,347	1,528,807	1,305,810	1,571,026	1,571,026	1,580,284
Litigation Department		948,196	965,350	938,351	973,707	973,707	989,648
Real Estate & Transit Oriented Development Department		2,322,713	3,755,301	3,181,080	3,524,317	3,524,317	3,616,967
Total Legal Services Division	\$2,276,330	\$4,654,256	\$6,249,458	\$5,425,241	\$6,069,050	\$6,069,050	\$6,186,899

Requirement Summary

Division/Department	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	549,712	1,127,864	1,529,296	1,090,899	1,770,996	1,770,996	1,865,631
Policy & Planning Department					6,844,716	6,844,716	6,648,573
Design & Construction Department	3,834,858	629,815	1,814,873	809,655	780,956	780,956	784,048
Major Projects Department		133,515	421,176	318,593	275,583	275,583	272,104
Project Development & Permitting Department		565,699	314,725	298,325			
Total Engineering & Construction Division	\$4,384,570	\$2,456,893	\$4,080,070	\$2,517,472	\$9,672,251	\$9,672,251	\$9,570,356
Other Post Employment Benefits	50,168,488	50,788,503	53,658,366	52,240,931	54,033,375	54,033,375	54,022,404
Debt Service	159,664,589	130,928,239	122,596,606	60,526,607	126,509,190	126,509,190	126,509,190
Total Operating Requirements	\$692,104,105	\$679,676,005	\$734,771,835	\$591,674,529	\$733,652,977	\$733,652,977	\$754,441,969
Capital Improvement Program (CIP)							
Chief Operating Officer Division		541,375	4,356,737	279,340			30,000
Transportation Division	2,794,646	4,497,895	190,000	102,909			
Safety & Security Division	4,617,611	7,705,742	10,165,271	7,839,917	3,214,324	3,214,324	6,035,714
Maintenance Division	85,577,597	114,950,607	151,096,829	94,567,274	136,482,406	136,482,406	163,782,302
Information Technology Division	6,252,473	1,740,785	9,016,211	3,270,033	10,051,987	10,051,987	15,367,656
Public Affairs Division	591,559	1,180,617	8,406,895	1,364,821	1,866,666	1,866,666	1,866,666
Finance & Administrative Services Division	2,395,210	3,660,701	19,208,862	2,649,246	3,506,438	3,506,438	4,273,261
Legal Services Division	629,815	675,557	824,086	745,208	4,431,630	4,431,630	4,748,889
Engineering & Construction Division	81,789,858	84,276,472	174,526,998	80,601,463	141,643,405	141,643,405	171,800,212
Total Capital Improvement Program (CIP)	\$184,648,769	\$219,229,751	\$377,791,889	\$191,420,211	\$301,196,856	\$301,196,856	\$367,904,700
Pass Through Revenues & Requirements	4,562,699	13,258,393	10,969,354	10,945,890	9,683,491	9,683,491	11,168,491
Regional Fund Exchange Payments	4,786,635	7,688,792	7,706,127		5,265,189	5,265,189	16,178,006
Special Payments	7,095,000	6,500,000	1,900,000	1,900,000			5,158,000
Total Other Non-Operating Requirements	\$16,444,334	\$27,447,185	\$20,575,481	\$12,845,890	\$14,948,680	\$14,948,680	\$32,504,497
Contingency			35,708,905		39,759,589	39,759,589	22,633,259
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	212,029,068	293,880,451	286,059,386	166,954,268	193,689,804	193,689,804	208,068,490
Restricted Debt Service	45,426,652	44,022,850	47,500,000	38,554,000	38,558,000	38,558,000	38,558,000
Unrestricted Funds	205,468,279	335,403,309	137,701,990	482,528,448	318,657,010	318,657,010	495,079,020
Total Ending Fund Balance	\$462,923,999	\$673,306,610	\$471,261,376	\$688,036,716	\$550,904,814	\$550,904,814	\$741,705,510
Total Requirements	\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	\$1,483,977,346	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

*Budgetary Fund Balance. Restricted funds include funds withdrawn by the Trustee 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.

CIP Resources

	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	3,036,417	9,455,654	37,008,008	11,252,422	42,625,832	42,625,832	46,970,721
Federal Transit Administration Grants, Programmed	37,040,636	26,125,247	64,371,461	37,556,185	48,220,149	48,220,149	72,246,887
Revenue Bond Proceeds	128,208,072	158,794,086	230,652,360	126,926,183	116,837,073	116,837,073	158,885,778
Operating Resources Dedicated for Capital*	16,363,644	24,854,764	45,760,060	15,685,421	93,513,802	93,513,802	89,801,314
Total CIP Resources	\$184,648,769	\$219,229,751	\$377,791,889	\$191,420,211	\$301,196,856	\$301,196,856	\$367,904,700

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

CIP Requirements

Operating	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division		541,375	4,356,737	279,340			30,000
Transportation Division	2,794,646	4,497,895	190,000	102,909			
Safety & Security Division	4,617,611	7,705,742	10,165,271	7,839,917	3,214,324	3,214,324	6,035,714
Maintenance Division	85,577,597	114,950,607	151,096,829	94,567,274	136,482,406	136,482,406	163,782,302
Information Technology Division	6,252,473	1,740,785	9,016,211	3,270,033	10,051,987	10,051,987	15,367,656
Public Affairs Division	591,559	1,180,617	8,406,895	1,364,821	1,866,666	1,866,666	1,866,666
Finance & Administrative Services Division	2,395,210	3,660,701	19,208,862	2,649,246	3,506,438	3,506,438	4,273,261
Legal Services Division	629,815	675,557	824,086	745,208	4,431,630	4,431,630	4,748,889
Engineering & Construction Division	81,789,858	84,276,472	174,526,998	80,601,463	141,643,405	141,643,405	171,800,212
Total CIP Requirements	\$184,648,769	\$219,229,751	\$377,791,889	\$191,420,211	\$301,196,856	\$301,196,856	\$367,904,700

Summary of Fund History

FY2019 Actual	FY2020 Actual	FY2021 Budget	Fund	FY2022		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
666,451,666	535,318,920	569,399,342	Beginning Fund Balance-Restricted & Unrestricted	594,718,875	594,718,875	688,036,716
106,832,387	85,584,900	57,800,000	Passenger Revenue	56,200,000	56,200,000	51,100,000
20,377,738	19,598,333	16,448,200	Other Operating Revenue	11,964,000	11,964,000	11,964,000
372,750,752	398,353,398	362,016,500	Tax Revenue	409,160,000	409,160,000	415,000,000
122,769,390	261,917,126	262,096,621	Other Revenue	207,890,569	207,890,569	357,545,120
5,026,950	13,258,393	10,969,354	Other Non-Operating Resources	9,683,491	9,683,491	16,326,491
	250,047,580	200,000,000	Bond Proceeds	200,000,000	200,000,000	200,000,000
10,000,000		60,000,000	Bank Line of Credit	60,000,000	60,000,000	60,000,000
42,500,535	10,358,394		Light Rail Funds Restricted for Debt Service	3,410,523	3,410,523	4,192,741
\$1,346,709,418	\$1,574,437,044	\$1,538,730,017	Total Operating Program Resources	\$1,553,027,458	\$1,553,027,458	\$1,804,165,068
			B. Requirements			
365,565,529	377,642,609	422,194,829	Personnel Services	426,428,187	426,428,187	446,579,079
166,873,987	171,105,157	189,980,400	Materials & Services	180,715,600	180,715,600	181,353,700
159,664,589	130,928,239	122,596,606	Debt Service	126,509,190	126,509,190	126,509,190
16,444,334	27,447,185	20,575,481	Other Non-Operating Requirements	14,948,680	14,948,680	32,504,497
		35,708,905	Contingency	39,759,589	39,759,589	22,633,259
462,923,999	673,306,610	471,261,376	Ending Fund Balance-Restricted & Unrestricted	550,904,814	550,904,814	741,705,510
\$1,171,472,438	\$1,380,429,800	\$1,262,317,597	Total Operating Program Requirements	\$1,339,266,060	\$1,339,266,060	\$1,551,285,235
			II. CIP			
			A. Resources			
3,036,417	9,455,654	37,008,008	State, Local Government & Private Contributions	42,625,832	42,625,832	46,970,721
6,375,373	15,766,853	64,371,461	Federal Transit Administration Grants	44,809,626	44,809,626	68,054,146
\$9,411,790	\$25,222,507	\$101,379,469	Total CIP Resources	\$87,435,458	\$87,435,458	\$115,024,867
			B. Requirements			
184,648,769	219,229,751	377,791,889	Projects	301,196,856	301,196,856	367,904,700
\$184,648,769	\$219,229,751	\$377,791,889	Total CIP Requirements	\$301,196,856	\$301,196,856	\$367,904,700
\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	Total Resources	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935
\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	Total Requirements	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022		
					Proposed	Approved	Adopted
Special Transportation Fund Formula	3,902,407	4,197,436	3,536,341	4,197,437	3,326,698	3,326,698	3,326,698
Special Transportation Fund Discretionary	609,054	9,411					
Title XIX Match Clackamas, Multnomah & Washington Counties	2,544	85,816	740,562				
State STIF-Discretionary	21,612						500,000
State STIF-Formula Regional Coordination	27,082	108,200	3,534,613	3,119,150	3,100,001	3,100,001	4,321,001
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet		8,857,530	3,157,838	3,629,303	3,256,792	3,256,792	3,020,792
Total pass through revenues and requirements	\$4,562,699	\$13,258,393	\$10,969,354	\$10,945,890	\$9,683,491	\$9,683,491	\$11,168,491

REGIONAL FUND EXCHANGE PAYMENTS

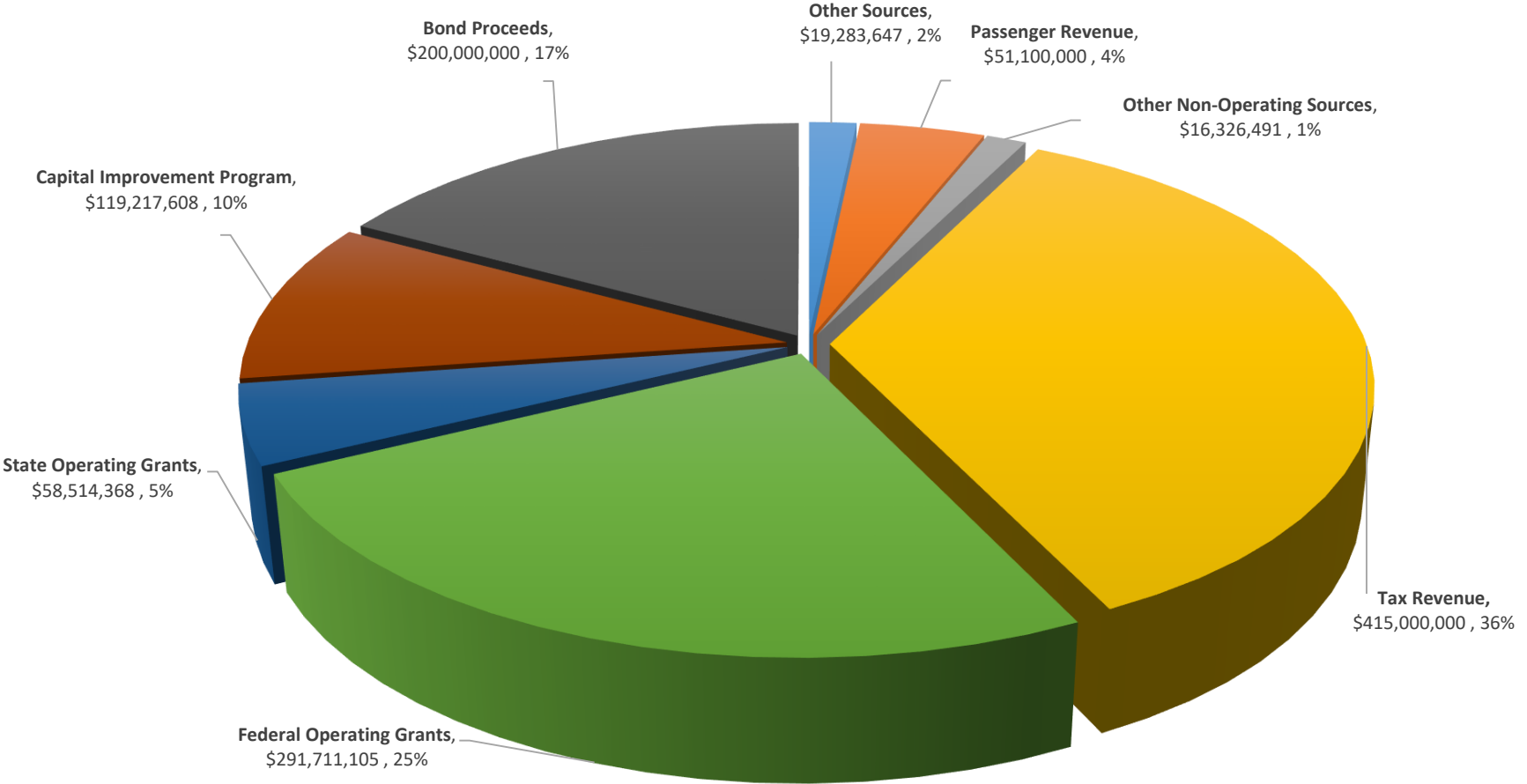
	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022		
					Proposed	Approved	Adopted
Metro Program Fund Exchanges	4,786,635	7,688,792	7,706,127		5,265,189	5,265,189	16,178,006
Total regional fund exchanges	\$4,786,635	\$7,688,792	\$7,706,127	\$0	\$5,265,189	\$5,265,189	\$16,178,006

SPECIAL PAYMENTS

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Budget	FY2022		
					Proposed	Approved	Adopted
Active Transportation/Safe Routes to School	2,000,000						
Metro Regional Funding Agreement		1,500,000					
Enhanced Transit Projects	95,000						
ODOT Project Development: Highway/Arterial	5,000,000	5,000,000					
City of Portland/Streetcar (Stimulus Credit)			1,900,000	1,900,000			5,158,000
Total special payments	\$7,095,000	\$6,500,000	\$1,900,000	\$1,900,000	\$0	\$0	\$5,158,000

TOTAL RESOURCES

Budget FY2022



Total Resources = \$1,171,153,219*
*Total Resources excludes Line of Credit & Beginning Fund Balance of \$748,036,716

Resource Summary

Revenue Category	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	399,336,631	212,029,068	358,295,651	293,880,451	127,929,114	127,929,114	166,954,268
Restricted Fund Adjustment		72,394,921					
Restricted Debt Service	59,291,993	45,426,652	45,500,000	44,022,850	38,554,000	38,554,000	38,554,000
Unrestricted Budgetary Fund Balance	207,823,042	205,468,279	165,603,691	335,403,309	428,235,761	428,235,761	482,528,448
Total Beginning Fund Balance	\$666,451,666	\$535,318,920	\$569,399,342	\$673,306,610	\$594,718,875	\$594,718,875	\$688,036,716
Operating Revenue							
Passenger	106,832,387	85,584,900	57,800,000	38,800,000	56,200,000	56,200,000	51,100,000
Transit Advertising	3,741,830	3,752,500	3,285,300	2,329,000	3,000,000	3,000,000	3,000,000
ATP Serv - Contract Rev	8,061,672	7,424,181	4,588,900	220,480	864,000	864,000	864,000
Service Contracts	8,574,236	8,421,652	8,574,000	7,805,000	8,100,000	8,100,000	8,100,000
Total Operating Revenue	\$127,210,125	\$105,183,233	\$74,248,200	\$49,154,480	\$68,164,000	\$68,164,000	\$63,064,000
Tax Revenue **							
Payroll Tax Rev-Employer	354,486,790	380,772,930	343,395,200	383,900,000	396,197,000	396,197,000	398,296,000
Payroll Tax Rev-Self Empl	16,254,849	14,863,842	16,028,600	13,400,000	9,658,000	9,658,000	13,903,000
Payroll Tax Rev-State In-Lieu	2,009,113	2,716,626	2,592,700	2,700,000	3,305,000	3,305,000	2,801,000
Total Tax Revenue	\$372,750,752	\$398,353,398	\$362,016,500	\$400,000,000	\$409,160,000	\$409,160,000	\$415,000,000
Other Revenue							
Federal Operating Grants	95,086,660	215,945,404	231,084,853	274,131,779	169,012,907	169,012,907	291,711,105
State STIF-Discretionary		15,840	350,000	456,160			85,000
State STIF-Formula	3,469,676	11,453,980	20,194,315	17,928,338	31,037,062	31,037,062	57,404,368
State Operating Grants	1,111,897	850,328	1,527,953	850,296	1,025,000	1,025,000	1,025,000
Local Operating Grants		112,756	19,700	182,533	50,300	50,300	464,347
Local Operating Revenue		1,318,696	1,319,200	2,007,548	2,093,300	2,093,300	2,093,300
Interest	14,489,668	17,953,252	2,613,000	642,000	650,000	650,000	650,000
Miscellaneous	\$8,611,489	\$14,266,870	\$4,987,600	\$5,563,105	\$4,022,000	\$4,022,000	\$4,112,000
Total Other Revenue	\$122,769,390	\$261,917,126	\$262,096,621	\$301,761,759	\$207,890,569	\$207,890,569	\$357,545,120
Total Operating Resources(Excluding Beginning Fund Balance)	\$622,730,267	\$765,453,757	\$698,361,321	\$750,916,239	\$685,214,569	\$685,214,569	\$835,609,120
CIP Resources	9,411,789	25,222,507	101,379,469	42,906,026	87,435,458	87,435,458	115,024,867
Bond Proceeds		250,047,580	200,000,000		200,000,000	200,000,000	200,000,000
Light Rail Program Resources	42,500,535	10,358,394		5,902,581	3,410,523	3,410,523	4,192,741
Bank Line of Credit Principal	10,000,000		60,000,000		60,000,000	60,000,000	60,000,000
Other Non-Operating Resources	5,026,950	13,258,393	10,969,354	10,945,890	9,683,491	9,683,491	16,326,491
Total Resources	\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	\$1,483,977,346	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

* 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	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	399,336,631	212,029,068	358,295,651	293,880,451	127,929,114	127,929,114	166,954,268
Restricted Fund Adjustment		72,394,921					
Restricted Debt Service	59,291,993	45,426,652	45,500,000	44,022,850	38,554,000	38,554,000	38,554,000
Unrestricted Budgetary Fund Balance	207,823,042	205,468,279	165,603,691	335,403,309	428,235,761	428,235,761	482,528,448
Total Beginning Fund Balance	\$666,451,666	\$535,318,920	\$569,399,342	\$673,306,610	\$594,718,875	\$594,718,875	\$688,036,716
Operating Revenue							
Passenger	106,832,387	85,584,900	57,800,000	38,800,000	56,200,000	56,200,000	51,100,000
Transit Advertising	3,741,830	3,752,500	3,285,300	2,329,000	3,000,000	3,000,000	3,000,000
ATP Serv - Contract Rev	8,061,672	7,424,181	4,588,900	220,480	864,000	864,000	864,000
Service Contracts	8,574,236	8,421,652	8,574,000	7,805,000	8,100,000	8,100,000	8,100,000
Local Operating Revenue		1,318,696	1,319,200	2,007,548	2,093,300	2,093,300	2,093,300
Total Operating Revenue	\$127,210,125	\$106,501,929	\$75,567,400	\$51,162,028	\$70,257,300	\$70,257,300	\$65,157,300
Non-Operating Resources							
Interest	14,489,668	17,953,252	2,613,000	642,000	650,000	650,000	650,000
Miscellaneous	8,611,489	14,266,870	4,987,600	5,563,105	4,022,000	4,022,000	4,112,000
Total Non-Operating Resources	\$23,101,157	\$32,220,122	\$7,600,600	\$6,205,105	\$4,672,000	\$4,672,000	\$4,762,000
Tax Revenue **							
Payroll Tax Rev-Employer	354,486,790	380,772,930	343,395,200	383,900,000	396,197,000	396,197,000	398,296,000
Payroll Tax Rev-Self Empl	16,254,849	14,863,842	16,028,600	13,400,000	9,658,000	9,658,000	13,903,000
Payroll Tax Rev-State In-Lieu	2,009,113	2,716,626	2,592,700	2,700,000	3,305,000	3,305,000	2,801,000
Total Tax Revenue	\$372,750,752	\$398,353,398	\$362,016,500	\$400,000,000	\$409,160,000	\$409,160,000	\$415,000,000
Grants							
Federal Operating Grants	95,086,660	215,945,404	231,084,853	274,131,779	169,012,907	169,012,907	291,711,105
State STIF-Discretionary		15,840	350,000	456,160			85,000
State STIF-Formula	3,469,676	11,453,980	20,194,315	17,928,338	31,037,062	31,037,062	57,404,368
State Operating Grants	1,111,897	850,328	1,527,953	850,296	1,025,000	1,025,000	1,025,000
Local Operating Grants		112,756	19,700	182,533	50,300	50,300	464,347
Capital Grants	48,875,608	26,125,247	64,371,461	29,311,047	48,220,149	48,220,149	72,246,887
Total Grants	\$148,543,841	\$254,503,555	\$317,548,282	\$322,860,153	\$249,345,418	\$249,345,418	\$422,936,707
Other Resources							
Capital Assistance	3,036,717	9,455,654	37,008,008	19,497,560	42,625,832	42,625,832	46,970,721
Bond Proceeds		250,047,580	200,000,000		200,000,000	200,000,000	200,000,000
Bank Line of Credit Principal	10,000,000		60,000,000		60,000,000	60,000,000	60,000,000
Other Non-Operating Resources	5,026,950	13,258,393	10,969,354	10,945,890	9,683,491	9,683,491	16,326,491
Total Other Resources	\$18,063,667	\$272,761,627	\$307,977,362	\$30,443,450	\$312,309,323	\$312,309,323	\$323,297,212
Total Resources	\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	\$1,483,977,346	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

* 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	Percent of Contributions	FY2022		
			Proposed	Approved	Adopted
Federal Operating Grants					
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance	80.00%	40,537,596	40,537,596	41,000,000
FTA Section 5307 UZA Formula (CARES Act & CRRSAA)	Preventive Maintenance & Operating Assistance	100.00%	72,645,986	72,645,986	157,176,500
FTA Section 5337 State of Good Repair	Preventive Maintenance	80.00%	24,836,471	24,836,471	26,000,000
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service	89.73%	21,840,000	21,840,000	43,230,000
Regional STBG & CMAQ FHWA Flex Funds	Metro Program Fund Exchanges	89.73%	5,265,189	5,265,189	16,178,006
Regional STBG FHWA Flex Funds	Regional Transp Options Program	89.73%	387,674	387,674	468,346
FTA Section 20005b Pilot Program for TOD Plan	Transit Oriented Development	77.00%	469,000	469,000	595,000
FTA Section 5312 Innovations in Transit Public Safety	Integrated Mobility Options	77.46%	1,188,982	1,188,982	1,493,477
Transit Security Operating Grant Funds	Anti-Terrorism Transit Security	100.00%	152,000	152,000	190,000
Hazard Mitigation Grant Program	Disaster Relief and Emergency Assistance	75.00%	75,000	75,000	75,000
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	80.00%	1,343,821	1,343,821	1,343,821
Homeland Security Funds	Safety & Security-Police/Canine	100.00%	271,188	271,188	473,188
FEMA Public Assistance under the Stafford Act	COVID-19 Pandemic Emergency Protective Measures	75.00%			2,494,412
FTA Helping Obtain Prosperity for Everyone Prog (HOPE)	Metro Tualatin Valley Highway Transit Project Dev	90.00%			400,000
FTA Section 5312 Public Transp Innovation Program	Risk Ranking Tool & Data Validation for Grade Safety Crossing	76.76%			593,355
Total Federal Operating Grants			\$169,012,907	\$169,012,907	\$291,711,105
Federal CIP Grants					
FTA Section 5339(a) Bus & Bus Facilities	Fixed Route Buses Repl & Exp-Diesel Buses	80.00%	1,792,000	1,792,000	1,792,000
FEMA Transit Security Grant Program	Intrusion Detection	100.00%	580,500	580,500	976,000
FTA Section 5309 CIG New Starts	Portland-Milwaukie Light Rail Project	55.88%	3,410,523	3,410,523	4,192,741
FTA Section 5309 CIG Small Starts	Division Transit Project	61.15%	42,074,864	42,074,864	56,581,218
FTA Section 5339(c) Low or No-Emission Vehicle	Electric Buses	49.00%			1,848,036
FTA Section 5312 Innovations in Transit Public Safety	Operator Safety & Rider Awareness	72.34%			148,319
FTA Section 5307 Urbanized Area Formula	162nd Avenue Pedestrian Access Improvement	80.00%	362,262	362,262	362,262
Regional STBG FHWA Flex	Red Line Extension & Reliability Improvement	80.00%			4,000,000
Regional STBG FHWA Flex	Rail Crossing Safety Enhancements	75.75%			780,533
Regional STBG FHWA Flex	Powell-Division Corridor Safety & Access to Transit	89.73%			1,565,778
Total Federal CIP Grants			\$48,220,149	\$48,220,149	\$72,246,887
Total Federal Grants			\$217,233,056	\$217,233,056	\$363,957,992

Federal & State Grant/Local Contribution Summary

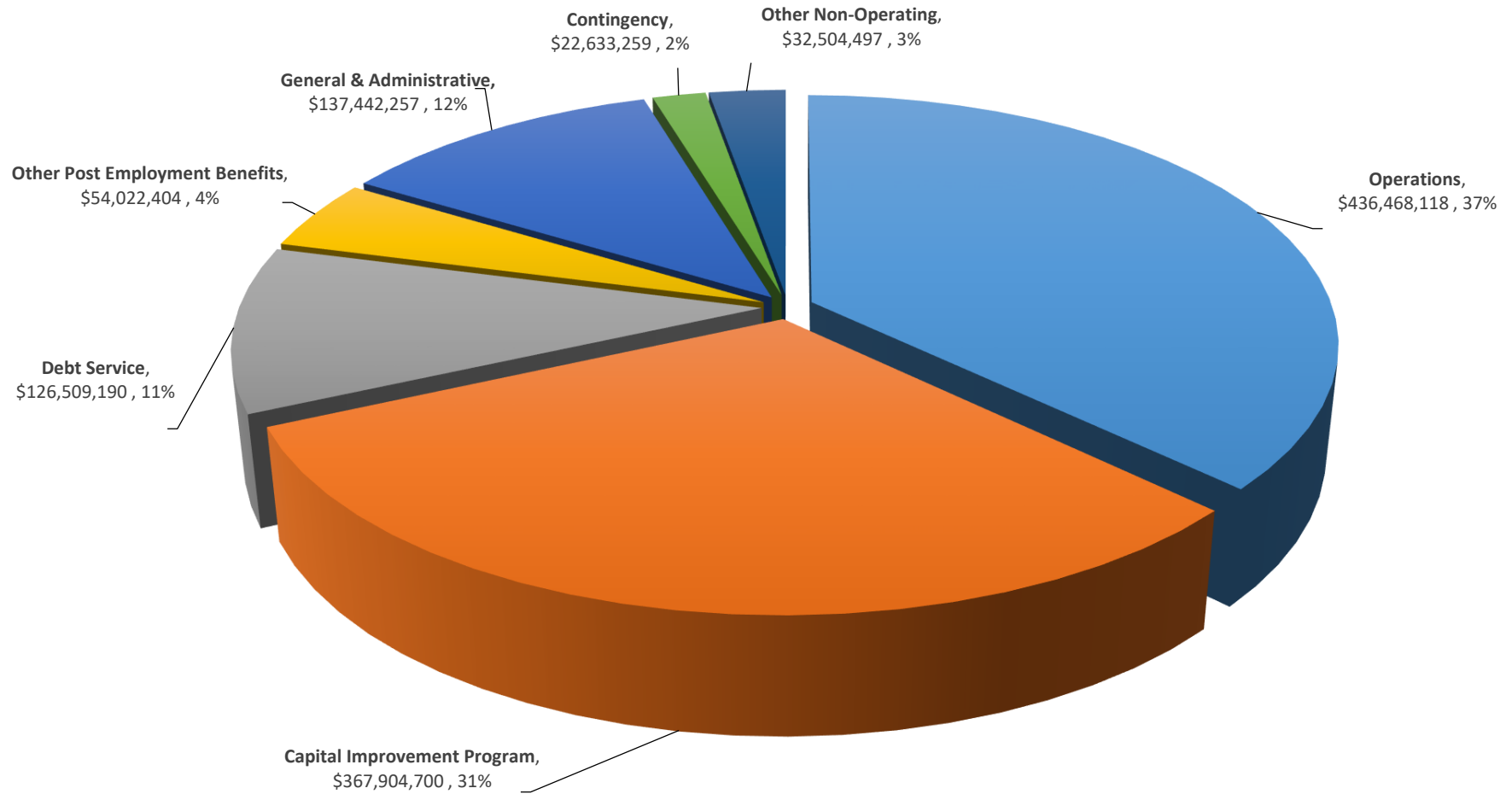
Type of Funding	Purpose	Percent of Contributions	FY2022		
			Proposed	Approved	Adopted
State Operating Grants					
State 5310 Formula	LIFT Operations	89.73%	907,314	907,314	907,314
State STIF-Formula	Service and Fare Programs	100.00%	31,037,062	31,037,062	57,404,368
State STIF-Discretionary	Spot Improvement Program & Market Study	80.00%			85,000
State Special Transportation	LIFT Operations	100.00%	117,686	117,686	117,686
Total State Operating Grants			\$32,062,062	\$32,062,062	\$58,514,368
State CIP Grants					
State STIF Formula	Diesel Bus Purchases		476,616	476,616	476,616
State STIF Formula	Electric Bus Purchases				2,097,612
State STIF Formula	Security Funds for Transit Enhancement		936,522	936,522	936,522
State ATCMTD Grant	Next Gen Transit Signal Priority		978,650	978,650	1,925,358
State STIF Formula	Garage, Layover & TC Expansion		3,000,000	3,000,000	3,000,000
State STIF Formula	Facilities System Master Plan		509,300	509,300	509,300
State STIF Formula	Transit Tracker Displays		666,666	666,666	666,666
State STIF Formula	Bus Stop Development		450,000	450,000	450,000
State STIF Formula	Electric Vehicle Infrastructure - Powell		8,684,046	8,684,046	8,684,046
State STIF Formula	Electric Vehicle Infrastructure - Columbia		44,870	44,870	44,870
State STIF Formula	Enhanced Transit Concepts		8,939,779	8,939,779	8,939,779
Total State CIP Grants			\$24,686,449	\$24,686,449	\$27,730,769
Total State Grants			\$56,748,511	\$56,748,511	\$86,245,137
Local Operating Grants					
East Multnomah Soil & Water	Green Pilot Project		30,000	30,000	41,967
Metro	Open Street Map Data Maintenance		20,300	20,300	20,300
Moovel, IBI, City of Portland, INIT, Uber & Ready Credit	Integrated Mobility Options				240,580
City of Portland, City of Hillsboro, City of Beaverton	Transit Oriented Development				140,250
Portland Bureau of Transportation	Transit Priority Spot Improvements				21,250
Total Local Operating Grants			\$50,300	\$50,300	\$464,347

Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	Percent of Contributions	FY2022		
			Proposed	Approved	Adopted
Local CIP Contributions					
City of Portland	162nd Avenue Pedestrian Access Improvement		90,565	90,565	90,565
City of Portland & City of Gresham	Powell-Division Corridor Safety & Access to Transit				58,796
City of Portland & City of Gresham	Division Transit Project		15,380,948	15,380,948	15,521,078
City of Portland	Division Transit Project - Fiber Betterment		449,513	449,513	762,669
Metro	TV Highway Improvements		178,357	178,357	178,357
BRIDGE Housing	Hollywood TC TOD & Substation Replacement		1,500,000	1,500,000	1,500,000
Pacific Power	Electric Vehicle Infrastructure - Columbia		100,000	100,000	100,000
Multiple Local Agencies	Third Party Recovery		240,000	240,000	1,028,487
Total Local CIP Contributions			\$17,939,383	\$17,939,383	\$19,239,952
Total Local Contributions			\$17,989,683	\$17,989,683	\$19,704,299

TOTAL REQUIREMENTS

Budget FY2022



Total Operating & Capital Requirements = \$1,177,484,425*
*Total Requirements exclude Ending Fund Balance of \$741,705,510.

Requirement Summary

Division/Department	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	687,878	650,044	643,719	604,965	647,963	647,963	718,146
Diversity & Transit Equity Department	1,228,919						
Internal Audit Department	248,620	292,188	310,506	323,618	307,903	307,903	313,230
Total Office of the General Manager Division	\$2,165,417	\$942,232	\$954,225	\$928,583	\$955,866	\$955,866	\$1,031,376
Chief Operation Officer Division							
Office of Chief Operating Officer Department		687,101	984,192	702,854	1,023,173	1,023,173	1,022,567
Operations Planning & Development Department		1,259,974	1,389,374	1,202,072	1,528,969	1,528,969	1,771,710
Business Planning & Asset Management Department		1,154,078	2,445,516	1,236,944	399,069	399,069	404,686
Operations Training & Planning Department		8,057,117	8,509,167	7,933,513	9,031,148	9,031,148	9,434,798
Total Chief Operation Officer Division		\$11,158,270	\$13,328,249	\$11,075,383	\$11,982,359	\$11,982,359	\$12,633,761
Transportation Division							
Transportation Administration Department	2,719,885	1,336,033	1,123,983	792,395	1,248,511	1,248,511	1,206,587
Bus Transportation Department	133,707,095	146,496,368	156,000,187	143,531,805	158,601,406	158,601,406	167,790,461
Field Operations Department	18,967,046						
Service Delivery Department	1,681,006	2,542,253	2,332,863	2,391,913	2,255,508	2,255,508	2,255,807
Accessible Transportation Programs Department	37,717,269	33,006,006	41,497,475	23,832,673	38,267,390	38,267,390	38,279,260
Rail Transportation Department	23,990,155	35,431,370	35,512,386	33,267,936	34,897,425	34,897,425	36,828,998
Commuter Rail Department	6,050,894	6,171,244	7,381,384	6,086,002	7,407,251	7,407,251	7,504,812
Portland Streetcar Department	16,604,710	17,038,270	18,168,783	16,785,021	17,395,424	17,395,424	17,840,251
Total Transportation Division	\$241,438,060	\$242,021,544	\$262,017,061	\$226,687,745	\$260,072,915	\$260,072,915	\$271,706,176
Safety & Security Division							
Safety & Security Administration Department		846,747	642,357	589,802	717,506	717,506	736,510
Safety & Environmental Services Department	3,762,631	3,076,421	3,104,839	2,665,397	3,083,823	3,083,823	3,214,038
Security & Emergency Management Department	19,233,132	20,248,623	27,665,043	18,475,196	28,013,933	28,013,933	28,548,261
Bus Transportation Training Department	4,431,074						
Rail Transportation Training Department	1,798,237						
Total Safety & Security Division	\$29,225,074	\$24,171,791	\$31,412,239	\$21,730,395	\$31,815,262	\$31,815,262	\$32,498,809
Maintenance Division							
Maintenance Administration Department		873,118	1,748,776	1,115,357	1,913,974	1,913,974	1,874,110
Bus Maintenance Department	64,346,536	60,178,046	72,677,024	62,462,497	71,189,926	71,189,926	74,067,312
Facilities Management Bus-Rail Department	20,824,982	22,395,651	24,906,065	22,352,820	23,213,438	23,213,438	23,725,793
Rail Maintenance Of Way Department	18,165,371	17,666,922	20,891,557	17,728,644	20,682,600	20,682,600	21,344,701
Rail Equipment Maintenance Department	45,119,028	48,286,172	44,949,979	43,467,663	42,347,789	42,347,789	43,750,026
Total Maintenance Division	\$148,455,917	\$149,399,909	\$165,173,401	\$147,126,981	\$159,347,727	\$159,347,727	\$164,761,942

Requirement Summary

Division/Department	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	13,427,001	6,886,469	9,636,283	9,553,834	11,363,106	11,363,106	11,832,449
IT Operations & Infrastructure Department		3,529,896	3,439,029	3,207,354	3,407,886	3,407,886	3,438,114
Information Security Department		646,017	725,236	572,856	1,024,108	1,024,108	1,037,328
Enterprise Systems Department		4,546,027	5,170,937	4,568,142	5,304,040	5,304,040	5,375,767
Intelligent Transportation Systems Department		2,589,061	2,539,698	2,671,464	2,780,840	2,780,840	2,826,958
Total Information Technology Division	\$13,427,001	\$18,197,470	\$21,511,183	\$20,573,650	\$23,879,980	\$23,879,980	\$24,510,616
Public Affairs Division							
Public Affairs Administration Department	555,095	788,479	1,112,323	1,024,021	1,023,147	1,023,147	1,007,240
Policy & Planning Department	5,207,339	4,072,423	5,540,567	4,497,311			
GIS & Location Based Services Department	555,612						
Transit Equity Inclusion & Community Affairs Department		1,552,261	3,083,993	1,589,568	2,997,098	2,997,098	2,997,037
Government Services and Public Affairs Department	635,406	887,465	1,004,197	919,459	1,060,894	1,060,894	826,448
Communications & Marketing Department	4,596,676	4,436,626	4,016,932	3,478,595	4,686,978	4,686,978	5,039,027
Customer Information Services Department	3,877,235	3,603,571	3,818,263	3,322,366	3,718,521	3,718,521	3,846,611
Total Public Affairs Division	\$15,427,363	\$15,340,825	\$18,576,275	\$14,831,320	\$13,486,638	\$13,486,638	\$13,716,363
Finance & Administrative Services Division							
Finance & Administrative Services Department	1,094,425	788,045	1,083,454	841,999	1,142,649	1,142,649	1,123,161
Financial Services Department	2,790,921	2,897,009	3,222,062	3,027,312	3,327,391	3,327,391	3,427,199
Budget & Grants Administration Department	1,184,157	1,169,560	1,276,514	1,166,488	1,330,923	1,330,923	1,453,473
Risk Management Department	3,706,133	4,088,391	4,342,908	4,391,826	5,044,494	5,044,494	5,057,021
Procurement & Supply Chain Management Department	1,685,248	5,111,337	6,259,113	5,228,030	6,068,686	6,068,686	6,354,212
Fare Revenue & Administrative Services Department	9,878,254	10,749,740	12,844,003	8,272,457	12,493,221	12,493,221	12,763,543
Total Finance & Administrative Services Division	\$20,339,138	\$24,804,082	\$29,028,054	\$22,928,112	\$29,407,364	\$29,407,364	\$30,178,609
Labor Relations & Human Resources Division							
Human Resources Administration Department	1,015,387	622,721	1,126,160	580,946	1,195,008	1,195,008	1,204,609
Benefits & HRIS Department	1,633,452	1,385,419	1,678,488	1,410,090	1,693,997	1,693,997	1,688,545
Talent Management Department	1,543,537	1,610,963	2,089,005	1,853,252	2,286,008	2,286,008	2,774,150
Labor Relations Department	939,782	717,752	840,443	770,522	744,854	744,854	839,544
Compensation Department		475,136	452,552	467,299	501,133	501,133	608,620
Total Labor Relations & Human Resources Division	\$5,132,158	\$4,811,991	\$6,186,648	\$5,082,109	\$6,421,000	\$6,421,000	\$7,115,468
Legal Services Division							
Legal Services Administration Department	2,276,330	1,383,347	1,528,807	1,305,810	1,571,026	1,571,026	1,580,284
Litigation Department		948,196	965,350	938,351	973,707	973,707	989,648
Real Estate & Transit Oriented Development Department		2,322,713	3,755,301	3,181,080	3,524,317	3,524,317	3,616,967
Total Legal Services Division	\$2,276,330	\$4,654,256	\$6,249,458	\$5,425,241	\$6,069,050	\$6,069,050	\$6,186,899

Requirement Summary

Division/Department	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	549,712	1,127,864	1,529,296	1,090,899	1,770,996	1,770,996	1,865,631
Policy & Planning Department					6,844,716	6,844,716	6,648,573
Design & Construction Department	3,834,858	629,815	1,814,873	809,655	780,956	780,956	784,048
Major Projects Department		133,515	421,176	318,593	275,583	275,583	272,104
Project Development & Permitting Department		565,699	314,725	298,325			
Total Engineering & Construction Division	\$4,384,570	\$2,456,893	\$4,080,070	\$2,517,472	\$9,672,251	\$9,672,251	\$9,570,356
Other Post Employment Benefits	50,168,488	50,788,503	53,658,366	52,240,931	54,033,375	54,033,375	54,022,404
Debt Service	159,664,589	130,928,239	122,596,606	60,526,607	126,509,190	126,509,190	126,509,190
Total Operating Requirements	\$692,104,105	\$679,676,005	\$734,771,835	\$591,674,529	\$733,652,977	\$733,652,977	\$754,441,969
Capital Improvement Program (CIP)							
Chief Operating Officer Division		541,375	4,356,737	279,340			30,000
Transportation Division	2,794,646	4,497,895	190,000	102,909			
Safety & Security Division	4,617,611	7,705,742	10,165,271	7,839,917	3,214,324	3,214,324	6,035,714
Maintenance Division	85,577,597	114,950,607	151,096,829	94,567,274	136,482,406	136,482,406	163,782,302
Information Technology Division	6,252,473	1,740,785	9,016,211	3,270,033	10,051,987	10,051,987	15,367,656
Public Affairs Division	591,559	1,180,617	8,406,895	1,364,821	1,866,666	1,866,666	1,866,666
Finance & Administrative Services Division	2,395,210	3,660,701	19,208,862	2,649,246	3,506,438	3,506,438	4,273,261
Legal Services Division	629,815	675,557	824,086	745,208	4,431,630	4,431,630	4,748,889
Engineering & Construction Division	81,789,858	84,276,472	174,526,998	80,601,463	141,643,405	141,643,405	171,800,212
Total Capital Improvement Program (CIP)	\$184,648,769	\$219,229,751	\$377,791,889	\$191,420,211	\$301,196,856	\$301,196,856	\$367,904,700
Pass Through Revenues & Requirements	4,562,699	13,258,393	10,969,354	10,945,890	9,683,491	9,683,491	11,168,491
Regional Fund Exchange Payments	4,786,635	7,688,792	7,706,127		5,265,189	5,265,189	16,178,006
Special Payments	7,095,000	6,500,000	1,900,000	1,900,000			5,158,000
Total Other Non-Operating Requirements	\$16,444,334	\$27,447,185	\$20,575,481	\$12,845,890	\$14,948,680	\$14,948,680	\$32,504,497
Contingency			35,708,905		39,759,589	39,759,589	22,633,259
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	212,029,068	293,880,451	286,059,386	166,954,268	193,689,804	193,689,804	208,068,490
Restricted Debt Service	45,426,652	44,022,850	47,500,000	38,554,000	38,558,000	38,558,000	38,558,000
Unrestricted Funds	205,468,279	335,403,309	137,701,990	482,528,448	318,657,010	318,657,010	495,079,020
Total Ending Fund Balance	\$462,923,999	\$673,306,610	\$471,261,376	\$688,036,716	\$550,904,814	\$550,904,814	\$741,705,510
Total Requirements	\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	\$1,483,977,346	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

*Budgetary Fund Balance. Restricted funds include funds withdrawn by the Trustee 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.

Requirements by Object Class (Summary of Detail Estimate Sheets)

Division/Department	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	1,543,049	813,902	853,325	866,290	855,966	855,966	881,476
Chief Operating Officer		10,105,814	11,280,749	9,971,758	11,159,459	11,159,459	11,810,861
Transportation	186,676,015	188,897,200	200,965,061	186,847,825	204,464,715	204,464,715	216,129,976
Safety & Security	8,147,359	3,875,186	5,331,139	4,981,046	5,517,462	5,517,462	6,201,609
Maintenance	83,010,789	79,715,983	100,606,401	86,005,545	100,198,127	100,198,127	105,362,342
Information Technology	8,323,011	10,505,307	11,938,683	11,398,714	13,648,180	13,648,180	14,049,116
Public Affairs	8,326,581	9,490,225	10,005,975	9,138,724	8,417,338	8,417,338	8,712,063
Finance & Administrative Services	11,507,543	15,520,167	17,800,254	15,581,254	17,644,564	17,644,564	18,375,809
Labor Relations & Human Resources	3,828,693	3,608,669	4,002,148	3,689,744	4,201,800	4,201,800	4,730,268
Legal Services	2,024,646	2,612,521	2,663,458	2,783,952	2,773,750	2,773,750	2,891,599
Engineering & Construction	2,153,349	1,831,517	3,489,270	2,099,271	3,713,451	3,713,451	3,611,556
Other Post Employment Benefits	50,024,494	50,666,118	53,258,366	52,053,308	53,833,375	53,833,375	53,822,404
Total Personnel Services	\$365,565,529	\$377,642,609	\$422,194,829	\$385,417,431	\$426,428,187	\$426,428,187	\$446,579,079
Materials & Services							
Office of the General Manager	622,368	128,330	100,900	62,293	99,900	99,900	149,900
Chief Operating Officer		1,052,456	2,047,500	1,103,625	822,900	822,900	822,900
Transportation	54,762,045	53,124,344	61,052,000	39,839,920	55,608,200	55,608,200	55,576,200
Safety & Security	21,077,715	20,296,605	26,081,100	16,749,349	26,297,800	26,297,800	26,297,200
Maintenance	65,445,128	69,683,926	64,567,000	61,121,436	59,149,600	59,149,600	59,399,600
Information Technology	5,103,990	7,692,163	9,572,500	9,174,936	10,231,800	10,231,800	10,461,500
Public Affairs	7,100,782	5,850,600	8,570,300	5,692,596	5,069,300	5,069,300	5,004,300
Finance & Administrative Services	8,831,595	9,283,915	11,227,800	7,346,858	11,762,800	11,762,800	11,802,800
Labor Relations & Human Resources	1,303,465	1,203,322	2,184,500	1,392,365	2,219,200	2,219,200	2,385,200
Legal Services	251,684	2,041,735	3,586,000	2,641,289	3,295,300	3,295,300	3,295,300
Engineering & Construction	2,231,221	625,376	590,800	418,201	5,958,800	5,958,800	5,958,800
Other Post Employment Benefits	143,994	122,385	400,000	187,623	200,000	200,000	200,000
Total Materials & Services	\$166,873,987	\$171,105,157	\$189,980,400	\$145,730,491	\$180,715,600	\$180,715,600	\$181,353,700
Other Requirements							
Capital Improvement Program (CIP)	184,648,769	219,229,751	377,791,889	191,420,211	301,196,856	301,196,856	367,904,700
Pass Through/Fund Exchanges/Special Payments	16,444,334	27,447,185	20,575,481	12,845,890	14,948,680	14,948,680	32,504,497
Debt Service	159,664,589	130,928,239	122,596,606	60,526,607	126,509,190	126,509,190	126,509,190
Contingency			35,708,905		39,759,589	39,759,589	22,633,259
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	212,029,068	293,880,451	286,059,386	166,954,268	193,689,804	193,689,804	208,068,490
Restricted Debt Service	45,426,652	44,022,850	47,500,000	38,554,000	38,558,000	38,558,000	38,558,000
Unrestricted Funds	205,468,279	335,403,309	137,701,990	482,528,448	318,657,010	318,657,010	495,079,020
Total Ending Fund Balance	\$462,923,999	\$673,306,610	\$471,261,376	\$688,036,716	\$550,904,814	\$550,904,814	\$741,705,510
Total Requirements	\$1,356,121,207	\$1,599,659,551	\$1,640,109,486	\$1,483,977,346	\$1,640,462,916	\$1,640,462,916	\$1,919,189,935

*Budgetary Fund Balance. Restricted funds include funds withdrawn by the Trustee 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.

Personnel Services Schedule

Expense Category	Explanation	Budget FY2021	Budget FY2022
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. \$192,488,461 for union and \$57,212,024 for non-union	236,707,492	249,700,485
Sick and Vac Payout	\$345,487 for union sick and vacation payout; \$489,301 for non-union vacation payout.	853,517	834,788
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	3,449,052	4,428,773
Scheduled Overtime	Overtime that has been built into union operator shifts.	10,747,322	11,495,442
Unscheduled Overtime	All other overtime except scheduled overtime.	12,138,979	11,786,704
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. \$5,781,051 for union and \$3,511,801 for non-union.	9,139,990	9,292,852
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$233,175 for union and \$107,001 for non-union.	128,116	340,176
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	\$57,272,209 for union medical and dental; \$10,051,700 for non-union medical and dental (includes \$63,000 for waived medical and dental benefits).	62,269,253	67,323,909
Disability and Life Insurance	\$845,465 for union Life/STD premiums; \$325,603 for non-union Life/LTD premiums.	894,741	1,171,068
Social Security FICA	7.65% of first \$142,800 of salaries and wages; 1.45% thereafter.	20,417,147	21,670,875
TriMet Payroll Tax-PRT	Average of 0.7887% of gross income. 0.7837% of 2021 gross income; 0.7937% of 2022 gross income.	2,086,576	2,241,547
Pension Expense-Normal Cost* (cost of benefits earned this year)	\$7,712,035 for union Defined Benefit pension; \$660,960 for non-union Defined Benefit pension; \$9,911,902 for union Defined Contribution pension; \$4,189,781 for non-union Defined Contribution pension.	21,509,803	22,474,678
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits	-12,419,251	-10,813,348
Workers' Compensation	Medical and time loss payments to employees injured in work related accidents. Time loss is paid at 66.7% of average weekly wage not to exceed \$1,454.24 per week.	4,332,000	4,127,000
Total Personnel Services**		\$368,936,463	\$392,756,675

* Union Defined Benefit pension assumes 7% return on investments decreasing to a 6.5% long-term rate over 15 years; non-union Defined Benefit assumes 6.5% long-term return on investments.

** Total does not include Other Post Employment Benefits cost of \$53,258,366 in FY2021 and \$53,822,404 in FY2022. See Other Post Employment Benefits department for DB pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget FY2021	Budget FY2022	Percent Change	Explanation
Adverstising/Promotion Media Fees	367,100	379,800	3.46%	
Audits	315,000	315,000	0.00%	
Banking Charges	2,647,000	2,647,000	0.00%	
Bridge, Tunnel & Highway Expenses	382,600	394,100	3.01%	
Casualty and Liability Costs	7,996,800	7,568,800	-5.35%	
Contract Maintenance	19,179,100	16,579,800	-13.55%	One-time-only expenditures removed.
Contracted Dispatch	2,562,800	2,558,300	-0.18%	
Contracted Eligibility Assessment	392,500	397,500	1.27%	
Custodial Service	1,831,600	1,481,400	-19.12%	Budget decreased to reflect actual expense.
Dues & Subscriptions	417,200	456,400	9.40%	
Education & Training	926,600	963,500	3.98%	
Employee Relations & Union Contractual Services	448,000	458,500	2.34%	
Health Benefit Consultant	253,100	253,100	0.00%	
Lease Expenses	2,989,200	2,491,900	-16.64%	
Legal	380,700	402,200	5.65%	
Light Rail Propulsion Power	5,796,300	5,568,900	-3.92%	
Maintenance Materials-Revenue Equipments	19,061,400	16,886,100	-11.41%	One-time-only expenditures removed.
Miscellaneous Expenses	417,600	368,600	-11.73%	
Other Materials & Services	7,361,400	8,451,900	14.81%	
Other Services	7,877,800	8,741,500	10.96%	
Portland Streetcar	9,899,200	8,874,000	-10.36%	
Professional & Technical Services	5,461,000	5,480,200	0.35%	
Purchased Transportation Service	33,931,600	31,782,100	-6.33%	
Revenue Vehicles - Diesel Fuel	15,152,100	14,190,500	-6.35%	\$2.35/gallon for bus; \$2.45/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	1,065,300	1,035,300	-2.82%	
Revenue Vehicles - Tires	1,437,000	1,493,800	3.95%	
Security Services	24,129,200	24,389,700	1.08%	
Software License Fees	8,426,100	8,098,200	-3.89%	
Temporary Help	437,600	319,700	-26.94%	Budget decreased to reflect actual expense.
Telephone Expense	748,100	838,500	12.08%	
Tickets, Passes & Fare Media Cards	2,030,200	2,030,200	0.00%	
Uniforms	743,600	748,600	0.67%	
Utilities (Natural Gas, Electricity, Water/Sewer)	4,515,600	4,508,600	-0.16%	
Total Materials & Services*	\$189,580,400	\$181,153,700	-4.44%	

*Total does not include Other Post Employment Benefit costs of \$400,000 in FY2021 and \$200,000 in FY2022. See Other Post Employment Benefits department for service contracts for retirement plans.

Summary of Employees

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022			Change FY2021-FY2022
				Proposed	Approved	Adopted	
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	3.00	4.00	4.00	4.00	4.00	4.00	0.00
Total Office of the General Manager Division	3.00	4.00	4.00	4.00	4.00	4.00	0.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees	34.00	36.00	38.00	34.00	34.00	36.00	-2.00
Limited Term Full-Time Employees			0.00	1.00	1.00	1.00	1.00
Union Employees							
Full-Time Employees	50.00	48.00	51.00	51.00	51.00	51.00	0.00
Total Chief Operating Officer Division	84.00	84.00	89.00	86.00	86.00	88.00	-1.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	64.00	61.00	64.00	62.00	62.00	59.00	-5.00
Limited Term Full-Time Employees	1.00	1.00	1.00	3.00	3.00	3.00	2.00
Union Employees							
Full-Time Employees	1,523.00	1,504.00	1,558.00	1,558.00	1,558.00	1,560.00	2.00
Part-Time Employees	237.75	221.25	238.50	238.50	238.50	238.50	0.00
Total Transportation Division	1,825.75	1,787.25	1,861.50	1,861.50	1,861.50	1,860.50	-1.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	18.00	21.00	24.00	24.00	24.00	24.00	0.00
Limited Term Full-Time Employees		1.00	1.00	2.00	2.00	6.00	5.00
Union Employees							
Full-Time Employees	4.00	13.00	21.00	21.00	21.00	21.00	0.00
Total Safety & Security Division	22.00	35.00	46.00	47.00	47.00	51.00	5.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	80.00	83.00	94.00	99.00	99.00	100.00	6.00
Limited Term Full-Time Employees	2.00	1.00	8.00	7.00	7.00	7.00	-1.00
Union Employees							
Full-Time Employees	682.00	738.00	783.00	771.00	771.00	770.00	-13.00
Limited Term Full-Time Employees			124.00	124.00	124.00	124.00	0.00
Total Maintenance Division	764.00	822.00	1,009.00	1,001.00	1,001.00	1,001.00	-8.00

Summary of Employees

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022			Change FY2021-FY2022
				Proposed	Approved	Adopted	
Information Technology Division							
Non-Union Employees							
Full-Time Employees	68.00	71.00	83.00	88.00	88.00	90.00	7.00
Limited Term Full-Time Employees			1.00	2.00	2.00	2.00	1.00
Total Information Technology Division	68.00	71.00	84.00	90.00	90.00	92.00	8.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	60.00	61.00	64.00	53.00	53.00	54.00	-10.00
Limited Term Full-Time Employees	12.00	13.00	12.00	9.00	9.00	9.00	-3.00
Limited Term Part-Time Employees	0.00	0.75	0.75	0.50	0.50	0.50	-0.25
Union Employees							
Full-Time Employees	21.00	20.00	22.00	22.00	22.00	22.00	0.00
Limited Term Full-Time Employees			1.00	0.00	0.00	0.00	-1.00
Part-Time Employees	5.25	4.50	5.25	5.25	5.25	5.25	0.00
Limited Term Part-Time Employees			3.00	0.00	0.00	0.00	-3.00
Total Public Affairs Division	98.25	99.25	108.00	89.75	89.75	90.75	-17.25
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	54.00	59.00	65.00	63.00	63.00	63.00	-2.00
Limited Term Full-Time Employees				0.00	0.00	1.00	1.00
Union Employees							
Full-Time Employees	83.00	78.00	88.50	87.00	87.00	87.00	-1.50
Part-Time Employees			0.00	1.50	1.50	1.50	1.50
Total Finance & Administrative Services Division	137.00	137.00	153.50	151.50	151.50	152.50	-1.00
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	18.00	24.00	32.00	32.00	32.00	37.00	5.00
Limited Term Full-Time Employees	1.00						
Part-Time Employees	1.00	0.80	0.80	0.80	0.80	0.80	0.00
Total Labor Relations & Human Resources Division	20.00	24.80	32.80	32.80	32.80	37.80	5.00
Legal Services Division							
Non-Union Employees							
Full-Time Employees	19.00	20.00	21.00	22.00	22.00	22.00	1.00
Limited Term Full-Time Employees		1.00	2.00	2.00	2.00	3.00	1.00
Total Legal Services Division	19.00	21.00	23.00	24.00	24.00	25.00	2.00

Summary of Employees

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022			Change FY2021-FY2022
				Proposed	Approved	Adopted	
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	56.00	57.00	66.00	68.00	68.00	69.00	3.00
Limited Term Full-Time Employees	16.00	22.00	27.00	16.00	16.00	13.00	-14.00
Part-Time Employees			0.00	0.80	0.80	0.80	0.80
Limited Term Part-Time Employees			0.00	0.75	0.75	0.75	0.75
Total Engineering & Construction Division	72.00	79.00	93.00	85.55	85.55	83.55	-9.45
Operating Program							
Non-Union Employees							
Full-Time Employees	474.00	497.00	555.00	549.00	549.00	558.00	3.00
Limited Term Full-Time Employees	32.00	39.00	52.00	42.00	42.00	45.00	-7.00
Part-Time Employees	1.00	1.55	0.80	1.60	1.60	1.60	0.80
Limited Term Part-Time Employees	0.00	0.75	0.75	1.25	1.25	1.25	0.50
Total Non Union Employees	507.00	538.30	608.55	593.85	593.85	605.85	-2.70
Union Employees							
Full-Time Employees	2,363.00	2,401.00	2,523.50	2,510.00	2,510.00	2,511.00	-12.50
Limited Term Full-Time Employees	0.00	0.00	125.00	124.00	124.00	124.00	-1.00
Part-Time Employees	243.00	225.75	243.75	245.25	245.25	245.25	1.50
Limited Term Part-Time Employees	0.00	0.00	3.00	0.00	0.00	0.00	-3.00
Total Union Employees	2,606.00	2,626.75	2,895.25	2,879.25	2,879.25	2,880.25	-15.00
Total Operating Program Employees (1)	3,113.00	3,165.05	3,503.80	3,473.10	3,473.10	3,486.10	-17.70

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

Changes in Staffing Levels Explained

Non-Union Employees

- 22.20 FTE eliminated as a reduction in force due to the local election ballot measure 26-218 failure
- 1.00 FTE eliminated due to a long term vacancy policy
- +5.00 FTE added as a result of the work reorganization from union positions
- +15.50 FTE added due to new work process requirements
- 2.70** Total Non-Union Employees

Union Employees

- 4.00 FTE eliminated as they were limited term in nature
- 5.00 FTE eliminated as a result of the work reorganization to non-union positions
- 6.00 FTE eliminated as a reduction in force
- 1.50 FTE in full-time equivalent were recategorized to part-time
- +1.50 FTE in part-time equivalent were recategorized from full-time
- 15.00** Total Union Employees

SUMMARY OF FIXED ROUTE SERVICE (Hours and Miles)

	FY2019 Actual	FY2020 Actual	FY2021 Adopted	FY2021 Estimate	FY2022 Adopted**	% Change Budget***	% Change Estimate****	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	44,677	36,743	45,027	39,736	46,378	3.00%	16.72%	86.00%
Light Rail (Train Hours)	6,918	5,808	6,093	5,808	6,093	0.00%	4.91%	11.30%
Commuter Rail (Train Hours)	108	81	122	81	122	0.00%	50.62%	0.23%
Portland Streetcar (Train Hours)*	1,430	1,123	1,431	1,265	1,336	-6.64%	5.61%	2.48%
Fixed Route Total	53,133	43,755	53,051	46,890	53,929	1.66%	15.01%	100.00%
Weekly Vehicle Miles								
Fixed Route								
Bus Service	558,463	433,822	528,696	467,511	528,696	0.00%	13.09%	73.02%
Light Rail (Car Miles)	193,740	174,077	175,420	163,434	175,420	0.00%	7.33%	24.24%
Commuter Rail (Train Miles)	2,344	1,478	2,307	1,478	2,307	0.00%	56.09%	0.32%
Portland Streetcar (Car Miles)*	18,831	6,943	18,836	7,549	17,585	-6.64%	132.94%	2.41%
Fixed Route Total	773,378	616,320	725,259	639,972	724,008	-0.17%	13.13%	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 60% of the City of Portland's net cost (after fares) of Portland Streetcar operation.

**The goal of the agency is to restore as much bus service as practical up to the FY2022 amount.

***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

	FY2019 Actual	FY2020 Actual	FY2021 Adopted	FY2021 Estimate	FY2022 Adopted**	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	586	448	589	496	616	4.58%	24.19%
Total Vehicles	709	713	725	698	695	-4.14%	-0.43%
Light Rail							
Peak Vehicles	116	94	116	94	116	0.00%	23.40%
Total Vehicles	145	145	145	145	145	0.00%	0.00%
Commuter Rail							
Peak Vehicles	3	2	3	2	2	-33.33%	0.00%
Total Vehicles	6	6	8	6	6	-25.00%	0.00%
Portland Streetcar*							
Peak Vehicles	12	10	14	12	12	-14.29%	0.00%
Total Vehicles	17	17	17	17	17	0.00%	0.00%
Accessible Transportation							
Peak Vehicles	215	49	225	52	225	0.00%	332.69%
Total Vehicles	268	278	278	278	278	0.00%	0.00%

*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 60% of the City of Portland's net cost (after fares) of Portland Streetcar operation.

**The goal of the agency is to restore as much bus service as practical up to the FY2022 amount.

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 FY2022 debt service is \$126.5 million, of which \$42.8 million is senior lien debt or 7.5% of continuing revenues, meeting the goal set by the Board. FY2022 anticipates issuing \$200 million in bonds.

Bond Rating: TriMet continues to set the pace with the highest bond rating in the country for any similar-sized transit agency. TriMet is the only tax-backed transit agency to earn a triple-A rating from three top rating agencies including Moody's and Standard & Poor's.

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.

Payroll Tax Bonds: TriMet issues payroll tax bonds for the acquisition or construction of a major capital asset with a useful life greater than one year. Payroll tax bonds which are backed by the Employer Payroll Tax Revenues.

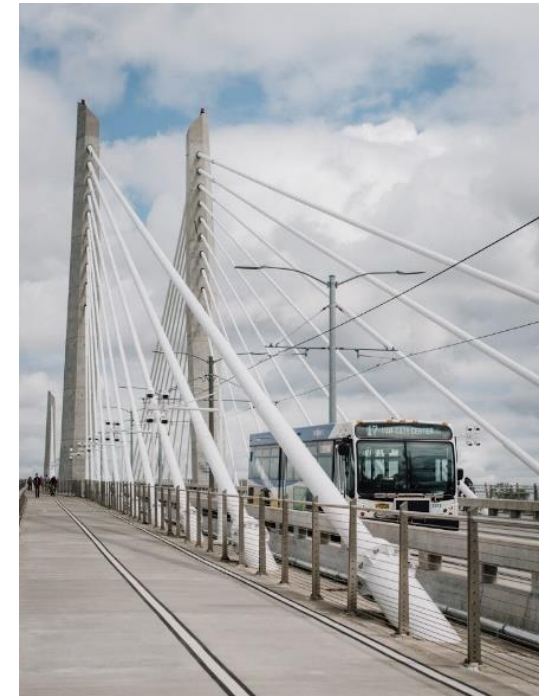
Capital Grant Receipt Bonds: Capital grant receipt bonds are payable from and secured solely by a pledge of Section 5307, Surface Transportation Block Grant Program (STBG), and Congestion Mitigation & Air Quality (CMAQ) federal grants, or replacement grant programs and amounts credited to a debt service account.

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

Short-Term Debt: In May 2019, TriMet entered into a \$60 million revolving credit agreement (RCA). The RCA is a three year facility that allows TriMet to draw for working capital and/or advances in capital projects. For FY2022, the budget includes the total amount available to draw, \$60 million, with the assumption it would be repaid by the end of the fiscal year or shortly thereafter.

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.

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, balance at June 30, 2021 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, 2021	Bond Ratings			
						Moody's	Standard & Poor's	Kroll	
Payroll Tax Bonds									
2009 A/B	Interim financing Capital Projects	12/27/2009	20	\$ 49,550	\$ 12,530	Aaa	AAA	AAA	
2012 A	Portland Milwaukie Light Rail Project	8/30/2012	25	93,290	5,850	Aaa	AAA	AAA	
2015 A/B	Capital projects and refinance bonds currently outstanding	9/9/2015	25	134,590	64,320	Aaa	AAA	AAA	
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	73,340	Aaa	AAA	AAA	
2017 A	Fund capital projects	2/22/2017	25	97,430	90,310	Aaa	AAA	AAA	
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	145,210	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	237,105	Aaa	AAA	AAA	
Balance at June 30, 2021 for all Payroll Tax Bonds					\$ 628,665				
Capital Grant Receipt Bonds									
2011	Capital projects including new buses, construction on Portland to Milwaukie Light Rail Project, and other regional projects.	6/20/2013	16	142,380	11,390	A3	A	Not Rated	
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	76,015	A3	A	Not Rated	
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	113,505	A3	A	Not Rated	
Balance at June 30, 2021 for all capital Grant Receipt Bonds					\$ 200,910				
Balance at June 30, 2021 all Bonds					\$ 829,575				

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
2022	\$ 13,575	\$ 24,979	\$ 38,554	\$ 11,800	\$ 9,296	\$ 21,096	\$ 25,375	\$ 34,274	\$ 59,649
2023	\$ 14,225	\$ 24,333	\$ 38,558	\$ 12,835	\$ 8,684	\$ 21,519	\$ 27,060	\$ 33,017	\$ 60,077
2024	\$ 14,855	\$ 23,700	\$ 38,555	\$ 13,465	\$ 8,027	\$ 21,492	\$ 28,320	\$ 31,726	\$ 60,046
2025	\$ 15,530	\$ 23,027	\$ 38,557	\$ 14,105	\$ 7,337	\$ 21,442	\$ 29,635	\$ 30,364	\$ 59,999
2026	\$ 16,300	\$ 22,256	\$ 38,556	\$ 14,795	\$ 6,615	\$ 21,410	\$ 31,095	\$ 28,871	\$ 59,966
FY2027-FY2031	\$ 93,030	\$ 99,753	\$ 192,783	\$ 71,515	\$ 21,970	\$ 93,485	\$ 164,545	\$ 121,723	\$ 286,268
FY2032-FY2036	\$ 114,560	\$ 78,211	\$ 192,771	\$ 62,395	\$ 4,996	\$ 67,391	\$ 176,955	\$ 83,207	\$ 260,162
FY2037-FY2041	\$ 139,515	\$ 53,242	\$ 192,757				\$ 139,515	\$ 53,242	\$ 192,757
FY2022-FY2046	\$ 112,615	\$ 27,454	\$ 140,069				\$ 112,615	\$ 27,454	\$ 140,069
FY2047-FY2052	\$ 94,460	\$ 6,071	\$ 100,531				\$ 94,460	\$ 6,071	\$ 100,531
Total	\$ 628,665	\$ 383,025	\$ 1,011,690	\$ 200,910	\$ 66,923	\$ 267,833	\$ 829,575	\$ 449,948	\$ 1,279,523



Summary of Debt Service

Operating	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Payroll Tax Bonds							
2009 Senior Lien Revenue Bonds Series A and B	2,442,836	2,463,769	717,969	717,970	717,970	717,970	717,970
2012 Senior Lien Revenue Bonds	2,706,375	3,071,625	3,072,000	3,072,000	3,071,250	3,071,250	3,071,250
2013 Interim Bonds 1)	100,605,896	25,302,083					
2015 Revenue Bonds	11,675,244	7,557,825	8,125,700	8,125,700	8,133,850	8,133,850	8,133,850
2016 Revenue Bonds	2,487,523	3,099,925	3,104,775	3,104,775	3,109,000	3,109,000	3,109,000
2017 Revenue Bonds	5,694,700	6,731,063	6,731,588	6,731,588	6,728,588	6,728,588	6,728,588
2018 Payroll Bonds -Sr Lien	6,077,451	8,493,950	8,630,150	8,630,150	8,622,275	8,622,275	8,622,275
2019 Revenue Bonds Principal				4,335,111	1,435,000	1,435,000	1,435,000
2020 Payroll Bonds - Sr Lien Principal			710,000				
2020 Payroll Bonds - Sr Lien Interest			7,458,949				
2020 Payroll Bonds - Sr Lien Bond Issuance Cost			450,000				
2021 Senior Lien Revenue Bonds-Interest			1,500,000		3,500,000	3,500,000	3,500,000
2019 Senior Lien Payroll Tax Rev Bonds Series A		2,456,975		3,114,475	6,228,950	6,228,950	6,228,950
2019 Senior Lien Payroll Tax Rev Bonds Series B		487,775		719,363	1,216,632	1,216,632	1,216,632
Capital Grant Receipt Bonds							
2011 Capital Grant Receipt Bonds 2)	11,069,403	11,714,700	11,680,000	11,680,000	11,670,500	11,670,500	11,670,500
2017 Capital Grant Bonds	2,487,357	3,800,750	3,800,750	3,800,750	3,800,750	3,800,750	3,800,750
2018 Capital Grant Bonds 2)	4,175,103	5,244,425	5,629,550	5,629,550	5,624,425	5,624,425	5,624,425
Others							
2005 Lease Leaseback		159,134	865,175	865,175			
Bank Line of Credit	10,021,778	84,167	60,000,000		62,000,000	62,000,000	62,000,000
Bond Issuance Costs and Misc	220,923	779,156	120,000		650,000	650,000	650,000
Total Debt Service	\$159,664,589	\$81,447,322	\$122,596,606	\$60,526,607	\$126,509,190	\$126,509,190	\$126,509,190
Refunding	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2015 Revenue Bonds Refunding Escrow Deposit 3)		\$49,480,917					

1) 2013 Portland-Milwaukie Light Rail Project interim financing issuance costs.

2) Includes capitalized interest payment. Bond proceeds to pay capitalized interest are in Beginning Fund Balance.

3) A portion of the outstanding 2015 revenue bonds were refunded in FY20 through the 2019 senior lien issuance; 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		717,970	717,970
2011 Capital Grant Receipt Bonds	11,390,000	280,500	11,670,500
2012 Senior Lien Revenue Bonds	2,850,000	221,250	3,071,250
2015 Revenue Bonds	5,355,000	2,778,850	8,133,850
2016 Revenue Bonds	390,000	2,719,000	3,109,000
2017 Revenue Bonds	2,560,000	4,168,588	6,728,588
2017 Capital Grant Bonds		3,800,750	3,800,750
2018 Capital Grant Bonds	410,000	5,214,425	5,624,425
2018 Payroll Bonds -Sr Lien	1,695,000	6,927,275	8,622,275
2019 Revenue Bonds Principal	1,435,000		1,435,000
2019 Senior Lien Payroll Tax Rev Bonds Series A		6,228,950	6,228,950
2019 Senior Lien Payroll Tax Rev Bonds Series B		1,216,632	1,216,632
2021 Senior Lien Revenue Bonds		3,500,000	3,500,000
Bank Line of Credit	60,000,000	2,000,000	62,000,000
Bond Issuance Costs and Misc		650,000	650,000
FY2022 Total Debt Service	\$86,085,000	\$40,424,190	\$126,509,190

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	106,832,387	85,584,900	57,800,000	38,800,000	56,200,000	56,200,000	51,100,000
Transit Advertising	3,741,830	3,752,500	3,285,300	2,329,000	3,000,000	3,000,000	3,000,000
Accessible Transportation Contract (see Note 1)	8,061,672	7,424,181	4,588,900	220,480	864,000	864,000	864,000
Service Contracts (see Note 2)	8,574,236	8,414,224	8,574,000	7,805,000	8,100,000	8,100,000	8,100,000
Total Operating Revenue	\$127,210,125	\$105,175,805	\$74,248,200	\$49,154,480	\$68,164,000	\$68,164,000	\$63,064,000
Tax Revenue							
Payroll Tax Rev-Employer	354,486,790	380,772,930	343,395,200	383,900,000	396,197,000	396,197,000	398,296,000
Payroll Tax Rev-Self Empl	16,254,849	14,863,842	16,028,600	13,400,000	9,658,000	9,658,000	13,903,000
Payroll Tax Rev-State In-Lieu	2,009,113	2,716,626	2,592,700	2,700,000	3,305,000	3,305,000	2,801,000
Total Tax Revenue	\$372,750,752	\$398,353,398	\$362,016,500	\$400,000,000	\$409,160,000	\$409,160,000	\$415,000,000
Other Revenue							
Federal Operating Grants (see Note 3)	74,771,164	195,629,907	70,524,142	65,817,228	65,374,067	65,374,067	67,000,000
State STIF-Formula			19,206,024	19,206,024	21,957,764	21,957,764	21,957,764
State Operating Grants (see Note 4)	1,111,897	850,328	1,527,953	850,296	1,025,000	1,025,000	1,025,000
Interest	14,489,668	17,953,252	2,613,000	642,000	650,000	650,000	650,000
Miscellaneous	8,611,489	14,266,870	4,987,600	5,563,105	4,022,000	4,022,000	4,112,000
Total Other Revenue	\$98,984,218	\$228,700,357	\$98,858,719	\$92,078,653	\$93,028,831	\$93,028,831	\$94,744,764
Net Continuing Resources*	\$598,945,095	\$732,229,560	\$535,123,419	\$541,233,133	\$570,352,831	\$570,352,831	\$572,808,764
Debt Service on Senior Lien Bonds	\$31,690,026	\$34,362,907	\$40,051,131	\$38,551,132	\$42,763,515	\$42,763,515	\$42,763,515
Senior Lien Debt Service as a Percent of Net Continuing Revenues	5.3%	4.7%	7.5%	7.1%	7.5%	7.5%	7.5%

* 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 and C-TRAN revenues.
- 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.

Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2019	FY2020	FY2021		FY2022		
		Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	25,004,359	28,820,236	25,000,000	25,003,157	25,000,000	25,000,000	25,000,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	439,174	459,500	477,900	476,907	505,500	505,500	505,500
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	15,611,005	16,018,149	17,671,700	16,607,781	17,620,000	17,620,000	17,620,000
Medicare Part B	Post Employment Medicare Part B Benefit (note 4)	2,675,407	2,928,901	3,403,300	3,205,466	3,338,900	3,338,900	3,338,900
Total Union		\$43,729,945	\$48,226,786	\$46,552,900	\$45,293,311	\$46,464,400	\$46,464,400	\$46,464,400
Non-Union								
Pension UAAL Expense (note 3)	Current year portion of 10 years funding of UAAL	5,495,885	1,658,607	5,500,000	5,365,938	5,500,000	5,500,000	5,500,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	63,779	66,691	74,600	69,902	76,000	76,000	76,000
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	2,111,251	2,094,929	2,390,500	2,164,968	2,388,200	2,388,200	2,388,200
Total Non-Union		\$7,670,915	\$3,820,227	\$7,965,100	\$7,600,808	\$7,964,200	\$7,964,200	\$7,964,200
Professional & Technical	Service contracts for retirement plans	143,994	122,385	400,000	187,623	200,000	200,000	200,000
Capitalized Fringe	Capital grant fringe reimbursement	-1,376,366	-1,380,895	-1,259,634	-840,811	-595,225	-595,225	-606,196
Total Other Post Employment Benefits		\$50,168,488	\$50,788,503	\$53,658,366	\$52,240,931	\$54,033,375	\$54,033,375	\$54,022,404

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

Notes:

1. Union retiree/disabled medical assumes current Working and Wage Agreement costs through November 30, 2022.
2. Pension assumptions: union defined benefit pension unfunded liability funded over 15 years (or until fully funded) beginning with FY2014.
3. Penions assumptions: non-union defined benefit pension unfunded liability funded over 10 years (or until fully funded) beginning with FY2014.
4. 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 District the actual cost of the Medicare Part B monthly premium.



[This Page Left Intentionally Blank]

Office of the General Manager Division

DEPARTMENTS

PAGE

- Office of General Manager (OGM) GM-4
- Internal Audit (IA) GM-8

MAJOR PRIORITIES OF THE DIVISION

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



DIVISIONAL FUN FACTS...

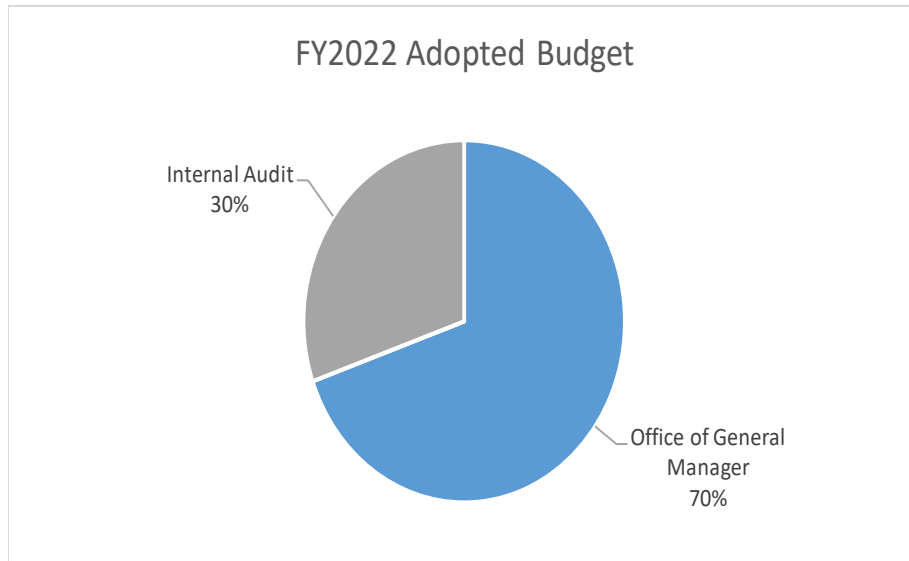
- » Preserved service and jobs with service currently running at 90% of pre-pandemic levels.
- » Worked with lawmakers to pass HB2017, the Keep Oregon Moving Act, which established the first dedicated funding for transit statewide.
- » Committing the agency to a non-diesel bus fleet by 2040, or before, with no future bus purchases after 2025.
- » In the past five years, Internal Audit completed/managed 30 Buy America Audits and partnered with management to fulfill FTA requirements on federally funded LRVs, buses (including articulated) and LIFT vehicles to accommodate service growth and new lines like the Orange Line and the Division Transit Project.
- » In the last year, Internal Audit worked on a diversity of subjects including MOW Track, Road Calls, TriMet's Drug and Alcohol Program, Capital Projects, P-Cards, Hours of Service, Employee Charitable Contributions, and Ride Connection.

Performance Metrics General Manager Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Deliver Board materials 10 days prior to keep the Board fully informed to make decisions that advance TriMet's vision, mission, values and fiscal stability.	X			Office of the General Manager	100%	In process
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%	In process
Complete Buy America Post-Delivery Audit - Type 6 MAX vehicles (expected delivery between May-August 2022).			X	Internal Audit	50%	In process
Complete 3 high risk audits/audit follow-up reviews related to reliability & performance		X		Internal Audit	3 ea.	In process
Conduct one audit/audit follow-up review focusing on improving customer service.		X		Internal Audit	100%	In process



Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,543,049	813,902	853,325	866,290	855,966	855,966	881,476
Materials & Services	622,368	128,330	100,900	62,293	99,900	99,900	149,900
Total	\$2,165,417	\$942,232	\$954,225	\$928,583	\$955,866	\$955,866	\$1,031,376

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of General Manager	687,878	650,044	643,719	604,965	647,963	647,963	718,146
Diversity & Transit Equity	1,228,919						
Internal Audit	248,620	292,188	310,506	323,618	307,903	307,903	313,230
Total	\$2,165,417	\$942,232	\$954,225	\$928,583	\$955,866	\$955,866	\$1,031,376



OFFICE OF GENERAL MANAGER DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	591,573	522,892	544,319	544,318	549,563	549,563	569,746
Materials & Services	96,305	127,152	99,400	60,647	98,400	98,400	148,400
Total	\$687,878	\$650,044	\$643,719	\$604,965	\$647,963	\$647,963	\$718,146

Department Description & Responsibilities

Major Functions: The Office of the General Manager 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

The OGM ensures agency goals are on track and in line with all goals and objectives of the Business Plan.

Goals & Objectives

Deliver Board materials 10 days prior to keep the Board fully informed to make decisions that advance TriMet's vision, mission, values and fiscal stability.

Publish Board meetings on TriMet.org within 72-hours after the meeting.

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.

Increase external and internal partnerships to further TriMet's mission.

Timeline

Monthly

June 30, 2022

June 30, 3022



Office of General Manager Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	464,469	404,540	428,659	360,573	457,840
Fringe	127,104	118,352	115,660	183,745	111,906
Total	\$591,573	\$522,892	\$544,319	\$544,318	\$569,746

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	3,813	39,375			
Audits	-22,250				
Professional & Technical-Gen & Adm		2,563	3,000	25,275	53,000
Other Services- Gen & Adm	713	32	4,000	668	4,000
Office Supplies	6,868	866	5,100	1,311	3,100
Other Materials- Gen & Adm	2,248	1,186	9,100	1,518	9,100
Unreconciled Mastercard Expense		17,074		504	
Telephone	269	442	1,000	846	1,000
NU-Dues & Subscriptions	7,610	6,411	1,000	308	1,000
NU-Local Travel & Meetings	8,758	4,326	9,100	1,757	9,100
NU-Education & Training - Gen & Adm	1,577	13,045	9,100	1,518	9,100
NU-Out-Of-Town Travel	22,538	7,472	3,600	600	3,600
Official Meeting Expense	51,559	29,491	40,400	21,539	40,400
Board Recognition	905	2,867	4,600	3,085	6,600
Employee Development	6,311	1,788	4,800	800	3,800
Employee Recognition	5,386	214	4,600	918	4,600
Total	\$96,305	\$127,152	\$99,400	\$60,647	\$148,400

DIVERSITY & TRANSIT EQUITY DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	711,085						
Materials & Services	517,834						
Total	\$1,228,919						

The Diversity & Transit Equity Department was transferred to the Public Affairs Division in FY2020 and retitled Transit Equity, Inclusion & Community Affairs Department.

Diversity & Transit Equity Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	533,560				
Fringe	231,995				
Capitalized Labor-Fringe	-54,470				
Total	\$711,085				

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
First Step Youth	80,000				
Other Services- Gen & Adm	336,677				
Other Materials- Gen & Adm	1,100				
Community Outreach	61,750				
Telephone	5,564				
NU-Dues & Subscriptions	6,910				
NU-Local Travel & Meetings	5,028				
NU-Education & Training - Gen & Adm	9,206				
NU-Out-Of-Town Travel	11,599				
Total	\$517,834				

INTERNAL AUDIT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	240,391	291,010	309,006	321,972	306,403	306,403	311,730
Materials & Services	8,229	1,178	1,500	1,646	1,500	1,500	1,500
Total	\$248,620	\$292,188	\$310,506	\$323,618	\$307,903	\$307,903	\$313,230

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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience 	Conduct one audit/audit follow-up review focusing on improving customer service.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	Review all Buy America Audit work papers/reports by Vehicle Technical Consultants within 30 days of complete documentation.	Continuous
	Complete Buy America Post-Delivery Audit - Type 6 MAX vehicles (expected delivery between May-August 2022).	June 30, 2023
	Complete 3 high risk audits/audit follow-up reviews related to reliability & performance.	June 30, 2022
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people 	Conduct one audit/audit follow-up review related to enhancing employee equity.	June 30, 2022
	Investigate all EthicsPoint reports of potential fraud, waste, and abuse.	Continuous



Internal Audit Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	189,132	202,141	228,384	231,544	232,959
Fringe	68,310	88,869	80,622	90,428	78,771
Capitalized Labor-Fringe	-17,051				
Total	\$240,391	\$291,010	\$309,006	\$321,972	\$311,730

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm	602	94	1,500	335	1,500
Other Materials- Gen & Adm	76	72			
Telephone	106	117		96	
NU-Dues & Subscriptions	1,573	640			
NU-Local Travel & Meetings	20				
NU-Education & Training - Gen & Adm	2,629	255		1,215	
NU-Out-Of-Town Travel	3,223				
Total	\$8,229	\$1,178	\$1,500	\$1,646	\$1,500

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		332,039	30	265,630	398,447
Executive Assistant, Senior (GM & Board)	1.00	NU	FT		89,787	13	65,896	98,844
Total	2.00				421,826			

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		140,132	18	100,571	150,857
Internal Auditor, Senior	1.00	NU	FT		92,820	15	78,233	117,350
Total	2.00				232,952			

Chief Operating Officer Division

DEPARTMENTS

PAGE

- Office of Chief Operating Officer (OCOO)CO-4
- Operations Planning & Development (OPD)CO-6
- Business Planning & Asset Management (BPAM)CO-8
- Operations Training & Planning (OTP).....CO-10

MAJOR PRIORITIES OF THE DIVISION

- ▽ (OCOO) Directing all overall strategy and management of the Transportation, Maintenance, Safety & Security, and Information Technology Divisions.
- ▽ (OPD) Budgeting, planning for future services, and analysis and reporting for operations including the Chief Operating Officer, Transportation and Maintenance Divisions.
- ▽ (BPAM) Updating and managing TriMet's Business Plan, including Goals, Objectives, Measures, Targets, Key Strategic Actions.
- ▽ (OPT) 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.



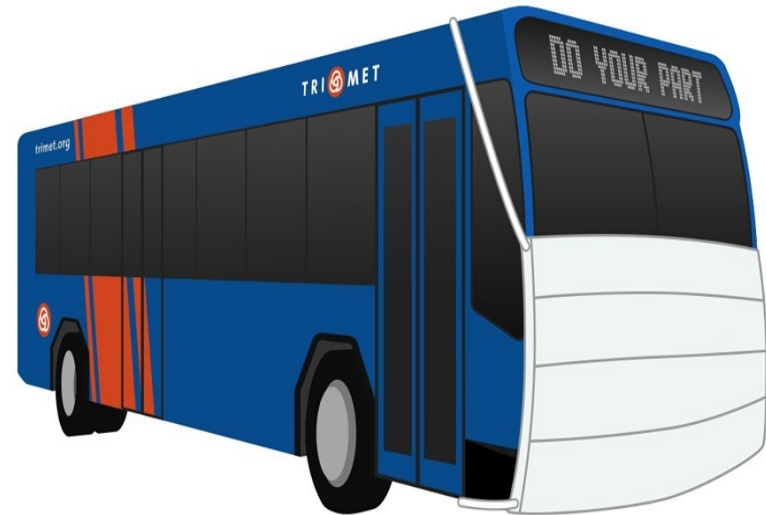
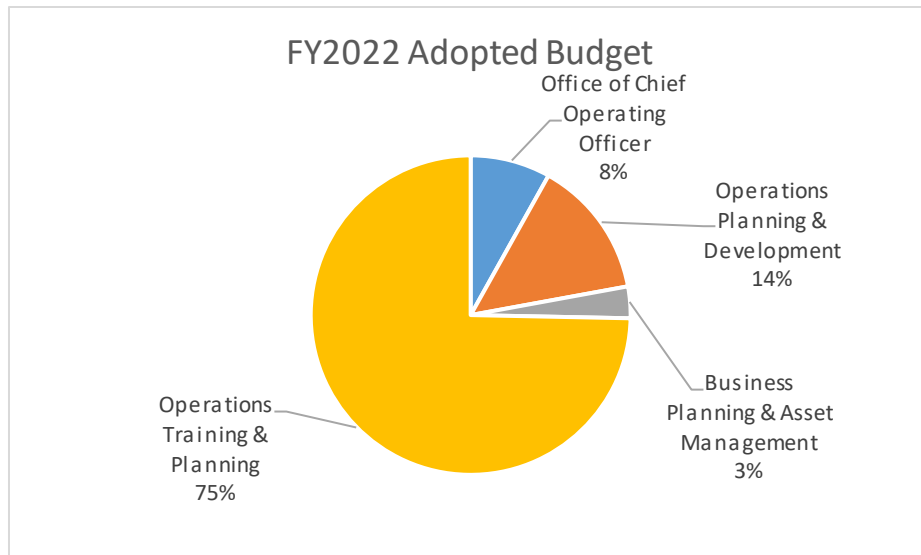
DIVISIONAL FUN FACTS...

- » TriMet's physical assets is estimated at \$6.26 billion amongst 5,909 inventory records.
- » 72.6% of Business Plan Measures are on target as of the January 2021 Draft Business Plan update.
- » In 2020, 144 service workers were onboarded in support of COVID-19 sanitation efforts.
- » 1,164 operators completed their Annual Bus Recertification.
- » 216 Annual Rail Recertifications were completed along with 27 initial operator training graduates.

Performance Metrics Chief Operating Officer Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Increase personal safety for riders and employees by maintaining rail rule violations at 90 per 1,000,000 miles.		X		Office of Chief Operating Officer	90 ea.	In process
Enhance asset management practices for safety and reliability by maintaining bus lost-service MDBF at or above 12,000 miles; maintaining rail lost-service MDBF at or above 10,000 miles; and maintaining preventative maintenance at or above 80%.		X		Office of Chief Operating Officer	12,000 mi	In process
Support and leverage technology and/or tools to improve our Transportation and Maintenance Departments' safety and efficiency by finalizing implementation of LMS program.		X		Operations Training & Planning	100%	In process
Build and implement two new maintenance training programs that are consistent with expectations outlined in the recently negotiated Working and Wage Agreement.		X		Operations Training & Planning	100%	In process
Build two training elements that support the new Bus Rapid Transit line (Division Transit Project), establishing unique bus operator training and associated maintenance training, including the introduction of 60' articulated buses and specialized passenger stations.		X		Operations Training & Planning	100%	In process
Provide refresher and/or recertification training to all operating employees that reinforces the District's values of diversity, equity and inclusion.		X		Operations Training & Planning	100%	In process
Develop and publish annual Business Plan update on schedule for each fiscal year.		X		Business Planning & Asset Management	100%	In process
Develop timely and fully-compliant Transit Asset Management Plan and NTD reporting requirements.		X		Business Planning & Asset Management	100%	In process
Deliver to the Budget team FTA-compliant agency-wide inventory and condition assessment in time for annual budget cycle.		X		Business Planning & Asset Management	100%	In process
Complete 5 reliable methods for key performance indicators in transportation and maintenance.			X	Operations Planning & Development	50%	In process
Complete NTD reporting by end of November of each fiscal year.		X		Operations Planning & Development	100%	In process
Deliver operationally ready Division Transit Project and complete 6 Red Line Extension shut downs.			X	Operations Planning & Development	50%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		10,105,814	11,280,749	9,971,758	11,159,459	11,159,459	11,810,861
Materials & Services		1,052,456	2,047,500	1,103,625	822,900	822,900	822,900
Total		\$11,158,270	\$13,328,249	\$11,075,383	\$11,982,359	\$11,982,359	\$12,633,761

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of Chief Operating Officer		687,101	984,192	702,854	1,023,173	1,023,173	1,022,567
Operations Planning & Development		1,259,974	1,389,374	1,202,072	1,528,969	1,528,969	1,771,710
Business Planning & Asset Management		1,154,078	2,445,516	1,236,944	399,069	399,069	404,686
Operations Training & Planning		8,057,117	8,509,167	7,933,513	9,031,148	9,031,148	9,434,798
Total		\$11,158,270	\$13,328,249	\$11,075,383	\$11,982,359	\$11,982,359	\$12,633,761



OFFICE OF CHIEF OPERATING OFFICER DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		383,819	551,492	425,109	590,973	590,973	590,367
Materials & Services		303,282	432,700	277,745	432,200	432,200	432,200
Total		\$687,101	\$984,192	\$702,854	\$1,023,173	\$1,023,173	\$1,022,567

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 as well as Operations Planning & Development, Business Planning & Asset Management and Operations Training & Planning.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1: Provide safe service 	Increase personal safety for riders and employees by maintaining rail rule violations at 90 per 1,000,000 miles.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver Safe, Efficient, and Equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	Enhance asset management practices for safety and reliability by maintaining bus lost-service MDBF at or above 12,000 miles; maintaining rail lost-service MDBF at or above 10,000 miles; and maintaining preventative maintenance at or above 80%.	June 30, 2022
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #29: Recruit a talented workforce 	Identify succession needs for key positions.	June 30, 2022



Office of Chief Operating Officer Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		284,529	438,720	330,175	485,964
Fringe		99,290	112,772	94,934	104,403
Total		\$383,819	\$551,492	\$425,109	\$590,367

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal		37,795	11,100	1,850	11,100
Professional & Technical-Gen & Adm		27,875	114,100	66,636	114,100
Temporary Help-Gen & Adm			6,000	1,000	6,000
Other Services- Gen & Adm		54,286	14,000	2,867	14,000
Office Supplies		1,764	14,200	3,345	14,200
Other Materials- Gen & Adm		1,068	9,000	1,997	9,000
Telephone		19,213	35,000	16,148	34,500
NU-Dues & Subscriptions		443	74,100	124,288	74,100
NU-APTA & OTA Dues		130,516	92,500	46,203	92,500
NU-Local Travel & Meetings		3,768	26,700	4,450	26,700
NU-Education & Training - Gen & Adm		10,885	25,000	5,668	25,000
NU-Out-Of-Town Travel		15,018	4,000	668	4,000
Employee Recognition		651	7,000	2,625	7,000
Total		\$303,282	\$432,700	\$277,745	\$432,200

OPERATIONS PLANNING & DEVELOPMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		1,217,130	1,351,374	1,162,804	1,490,969	1,490,969	1,733,710
Materials & Services		42,844	38,000	39,268	38,000	38,000	38,000
Total		\$1,259,974	\$1,389,374	\$1,202,072	\$1,528,969	\$1,528,969	\$1,771,710

Department Description & Responsibilities

Major Functions: The Operations Planning & Development Department is responsible for budgeting, planning for future services, and analysis and reporting for operations including the Chief Operating Officer, Transportation, and Maintenance Divisions.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices Category <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	Complete 5 reliable methods for key performance indicators in transportation and maintenance.	June 30, 2023
	Deliver operationally ready Division Transit Project and complete 6 Red Line Extension shut downs.	June 30, 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines 	Complete NTD reporting by end of November of each fiscal year.	November 2021



Operations Planning & Development Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		941,837	1,036,594	904,712	1,280,285
Fringe		348,294	314,780	308,214	453,425
Capitalized Labor-Fringe		-73,001		-50,122	
Total		\$1,217,130	\$1,351,374	\$1,162,804	\$1,733,710

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal		30,930	18,200	3,032	18,200
Professional & Technical-Gen & Adm		349	10,100	1,682	10,100
Other Services- Gen & Adm		635	5,600	932	5,600
Equip/Furn < \$5,000-Gen & Adm		1,976		28,162	
Other Materials- Gen & Adm		8,900	4,100	1,164	4,100
Computer Equip under \$5,000		54			
NU-Education & Training - Gen & Adm				4,296	
Total		\$42,844	\$38,000	\$39,268	\$38,000

BUSINESS PLANNING & ASSET MANAGEMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		949,612	925,716	765,239	343,369	343,369	348,986
Materials & Services		204,466	1,519,800	471,705	55,700	55,700	55,700
Total		\$1,154,078	\$2,445,516	\$1,236,944	\$399,069	\$399,069	\$404,686

Department Description & Responsibilities

Major Functions: The Business Planning & Asset Management Department is responsible for (1) updating, and managing TriMet’s Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions; and (2) collaborating across divisions and departments to meet internal and federal requirements for asset management data collection, analysis, and reporting; continuously improve asset management planning; and advance asset management maturity, capabilities, practices, and systems at TriMet.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #5: Improve customer information and services 	Develop and publish annual Business Plan update on schedule for each fiscal year.	March 2022 (Available for the March Board Meeting)
Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes 	Deliver to the Budget team FTA-compliant agency-wide inventory and condition assessment in time for annual budget cycle.	August 2021
	Develop timely and fully-compliant Transit Asset Management Plan and NTD reporting requirements.	October 2021 (FTA NTD Report; Metro update)



Business Planning & Asset Management Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		693,614	699,064	568,351	255,106
Fringe		256,160	226,652	196,888	93,880
Capitalized Labor-Fringe		-162			
Total		\$949,612	\$925,716	\$765,239	\$348,986

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		68,812	1,478,100	448,841	50,000
Other Services- Gen & Adm		134,720	16,500	18,664	4,700
Other Materials- Gen & Adm		429	3,500	582	1,000
NU-Out-Of-Town Travel		505	21,700	3,618	
Total		\$204,466	\$1,519,800	\$471,705	\$55,700

OPERATIONS TRAINING & PLANNING DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		7,555,253	8,452,167	7,618,606	8,734,148	8,734,148	9,137,798
Materials & Services		501,864	57,000	314,907	297,000	297,000	297,000
Total		\$8,057,117	\$8,509,167	\$7,933,513	\$9,031,148	\$9,031,148	\$9,434,798

Department Description & Responsibilities

Major Functions: The Operations Training & Planning Department is 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. In addition, enforces the District's Safety Management Systems (SMS) by establishing and implementing industry standards and other current practices that demonstrate safety as a priority and fundamental value.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1: Provide safe service 	Support and leverage technology and/or tools to improve our Transportation Maintenance Departments' safety and efficiency by finalizing implementation of LMS program.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	Build and implement two new maintenance training programs that are consistent with expectations outlined in the recently negotiated Working and Wage Agreement.	June 30, 2022
	Build two training elements that support the new Bus Rapid Transit line (Division Transit Project), establishing unique bus operator training and associated maintenance training, including the introduction of 60' articulated buses and specialized passenger stations.	June 30, 2022
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people ▪ Objective #29: Recruit a talented workforce 	Provide refresher and/or recertification training to all operating employees that reinforces the District's values of diversity, equity and inclusion.	June 30, 2022
	Collaborate with operating departments to review and validate/update training objectives required to support each active position.	June 30, 2022

Operations Training & Planning Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		5,466,311	6,060,150	5,537,903	6,494,570
Fringe		2,097,532	2,392,017	2,089,320	2,643,228
Capitalized Labor-Fringe		-8,590		-8,617	
Total		\$7,555,253	\$8,452,167	\$7,618,606	\$9,137,798

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm					100,000
Accident Investigations		750			
Temporary Help-Transp Adm		138,731	5,100	23,742	5,100
Other Services- Gen & Adm		889	2,500	132,787	142,500
Other Services-Transp Adm		36,558	4,500	68,335	4,500
Uniforms- Rev Veh Op		14,535	25,800	12,203	25,800
Office Supplies		5,290		2,991	
Other Materials- Gen & Adm		8,119	4,500	4,496	4,500
Other Materials- Transp Adm		13,571	4,500	8,743	4,500
Unreconciled Mastercard Expense		3,405			
Computer Equip under \$5,000		23,286	10,100	12,368	10,100
Safety Supplies- Gen & Adm				70	
UN-Oper Training Materials_A5049501		58,444		772	
Telephone		41,172		30,482	
NU-Local Travel & Meetings				340	
NU-Education & Training - Gen & Adm		143,105		6,472	
NU-Out-Of-Town Travel		2,566		180	
UN-Education & Training - Gen & Adm		11,287		10,926	
Operator Rodeo		156			
Total		\$501,864	\$57,000	\$314,907	\$297,000

Office of Chief Operating Officer Personnel Profile

Office of Chief Operating Officer 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		227,425	26	189,916	284,874
Executive Assistant, Senior (COO)	1.00	NU	FT		67,340	12	60,415	90,621
Total	2.00				294,765			

Operations Planning & 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, Operations Planning & Development	1.00	NU	FT		161,391	20	118,457	177,684
Manager, Rail Operations Planning	2.00	NU	FT		231,756	16	85,121	127,682
Manager, Service Performance & Analysis	1.00	NU	FT		100,938	16	85,121	127,682
Business Process Analyst	1.00	NU	FT		109,998	16	85,121	127,682
Analyst, Senior Operations & Finance Planning	1.00	NU	FT		97,791	15	78,233	117,350
Analyst Operations	1.00	NU	FT		82,370	13	65,896	98,844
Analyst, Operations	6.00	NU	FT		437,378	13	65,896	98,844
Assistant, Senior Administrative	1.00	NU	FT		58,662	9	46,342	69,512
Total	14.00				1,280,285			

Business Planning & Asset 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, Business Planning and Asset Management	1.00	NU	FT		171,320	21	128,420	192,631
Analyst, Business Planning & Asset Management	1.00	NU	FT		83,787	12	60,415	90,621
Total	2.00				255,106			

Office of Chief Operating Officer Personnel Profile

Operations Training & 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
Director, Operational Training and Development	1.00	NU	FT		138,720	20	118,457	177,684
Sr. Manager, Training	1.00	NU	FT		113,585	18	100,571	150,857
Manager, Maintenance Training	1.00	NU	FT		108,761	16	85,121	127,682
Manager, Operations Training (Bus & Rail)	2.00	NU	FT		182,288	15	78,233	117,350
Assistant Manager, Maintenance Training	2.00	NU	FT		189,736	14	71,823	107,735
Assistant Manager, Transportation Training	1.00	NU	FT		79,055	14	71,823	107,735
LMS Program Manager	1.00	NU	FT		85,865	14	71,823	107,735
LMS Program Manager	1.00	NU	FT	✓	89,779	14	71,823	107,735
Supervisor, Engineering Training	4.00	NU	FT		354,835	13	65,896	98,844
Specialist, Operations	2.00	NU	FT		128,251	9	46,342	69,512
Assistant, Senior Administrative	1.00	NU	FT		62,884	9	46,342	69,512
LMS Admin (Ops Training)	1.00	NU	FT		57,927	9	46,342	69,512
Assistant, Operations Training	1.00	NU	FT		54,504	7	38,682	58,024
Training Supervisor Rail	13.00	U	FT		1,144,943	0775	64,771	86,362
Training Supervisor	27.00	U	FT		2,393,327	0832	64,771	86,362
Supervisor, Training Field Operations	3.00	U	FT		278,289	0840	67,995	90,667
Facilities Maintenance Trainer	1.00	U	FT		86,843	0915	84,261	84,261
Maintenance Trainer	7.00	U	FT		622,464	0918	84,261	84,261
Total	70.00				6,172,056			



[This Page Left Intentionally Blank]

Transportation Division

DEPARTMENTS

PAGE

- Transportation Administration (TA) TR-4
- Bus Transportation (BT) TR-6
- Service Delivery (SD) TR-11
- Accessible Transportation Programs (ATP) TR-13
- Rail Transportation (RT) TR-16
- Commuter Rail (CR) TR-18
- Portland Streetcar (PS) TR-21

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) Control center and fixed-route bus operations, bus re-route planning, special events and unified service communications.
- ▽ (SD) Workforce planning, utilization and communication, schedule making, systems and production, planning and projects, operating practices, and the Service Improvement Process.
- ▽ (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) Partnership with City of Portland. Responsible for operations and maintenance personnel of the Portland Streetcar.



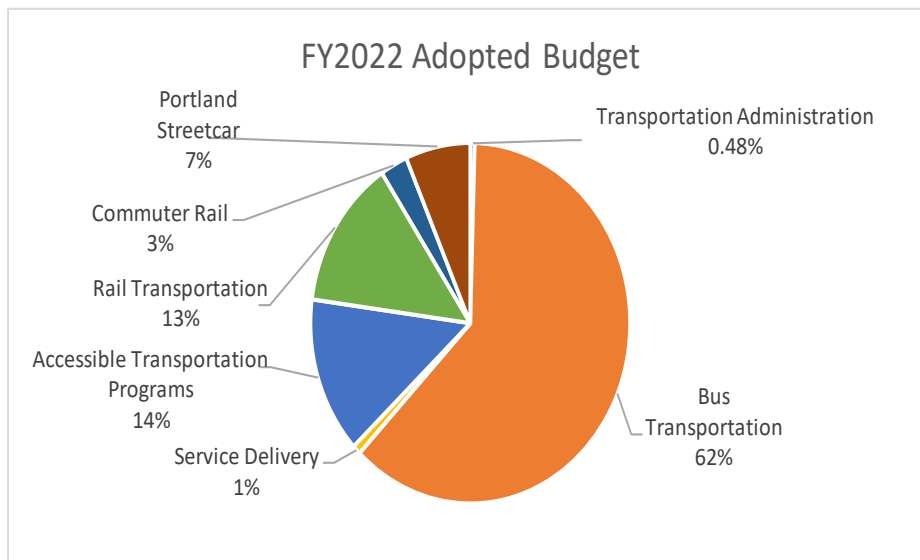
DIVISIONAL FUN FACTS...

- » There are currently 727 buses, 84 routes, and 6,482 stops in our bus mode of transportation.
- » For MAX, there are currently 60 miles of track, 94 stations and 145 vehicles.
- » Improved MAX on-time performance from 75% in November 2015 to nearly 91% by November.
- » WES consists of 14.7 miles of track along 5 stops operated by 5 vehicles.
- » WES is the smallest “commuter rail” system in the United States by annual ridership, system infrastructure, schedule and passenger vehicle fleet.
- » LIFT operates 278 vehicles and provided 1,100 grocery trips (a service offered for LIFT clients due the pandemic) in 2020.

Performance Metrics Transportation Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Oversee actions to improve on-time performance bus, rail, LIFT and commuter rail.		X		Transportation Administration	100%	In process
Reduce employee injuries < 12 per month.	X			Bus Transportation	12 ea.	In process
Increase on-time performance > 87%.	X	X		Bus Transportation	87%	In process
Increase ratio of revenue hours to vehicle hours by 5% or more.	X	X		Service Delivery	5%	In process
Increase ratio of paid hours to platform hours by 5% or more.	X	X		Service Delivery	5%	In process
Reduce average run length for assignments to 8.75hrs or less.	X	X		Service Delivery	8.75 hrs	In process
Maintain increased on-time performance at 93.5% or better.	X	X		Accessible Transportation Programs	93.5%	In process
Decrease deadhead miles 3%.	X	X		Accessible Transportation Programs	3%	In process
Reduce employee injuries below 2 per month (Rail Operations, Field Operations, and Operations Command Center).		X	X	Rail Transportation	<2 ea.	In process
Increase on-time performance for MAX above 91%.		X	X	Rail Transportation	91%	In process
Maintain > 97% or better on-time performance.		X		Commuter Rail	97%	In process
100% operator participation in customer experience training.		X		Portland Streetcar	100%	In process
Increase monthly operator attendance to 89%.		X		Portland Streetcar	89%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	186,676,015	188,897,200	200,965,061	186,847,825	204,464,715	204,464,715	216,129,976
Materials & Services	54,762,045	53,124,344	61,052,000	39,839,920	55,608,200	55,608,200	55,576,200
Total	\$241,438,060	\$242,021,544	\$262,017,061	\$226,687,745	\$260,072,915	\$260,072,915	\$271,706,176

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transportation Administration	2,719,885	1,336,033	1,123,983	792,395	1,248,511	1,248,511	1,206,587
Bus Transportation	133,707,095	146,496,368	156,000,187	143,531,805	158,601,406	158,601,406	167,790,461
Field Operations	18,967,046						
Service Delivery	1,681,006	2,542,253	2,332,863	2,391,913	2,255,508	2,255,508	2,255,807
Accessible Transportation Programs	37,717,269	33,006,006	41,497,475	23,832,673	38,267,390	38,267,390	38,279,260
Rail Transportation	23,990,155	35,431,370	35,512,386	33,267,936	34,897,425	34,897,425	36,828,998
Commuter Rail	6,050,894	6,171,244	7,381,384	6,086,002	7,407,251	7,407,251	7,504,812
Portland Streetcar	16,604,710	17,038,270	18,168,783	16,785,021	17,395,424	17,395,424	17,840,251
Total	\$241,438,060	\$242,021,544	\$262,017,061	\$226,687,745	\$260,072,915	\$260,072,915	\$271,706,176



TRANSPORTATION ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,882,668	438,125	794,583	332,776	919,111	919,111	877,187
Materials & Services	837,217	897,908	329,400	459,619	329,400	329,400	329,400
Total	\$2,719,885	\$1,336,033	\$1,123,983	\$792,395	\$1,248,511	\$1,248,511	\$1,206,587

Department Description & Responsibilities

Major Functions: The Transportation Administration Division is responsible for the following functions: Bus Operations, Accessible Transportation Programs – LIFT, Commuter Rail Operations, Operations Command Center, Rail Operations, Service Delivery, and Portland Streetcar Operations.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance ▪ Objective #16: Increase resiliency 	Oversee actions to reduce employee injuries in bus, rail, LIFT and commuter rail.	Continuous
Category: Customer <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #9: Advance mobility for those with limited options 	Oversee actions to improve on-time performance bus, rail, LIFT and commuter rail.	Continuous
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Oversee actions to increase customer satisfaction in bus, rail, LIFT and commuter rail.	Continuous

Transportation Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,417,366	201,465	526,707	149,664	577,342
Fringe	512,766	236,660	267,876	183,112	299,845
Capitalized Labor-Fringe	-47,464				
Total	\$1,882,668	\$438,125	\$794,583	\$332,776	\$877,187

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	178,847	30,470		1,275	
Professional & Technical-Gen & Adm	87,100	5,218	96,100	145,966	96,100
DOTS Renewal Medical Svcs	165,848	106,975	72,900	118,551	72,900
Temporary Help-Trans Adm			18,100	3,018	18,100
Other Services- Gen & Adm	68,624	21,036	20,700	15,027	20,700
Office Supplies	1,792	62,672	13,500	14,671	13,500
Winter Supplies-Snow & Ice Impl			15,200	5,115	15,200
Equip/Furn < \$5,000-Fac/Eq Maint	579			8,349	
Other Materials- Gen & Adm	58,146	419,286	6,100	13,169	6,100
Unreconciled Mastercard Expense		779		8,854	
Safety Supplies - Transportation				908	
Telephone	10,860	130,908	61,600	113,141	61,600
NU-Dues & Subscriptions	-1,505	80			
NU-APTA & OTA Dues	143,841	25,772			
NU-Local Travel & Meetings	1,035	1,954	900	301	900
NU-Education & Training - Gen & Adm	15,554	13,901	5,000	4,065	5,000
NU-Out-Of-Town Travel	35,423	38,279	3,100	604	3,100
Employee Recognition	19,349	25,562	16,200	6,605	16,200
Awards & Banquets	51,724	15,016			
Total	\$837,217	\$897,908	\$329,400	\$459,619	\$329,400

BUS TRANSPORTATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	131,203,172	141,987,341	152,807,287	141,041,598	155,308,506	155,308,506	164,526,061
Materials & Services	2,503,923	4,509,027	3,192,900	2,490,207	3,292,900	3,292,900	3,264,400
Total	\$133,707,095	\$146,496,368	\$156,000,187	\$143,531,805	\$158,601,406	\$158,601,406	\$167,790,461

Department Description & Responsibilities

Major Functions: The Bus Transportation Department is responsible for the following major functions: control center operations, fixed-route bus operations, bus re-route planning, special event planning, and unified service communications

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance ▪ Objective #16: Increase resiliency 	Implement Core Rules for bus operations.	June 30, 2023
	Reduce bus collisions <= 2.6 /100,000 miles.	June 30, 2022
	Reduce employee injuries < 12 per month.	June 30, 2022
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience 	Reduce customer complaints < 22 per 100,000 boardings.	June 30, 2022
	Increase on-time performance > 87%.	June 30, 2022

Bus Transportation Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	90,764,678	98,271,522	106,417,793	96,510,783	114,002,595
Fringe	40,447,703	43,715,819	46,389,494	44,530,815	50,523,466
Capitalized Labor-Fringe	-9,209				
Total	\$131,203,172	\$141,987,341	\$152,807,287	\$141,041,598	\$164,526,061

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Quality Assurance / ADA			2,000	332	2,000
Temporary Help-Transp Adm	15,115	41,539			
Photo Copier Maint-Doc Svcs	21,205				
Vehicle Control Sys Maint		515,831	491,900	519,971	491,900
Laundry	9,802	1,625	4,500	2,761	4,000
Backup Cab Service	2,283	2,869	3,500	1,353	3,500
Other Services- Gen & Adm	7,657				
Other Services-Transp Adm	294,688	131,001	98,200	192,545	43,200
Uniforms - Veh Ops				146	
Uniforms- Rev Veh Op	404,111	521,236	617,300	317,033	617,300
Office Supplies	40,965	28,431		19,215	
Winter Supplies-Snow & Ice Impl	3,745	1,310	500	2,157	1,000
Other Materials- Gen & Adm	180	8			
Other Materials- Transp Adm	25,411	207,158	59,000	115,766	85,500
Unreconciled Mastercard Expense	50	359			
Postage - Gen & Admin	115,436	1,175		16	
Computer Equip under \$5,000		4,168			
Doc Svcs Supplies	22,218				
Safety Supplies - Transportation				65,180	
Telephone	32,539	21,592		23,786	
Data Communication Services		356,285	199,000	277,489	199,000
PI/PD Expense	1,345,591	2,460,076	1,700,000	844,134	1,800,000
NU-Dues & Subscriptions	1,099	220			
NU-Local Travel & Meetings	12	4		74	

Bus Transportation Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
NU-Education & Training - Gen & Adm	6,147	95			
NU-Out-Of-Town Travel	61,687	7,690			
Driver Accommodations		107,701		66,377	
CDL Renewals	8,007	2,908	14,000	11,593	14,000
Employee Recognition	199	732		747	
Employee Awards			3,000	504	3,000
Operator Recognition	75,551	91,699		28,993	
Special Events Serv	10,225	3,315		35	
Total	\$2,503,923	\$4,509,027	\$3,192,900	\$2,490,207	\$3,264,400

FIELD OPERATIONS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	17,755,668						
Materials & Services	1,211,378						
Total	\$18,967,046						

The Field Operations Department was dissolved into Bus Transportation Department and Rail Transportation Department in FY2020.

Field Operations Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	12,771,145				
Fringe	4,984,678				
Capitalized Labor-Fringe	-155				
Total	\$17,755,668				

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	4,502				
Vehicle Control Sys Maint	571,123				
Other Services-Transp Adm	89,848				
Uniforms- Rev Veh Op	37,926				
Office Supplies	38,468				
OCC Equip & Supplies	47,104				
Other Materials- Transp Adm	45,786				
Default Expense	107				
Telephone	73,699				
Data Communication Services	211,359				
NU-Local Travel & Meetings	10				
NU-Education & Training - Gen & Adm	9,978				
NU-Out-Of-Town Travel	10,676				
Driver Accommodations	67,887				
CDL Renewals	813				
Employee Recognition	2,092				
Total	\$1,211,378				

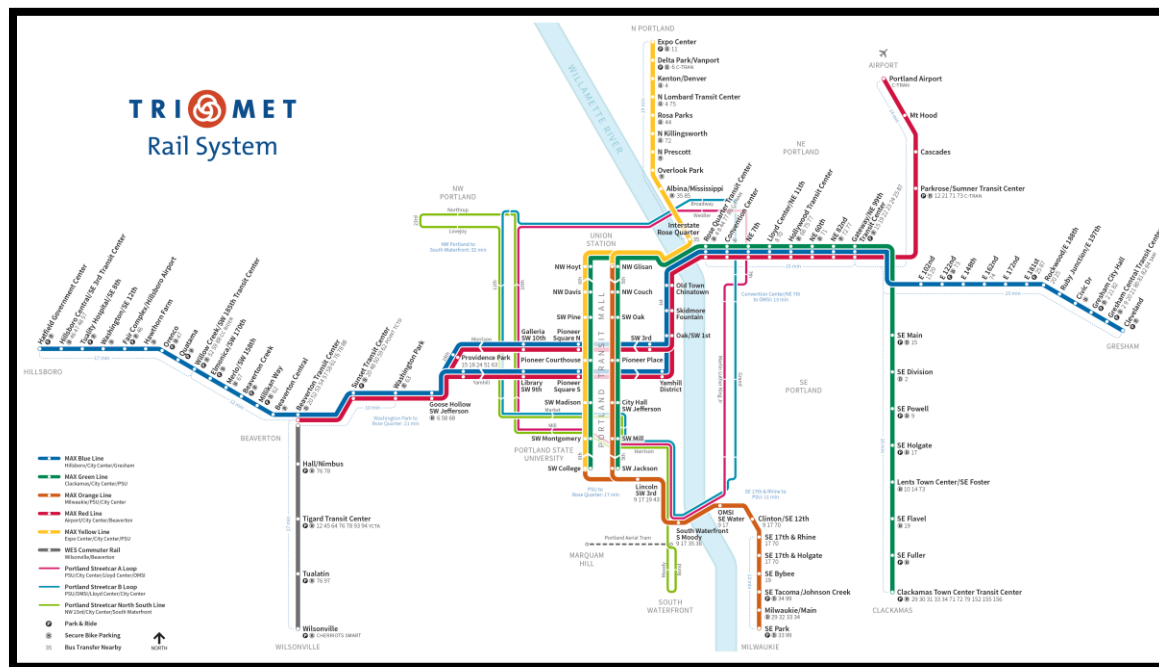
SERVICE DELIVERY DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,554,093	2,131,939	2,137,363	2,253,668	2,160,208	2,160,208	2,160,507
Materials & Services	126,913	410,314	195,500	138,245	95,300	95,300	95,300
Total	\$1,681,006	\$2,542,253	\$2,332,863	\$2,391,913	\$2,255,508	\$2,255,508	\$2,255,807

Department Description & Responsibilities

Major Functions: The Service Delivery Department is responsible for the following major functions: workforce planning, utilization, and communication, schedule making, systems and production, planning and projects, operating practices, and the Service Improvement Process.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver Safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	Increase ratio of revenue hours to vehicle hours by 5% or more.	June 30, 2023
	Increase ratio of paid hours to platform hours by 5% or more.	June 30, 2023
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Provide safe service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #16: Increase resiliency 	SIPS not closed within 30 days at 3% or less.	June 30, 2022
	Develop and implement Operator Hiring Plan.	June 30, 2022
	Reduce average run length for assignments to 8.75 hrs or less.	June 30, 2023



Service Delivery Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,119,471	1,544,866	1,582,982	1,633,531	1,589,574
Fringe	434,622	587,073	554,381	643,863	570,933
Capitalized Labor-Fringe				-23,726	
Total	\$1,554,093	\$2,131,939	\$2,137,363	\$2,253,668	\$2,160,507

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	101,273	393,027	114,600	82,227	64,100
Other Services-Transp Adm	7,545	5,075	6,200	2,916	6,200
Office Supplies	245	4,981		5,409	
Other Materials- Transp Adm	4,816	4,679	2,500	3,097	2,500
Microcomputer Mtc Mat'l	1,970	625	1,000	168	2,500
Telephone	2,999	2,611		30,178	
NU-Local Travel & Meetings				236	
NU-Education & Training - Gen & Adm	640				
NU-Out-Of-Town Travel	7,425	-684			
Employee Recognition				2,146	
Operator Recognition			55,000	9,168	10,000
Special Events Serv			16,200	2,700	10,000
Total	\$126,913	\$410,314	\$195,500	\$138,245	\$95,300

ACCESSIBLE TRANSPORTATION PROGRAMS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,369,201	1,345,885	1,362,375	1,220,581	1,335,390	1,335,390	1,347,260
Materials & Services	36,348,068	31,660,121	40,135,100	22,612,092	36,932,000	36,932,000	36,932,000
Total	\$37,717,269	\$33,006,006	\$41,497,475	\$23,832,673	\$38,267,390	\$38,267,390	\$38,279,260

Department Description & Responsibilities

Major Functions: The Accessible Transportation Program - LIFT Department is responsible for the following major functions: Americans with Disabilities Act (ADA) coordination, Committee on Accessible Transportation (CAT) business meetings, LIFT application and eligibility process, paratransit operations and maintenance. The in-person assessment part of the eligibility process is operated under contract with Medical Transportation Management, Inc. The paratransit service is performed under operations and maintenance contracts with First Transit and Penske, respectively. First Transit is responsible for LIFT Command Center operations (e.g., reservations, scheduling, dispatch, and customer service). LIFT also has a contract in place with Broadway Cab to provide overflow service when capacity is met with TriMet vehicles.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customer <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #9: Advance mobility for those with limited options 	Maintain increased on-time performance at 93.5% or better.	Continuous
	Reduce customer complaints ≤ 1.25 per 1,000 boardings.	Continuous
	Increase LIFT Outreach to underserved populations (non-English speakers, communities of color, etc.): <ul style="list-style-type: none"> • Create resource materials (LIFT application, Rider's Guide, HOP Information, IVR and web booking) in Spanish, large print and Braille. • Hire a bi-lingual staff in LIFT Call Center. 	August 31, 2021
Category: Internal Business Practice <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance ▪ Objective #16: Increase resiliency 	Reduce major collisions ≤1.0 per 100,000 miles.	Continuous
	Upgrade Trapeze Scheduling and Dispatch Software to Version 19.	October 31, 2021
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Purchase 42 replacement vehicles.	June 30, 2022
	Decrease deadhead miles 3%.	June 30, 2022
	Increase scheduling efficiencies as seen in Passengers Per Service Hour by 10%.	Continuous

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	980,864	963,278	1,035,864	878,431	995,445
Fringe	388,337	382,607	326,511	342,150	351,815
Total	\$1,369,201	\$1,345,885	\$1,362,375	\$1,220,581	\$1,347,260

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Contracted Dispatch	2,298,066	2,181,967	2,562,800	1,966,915	2,558,300
Contracted Eligibility Assessment	363,015	313,408	392,500	65,418	397,500
Professional & Technical-Gen & Adm	2,506	29,862	20,000	12,337	30,000
Temporary Help-Trans Adm			10,000	1,668	10,000
Equipment Repair & Mtc - Gen & Adm	17	860	3,000	500	3,000
ATP Central Maintenance	2,344,290	2,180,589	2,878,600	1,484,835	2,109,200
Background Check Services	18,646	14,655	20,000	3,675	40,000
Printing/Bindery Services	17,257	10,904	30,000	14,261	10,000
Other Services- Gen & Adm	9,392	11,947	35,000	11,240	35,000
Other Services- Revenue Veh.Maint		1,750	44,900	25,605	44,900
Diesel Fuel- Rev Vehicle Oper	1,704,879	1,166,655	1,733,200	534,290	1,594,000
Oil & Lubricants	61,697	50,935	40,000	15,461	50,000
Gasoline - Rev Veh Operations	4,646	386	40,000	6,769	
Tires - Rev Vehicle Oper	120,615	75,718	152,300	48,587	100,500
Office Supplies	25,915	28,292	23,100	11,722	30,000
Equip/Furn < \$5,000-Gen & Adm	1,460	4,308	20,000	22,441	25,000
Cleaning Suppl- Fac/Eq Maint		550			
Other Materials- Gen & Adm	5,856	12,844	15,000	39,154	15,000
Other Materials- Transp Adm		3,248			
Unreconciled Mastercard Expense				131	
Postage - Gen & Admin	28,598	67,910	38,000	29,454	50,000
Safety Supplies - Transportation				5,421	
ATP Maintenance Materials	16,539	6,268	25,000	12,588	13,000
Telephone	60,800	76,248	60,000	56,727	75,000
Data Communication Services	47,333	114,125	127,300	32,503	46,600

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Physical Damage Ins-Region 1	773,097	853,922	891,800	984,695	878,800
ATP Direct Srvc Provider - Mult.	23,920,669	21,236,156	26,724,100	15,597,981	24,679,600
ATP Backup Cabs	4,150,940	2,935,908	4,018,500	1,446,632	3,944,800
Eligibility Transportation	180,802	124,547	210,000	35,000	178,700
NU-Local Travel & Meetings	24	68			
NU-Education & Training - Gen & Adm	9,566				
NU-Out-Of-Town Travel	5,074	253			
Employee Recognition	1,135	731			
Cat Committee	16,824	8,866	20,000	3,685	13,100
Office Leases	158,410	146,241		142,397	
Total	\$36,348,068	\$31,660,121	\$40,135,100	\$22,612,092	\$36,932,000

RAIL TRANSPORTATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	23,321,383	32,844,835	33,528,686	32,118,006	34,113,725	34,113,725	36,048,798
Materials & Services	668,772	2,586,535	1,983,700	1,149,930	783,700	783,700	780,200
Total	\$23,990,155	\$35,431,370	\$35,512,386	\$33,267,936	\$34,897,425	\$34,897,425	\$36,828,998

Department Description & Responsibilities

Major Functions: The Rail Transportation Department is responsible for the following major functions: control center operations, light rail operations, rail access planning, special event planning, unified service communications, along with the operations and maintenance of Streetcar.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance ▪ Objective #16: Increase resiliency 	Reduce employee injuries below 2 per month (Rail Operations, Field Operations, and Operations Command Center).	June 30, 2023
	Reduce rail rule violations below 60 per million meters.	June 30, 2023
	Reduce customer complaints per 100,000 miles below 1.00.	June 30, 2023
	Develop and implement the Track Access Program (TrAP) Update.	December 31, 2021
	Increase on-time performance for MAX above 91%.	June 30, 2023
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience 	Fulfill the requirements of the Intergovernmental Agreement related to the Operations & Maintenance of the Portland Streetcar System.	June 30, 2023



Rail Transportation Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	16,732,237	23,813,621	23,950,880	22,875,999	25,614,679
Fringe	6,589,146	9,031,214	9,577,806	9,242,007	10,434,119
Total	\$23,321,383	\$32,844,835	\$33,528,686	\$32,118,006	\$36,048,798

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm	7,276	14,805	14,100	74,826	
Other Services-Transp Adm	3,365	478		525	
Uniforms- Rev Veh Op	66,090	97,506	89,900	57,616	89,900
Office Supplies	26,986	19,587		6,902	
Computer Supplies - Trans Admin	225	2,081			
Equip/Furn < \$5,000-Gen & Adm				15,825	
Cleaning Suppl- Rev Equip Maint		580		2,500	
OCC Equip & Supplies		43,231	31,300	101,333	24,000
Other Materials- Gen & Adm	281,684	36,270	31,300	23,108	49,200
Other Materials- Transp Adm	1,464	1,656		72	
Unreconciled Mastercard Expense		6,881			
Default Expense	-80				
Safety Supplies - Transportation				8,904	
Telephone	2,361	2,049		29,107	
Data Communication Services		31,556	13,600	31,872	13,600
PI/PD Expense	244,739	2,325,473	1,800,000	794,845	600,000
NU-Local Travel & Meetings	65				
NU-Education & Training - Gen & Adm	310				
NU-Out-Of-Town Travel	29,584	2,450			
CDL Renewals	2,578	834	3,500	2,495	3,500
Employee Recognition	2,125	1,098			
Total	\$668,772	\$2,586,535	\$1,983,700	\$1,149,930	\$780,200

COMMUTER RAIL DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,914,362	2,113,550	2,065,184	2,219,941	2,106,351	2,106,351	2,203,912
Materials & Services	4,136,532	4,057,694	5,316,200	3,866,061	5,300,900	5,300,900	5,300,900
Total	\$6,050,894	\$6,171,244	\$7,381,384	\$6,086,002	\$7,407,251	\$7,407,251	\$7,504,812

Department Description & Responsibilities

Major Functions: The Westside Express Service (WES) Commuter Rail Department is responsible for operations and maintenance of the 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
Category: Internal Business Practices ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance ▪ Objective #16: Increase resiliency 	Implement System Safety Program Plan per 49CFR270 to include CY2021 Audits.	March 21, 2022
	Implement Training, Qualification and Oversight Program per 49CFR243.	December 31, 2021
	Conduct full-scale exercise for passenger train emergency preparedness per 49CFR238.	September 30, 2021
	Maintain WES Corridor ROW to the Class III FRA Standard, including: <ul style="list-style-type: none"> • Fouled Ballast Mitigation; • Surface, Line, Dress; • Ultrasound and Track Geometry Inspections. 	June 30, 2022
Category: Customer ➤ Goal #1: Provide safe service <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience 	Maintain customer complaints ≤ 5 per 100,000 boarding's.	June 30, 2022
	Maintain ≥ 97% or better on-time performance.	
Category: Internal Business Practices ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety 	Maintain employee injury ratio ≤ 1 per annual reporting period.	June 30, 2022

Commuter Rail Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,419,702	1,514,472	1,407,600	1,502,386	1,504,225
Fringe	590,537	606,378	657,584	717,555	699,687
Capitalized Labor-Fringe	-95,877	-7,300			
Total	\$1,914,362	\$2,113,550	\$2,065,184	\$2,219,941	\$2,203,912

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Trans Adm	3,255	5,461		170	
Landscape Maint Services	34,800	35,912	4,400	25,829	7,100
Contracted Fac Mtc	46,290	23,831	6,100	8,941	10,000
Facilities Maint. Agreements - WES	38,430	35,755	45,300	7,550	45,300
Calibration & Tool Repair	5,725	249	4,900	9,808	4,900
Contr Maint - Type I LRV-Rev Eq Maint	36,296	86,687	63,100	110,513	63,100
Maintenance of Way - Commuter Rail	731,694	820,331	1,309,800	710,713	1,309,800
Laundry	5,863	4,928	6,600	7,082	6,600
Other Services- Revenue Veh.Maint	1,034	5,841	4,800	1,394	4,800
Other Services-Facility/Eq Maint		620		478	
Waste Disposal Services			2,100	350	
Uniforms- Rev Veh Op	2,930	1,444	1,700	915	1,700
Diesel Fuel- Rev Vehicle Oper	256,545	207,091	272,200	166,397	262,100
Office Supplies	5,811	3,322		1,587	
Maint Mat'l - Snow & Ice			1,200	546	
Maint Mat'l - Rev Eq	285,691	340,695	259,600	171,220	259,600
Freight	24,045	21,555	30,300	6,896	30,300
Maint Material - Other	26,879	17,183	13,100	8,128	14,000
Shop Equip < \$5000 - Fac Eq Maint	41,977	17,831	12,600	9,305	12,600
Cleaning Suppl- Rev Equip Maint	11,915	6,915	11,600	15,088	11,600
Cleaning Suppl- Fac/Eq Maint			2,200	368	
Small Hand Tools-Fac/Eq Maint	3,231	3,101	5,100	1,864	5,100
Other Materials- Rev Eq Maint	9,373	4,612	13,100	4,278	13,100
Unreconciled Mastercard Expense		-305		2,021	

Commuter Rail Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Default Expense	730				
Landscape Maint Material	92	2,140	4,000	1,588	2,000
Maint Matl Landscape		243		100	
Safety Supplies- Gen & Adm	3,586	4,336	7,100	6,551	7,100
Invoice Price Variance	-481	-392		-812	
Average Cost Variance		-158			
Utilities - Electricity	36,038	35,792	43,300	38,124	39,300
Utilities - Gas	10,565	8,055	11,900	11,561	10,400
Utilities - Water	19,495	18,598	17,400	12,368	18,400
Telephone	51,329	70,820	64,600	88,058	64,600
Data Communication Services	78,069	60,150	78,800	104,797	78,800
Utilities - Other	4,232	4,455	5,500	4,467	4,800
Network Access Services	31,301	8,786	33,800	5,632	33,800
Train Operations	2,003,016	1,886,262	2,649,400	2,020,594	2,649,400
On-Time Performance Incentive - Commuter Rail	321,227	314,755	329,600	301,063	329,600
NU-Local Travel & Meetings	465	487			
NU-Education & Training - Gen & Adm				300	
NU-Out-Of-Town Travel	3,786				
CDL Renewals			1,000	229	1,000
Employee Recognition	1,298	306			
Total	\$4,136,532	\$4,057,694	\$5,316,200	\$3,866,061	\$5,300,900

PORTLAND STREETCAR DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,675,468	8,035,525	8,269,583	7,661,255	8,521,424	8,521,424	8,966,251
Materials & Services	8,929,242	9,002,745	9,899,200	9,123,766	8,874,000	8,874,000	8,874,000
Total	\$16,604,710	\$17,038,270	\$18,168,783	\$16,785,021	\$17,395,424	\$17,395,424	\$17,840,251

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. TriMet is responsible for 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 Manager, Rail Operations (Streetcar). These personnel remain TriMet employees, are paid and receive benefits from TriMet in the same manner as if their work was regular TriMet operations. The Manager, Rail Operations (Streetcar) is the primary liaison with City management and supervision who oversee the Intergovernmental Agreement.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1: Provide safe service ▪ Objective #3: Improve overall customer experience 	Maintain fiscal year vehicle collision rate below 0.65.	Continuous
	100% operator participation in customer experience training.	June 30, 2023
Category: Internal Business Practices ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance 	Reduce absenteeism due to industrial injury ≤ 3% (12 month avg.).	June 30, 2022
	Increase monthly operator attendance to 89%.	June 30, 2022
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people 	Implement the Streetcar Controller position and satisfy Memorandum of Agreement #35.	January 31, 2022
Category: Financial ➤ Goal #2: Fiscally sound and compliant	Align timekeeping practices with agency standards.	June 30, 2022

Portland Streetcar Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	5,312,591	5,549,365	5,660,381	5,216,433	6,074,962
Fringe	2,362,877	2,486,160	2,609,202	2,444,822	2,891,289
Total	\$7,675,468	\$8,035,525	\$8,269,583	\$7,661,255	\$8,966,251

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		28,525			
Portland Streetcar	8,929,225	8,974,020	9,899,200	9,123,598	8,874,000
Safety Supplies - Fac/Eq Maint	17	200			
Safety Supplies - Transportation				168	
Total	\$8,929,242	\$9,002,745	\$9,899,200	\$9,123,766	\$8,874,000

Transportation Personnel Profile

Transportation Admin 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		188,193	23	150,554	225,832
Administrative Assistant, Executive	1.00	NU	FT		74,595	11	55,343	83,016
Total	2.00				262,788			

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 (FO and Transportation)	1.00	NU	FT		145,350	19	109,195	163,794
Manager, Bus Operations (Transportation)	3.00	NU	FT		325,568	16	85,121	127,682
Manager, Bus & Rail Operations (Field Ops)	1.00	NU	FT		107,443	16	85,121	127,682
Assistant Manager, Bus Operations (Transportation)	11.00	NU	FT		1,056,394	15	78,233	117,350
Assistant Manager, Bus & Rail Ops (Field Ops)	1.00	NU	FT		101,142	15	78,233	117,350
Assistant Manager, Bus and Rail Operations (FO)	1.00	NU	FT		97,788	15	78,233	117,350
Administrative Assistant	3.00	NU	FT		150,113	7	38,682	58,024
Lead Supervisor	6.00	U	FT		556,315	0489	67,995	90,667
Coordinator, Field Operations	2.00	U	FT		187,051	0819	67,995	90,667
Chief Station Agent	4.00	U	FT		378,990	0830	67,995	90,667
Road Supervisor	35.00	U	FT		3,108,171	0834	64,771	86,362
Station Agent	26.00	U	FT		2,281,022	0835	64,771	86,362
Dispatcher	21.00	U	FT		1,853,147	0836	64,771	86,362
Operator	1104.00	U	FT		73,313,074	0880	37,669	68,453
Mini Run Operator	238.50	U	PT		14,266,707	0881	35,360	68,453
Total	1457.50				97,928,277			

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 Operations (Service Delivery)	1.00	NU	FT		125,714	18	100,571	150,857
Manager, Bus & Rail Operations (SM, S & P)	1.00	NU	FT		98,472	16	85,121	127,682
Manager, Bus & Rail Ops (Ops Plan and Projects)	1.00	NU	FT		99,576	16	85,121	127,682
Manager, Bus & Rail Operations (C&WU)	1.00	NU	FT		97,791	15	78,233	117,350
Assistant Manager, Bus & Rail Operations (ORPI)	1.00	NU	FT		94,631	15	78,233	117,350
Assistant Manager, Bus & Rail Ops (SIPS)	1.00	NU	FT		95,880	15	78,233	117,350
Planner III	1.00	NU	FT		93,368	13	65,896	98,844
Schedule Data Technician	3.00	U	FT		269,081	0867	64,771	86,362
Schedule Writer II	5.00	U	FT		443,225	0874	64,771	86,362
Coordinator, Operations	2.00	U	FT		149,760	0876	57,574	76,752
Total	17.00				1,567,497			

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		127,466	18	100,571	150,857
Manager, Lift Service Delivery	1.00	NU	FT		107,163	16	85,121	127,682
Manager, Lift Eligibility & Community Relations	1.00	NU	FT		81,600	15	78,233	117,350
Analyst, Senior, Lift Service Delivery	1.00	NU	FT	✓	34,326	13	65,896	98,844
Specialist, Senior, Eligibility	1.00	NU	FT		75,518	12	60,415	90,621
Administrator, Lift Service Quality	1.00	NU	FT		75,012	11	55,343	83,016
Coordinator, Lift Eligibility	4.00	NU	FT		276,240	11	55,343	83,016
Analyst, Business (Lift)	1.00	NU	FT		66,466	11	55,343	83,016
Assistant, Administrative	1.00	NU	FT		53,040	7	38,682	58,024
Assistant, ATP	2.00	NU	FT		98,614	7	38,682	58,024
Total	14.00				995,445			

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, Field Ops & OCC	1.00	NU	FT		123,323	20	118,457	177,684
Manager, Bus & Rail Operations (Field Ops)	1.00	NU	FT		106,238	16	85,121	127,682
Manager, Bus & Rail Operations (Ops Cmnd Ctr)	1.00	NU	FT		108,532	16	85,121	127,682
Manager, Rail Operations (Transportation)	2.00	NU	FT		217,569	16	85,121	127,682
Assistant Manager, Bus & Rail Ops (Ops Cmd Ctr)	6.00	NU	FT		581,242	15	78,233	117,350
Assistant Manager, Rail Ops (Transportation)	1.00	NU	FT	✓	95,880	15	78,233	117,350
Specialist, Operations	2.00	NU	FT		133,427	9	46,342	69,512
Specialist, Operations	1.00	NU	FT	✓	61,060	9	46,342	69,512
Rail Supervisor	37.00	U	FT		3,262,416	0536	86,362	86,362
Rail Controller	28.00	U	FT		2,465,744	0538	86,362	86,362
Rail Operator	196.00	U	FT		14,156,167	0580	53,102	70,886
Coordinator, Field Operations	2.00	U	FT		183,723	0819	67,995	90,667
Total	278.00				21,495,321			

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, Rail Operations (Commuter)	1.00	NU	FT		138,280	18	100,571	150,857
Manager, Rail Operations (Commuter)	1.00	NU	FT		110,670	16	85,121	127,682
Helper	2.00	U	FT		141,397	0533	68,453	68,453
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	U	FT		276,546	0872	84,261	84,261
Commuter Rail Vehicle Maint. Tech. Trainee	1.00	U	FT		74,241	0875	73,278	73,278
Commuter Rail Vehicle Maint. Technician	7.00	U	FT		545,599	0888	73,278	73,278
Service Worker	2.00	U	FT		116,089	0944	39,562	57,283
Total	17.00				1,402,823			

Transportation Personnel Profile

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, Rail Operations (Streetcar)	1.00	NU	FT		95,472	16	85,121	127,682
Streetcar Superintendent	2.00	U	FT		208,774	0146	103,043	103,043
Streetcar Maintenance Training Technician	1.00	U	FT		77,578	0182	73,278	73,278
Streetcar Journeyman Mechanic	10.00	U	FT		784,844	0451	73,278	73,278
Streetcar Operator	56.00	U	FT		4,041,042	0488	53,102	70,886
Rail Controller	3.00	U	FT		262,503	0538	86,362	86,362
Track Maintainer	1.00	U	FT		80,646	0540	76,731	76,731
Signals Maintainer	1.00	U	FT		80,646	0541	76,731	76,731
Total	75.00				5,631,506			

Safety & Security Division

DEPARTMENTS

Page

- Safety & Security Administration (SSA)SS-4
- Safety & Environmental Services (SES).....SS-6
- Security & Emergency Management (SEM)SS-8



DIVISIONAL FUN FACTS...

- » TriMet owns a lot of property – in fact we are responsible for over 250 acres of pavement. With that much impervious surface, 1 inch of rain generates 7 million gallons of stormwater that we have to treat and manage. If you assume 40 inches of rain a year, that's 275 million gallons of stormwater each year.
- » In the 1980s we generated as much as 400,000 pounds of hazardous waste per year. By implementing numerous process and chemical changes over the years we have been able to drastically reduce the amount of Haz waste. Today we only generate around 2,000 pounds of hazardous waste per year!
- » With employee and environmental health and safety in mind, the Safety & Environmental Services Department reviews and approves all chemicals that are used and stored on TriMet property. There are currently over 2,000 chemicals approved for use at TriMet.

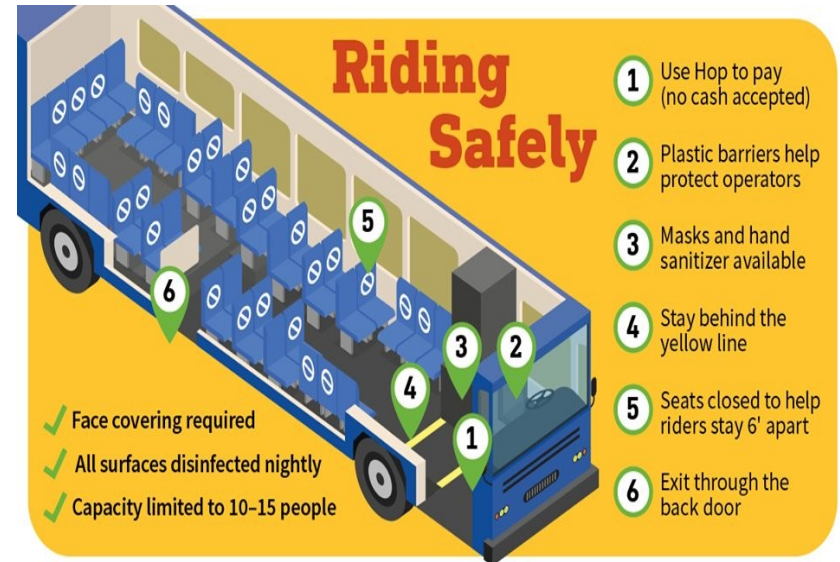
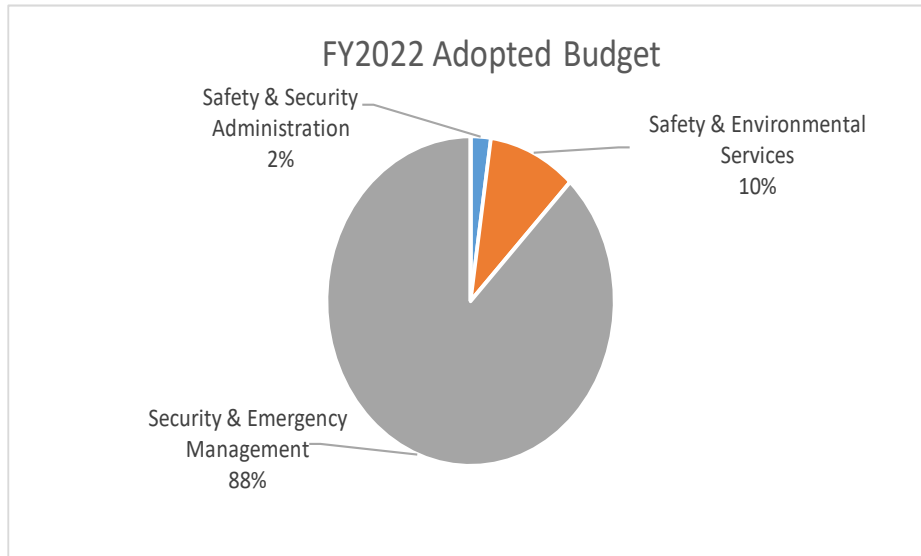
MAJOR PRIORITIES OF THE DIVISION

- ▽ (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.

Performance Metrics Safety & Security Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Complete all fiscal year budget tasks, beginning in October and on time to meet internal deadlines.		X		Safety & Security Administration	100%	In process
Participate in monthly meetings on division contracts and intergovernmental agreements.	X	X		Safety & Security Administration	100%	In process
Submit monthly, quarterly and annual grant reports timely.	X	X		Safety & Security Administration	100%	In process
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%	In process
Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (ODOT) within required timeframes.	X	X		Safety & Environmental Services	100%	In process
Develop a Safety Management System agency rollout plan.		X		Safety & Environmental Services	100%	In process
Conduct 5 annual audits as described in Audit SOP.	X	X	X	Safety & Environmental Services	5 ea.	In process
Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.		X	X	Security & Emergency Management	50%	In process
Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.		X	X	Security & Emergency Management	50%	In process
Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.		X	X	Security & Emergency Management	50%	In process
Hire 1 CCTV Coordinator to enhance CCTV operations and cover shifts 7 days a week.		X	X	Security & Emergency Management	1 ea.	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,147,359	3,875,186	5,331,139	4,981,046	5,517,462	5,517,462	6,201,609
Materials & Services	21,077,715	20,296,605	26,081,100	16,749,349	26,297,800	26,297,800	26,297,200
Total	\$29,225,074	\$24,171,791	\$31,412,239	\$21,730,395	\$31,815,262	\$31,815,262	\$32,498,809

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Administration		846,747	642,357	589,802	717,506	717,506	736,510
Safety & Environmental Services	3,762,631	3,076,421	3,104,839	2,665,397	3,083,823	3,083,823	3,214,038
Security & Emergency Management	19,233,132	20,248,623	27,665,043	18,475,196	28,013,933	28,013,933	28,548,261
Bus Transportation Training	4,431,074						
Rail Transportation Training	1,798,237						
Total	\$29,225,074	\$24,171,791	\$31,412,239	\$21,730,395	\$31,815,262	\$31,815,262	\$32,498,809



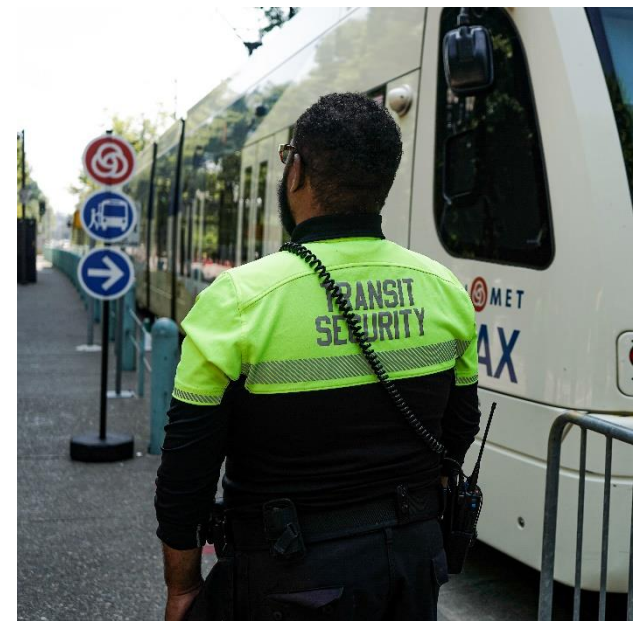
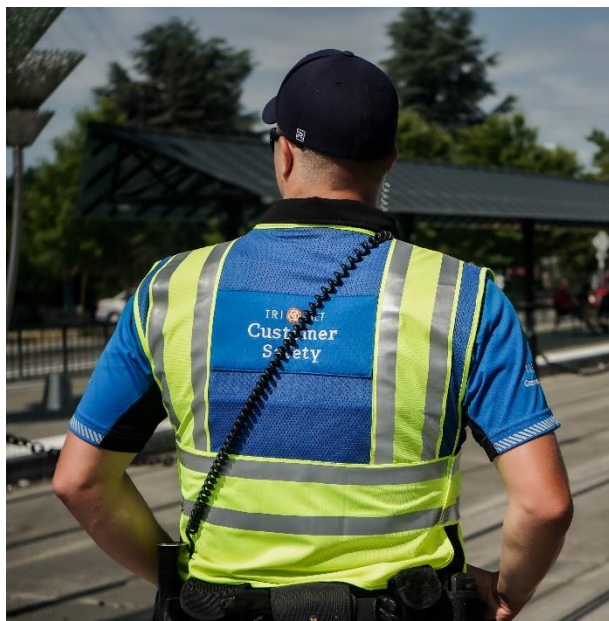
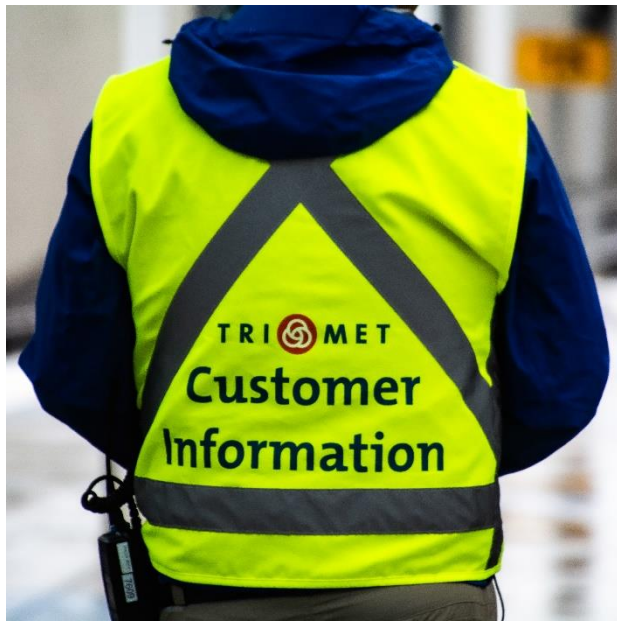
SAFETY & SECURITY ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		543,053	630,257	567,662	705,406	705,406	724,410
Materials & Services		303,694	12,100	22,140	12,100	12,100	12,100
Total		\$846,747	\$642,357	\$589,802	\$717,506	\$717,506	\$736,510

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
Category: Financial ➤ Goal #1: Fiscally sound and compliant ▪ Objective #32: Manage financial performance within Strategic Financial Plan Guidelines	Complete all fiscal year budget tasks, beginning in October and on time to meet internal deadlines.	June 30, 2022
	Participate in monthly meetings on division contracts and intergovernmental agreements.	June 30, 2022
	Submit monthly, quarterly and annual grant reports timely.	June 30, 2022



Safety & Security Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		373,220	465,197	393,878	524,351
Fringe		169,833	165,060	173,784	200,059
Total		\$543,053	\$630,257	\$567,662	\$724,410

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm				104	
Office Supplies		280,688		8,245	
Other Materials- Gen & Adm		7,570	1,500	3,543	2,000
Computer Equip under \$5,000		5,729	1,000	393	1,000
Safety Supplies- Gen & Adm				4,797	
Telephone		4,085	2,000	2,846	2,000
NU-Dues & Subscriptions				47	
NU-Local Travel & Meetings		750	1,500	446	1,000
NU-Education & Training - Gen & Adm		1,704	1,000	869	1,000
NU-Out-Of-Town Travel		2,900	5,100	850	5,100
Employee Recognition		268			
Total		\$303,694	\$12,100	\$22,140	\$12,100

SAFETY & ENVIRONMENTAL SERVICES DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,552,414	1,292,833	1,346,739	1,234,642	1,325,723	1,325,723	1,456,538
Materials & Services	2,210,217	1,783,588	1,758,100	1,430,755	1,758,100	1,758,100	1,757,500
Total	\$3,762,631	\$3,076,421	\$3,104,839	\$2,665,397	\$3,083,823	\$3,083,823	\$3,214,038

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

Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied Riders <ul style="list-style-type: none"> ▪ Objective #1: Provide safe service 	Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (ODOT) within required timeframes.	Continuous
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #16: Increase resiliency 	Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	June 30, 2022
	Conduct 5 annual audits as described in Audit SOP.	June 30, 2022
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #1: Ensure a culture of safety <ul style="list-style-type: none"> ▪ Objective #24: Successfully implement the Safety Management System (SMS) across the organization 	Develop a Safety Management System agency rollout plan.	June 30, 2022



Safety & Environmental Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,146,732	1,007,506	1,109,740	1,009,090	1,219,395
Fringe	457,691	399,727	395,206	407,632	428,746
Capitalized Labor-Fringe	-52,009	-114,400	-158,207	-182,080	-191,603
Total	\$1,552,414	\$1,292,833	\$1,346,739	\$1,234,642	\$1,456,538

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	730,633	604,219	491,200	341,920	504,600
Drug & Alcohol Testing	128,441	179,743	145,000	138,169	200,000
Safety Occupational Serv	375	-2,432			
Environmental Consulting	251,562	108,309	178,100	133,249	178,000
Temporary Help-Trans Adm			10,000	9,726	
Contracted Maint - Environmental	629,090	658,440	670,000	656,008	670,000
Other Services- Gen & Adm	35,354	9,887	7,500	6,863	10,000
Waste Disposal Services	294,073	145,314	200,000	112,090	145,000
Office Supplies	5,334	2,826	8,000	2,566	3,500
Other Materials- Gen & Adm	13,942	39,668	8,000	8,694	10,000
Computer Equip under \$5,000	27,188	13,760	10,000	3,981	9,400
Environmental Material	25				
Safety Supplies- Gen & Adm	29				
Telephone	6,732	5,866	7,000	5,888	7,000
NU-Dues & Subscriptions	6,912	4,174	4,000	5,335	5,000
NU-Local Travel & Meetings	654	2,884	2,000	437	2,000
NU-Education & Training - Gen & Adm	50,411	3,976	13,000	4,721	13,000
NU-Out-Of-Town Travel	28,135	6,880	4,300	718	
Employee Recognition	1,327	74		390	
Total	\$2,210,217	\$1,783,588	\$1,758,100	\$1,430,755	\$1,757,500

SECURITY & EMERGENCY MANAGEMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	764,411	2,039,300	3,354,143	3,178,742	3,486,333	3,486,333	4,020,661
Materials & Services	18,468,721	18,209,323	24,310,900	15,296,454	24,527,600	24,527,600	24,527,600
Total	\$19,233,132	\$20,248,623	\$27,665,043	\$18,475,196	\$28,013,933	\$28,013,933	\$28,548,261

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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1: Provide safe service ▪ Objective #3: Improve overall customer experience ➤ Goal #3: Support broader community <ul style="list-style-type: none"> ▪ Objective #11: Ensure strong support for transit and TriMet 	Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety ▪ Objective #14: Provide reliable performance ▪ Objective #16: Increase resiliency 	Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.	June 30, 2023
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #1: Ensure culture of safety <ul style="list-style-type: none"> ▪ Objective #24: Successfully implement the Safety Management System across the organization ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits. Hire 1 CCTV Coordinator to enhance CCTV operations and cover shifts 7 days a week.	June 30, 2023 June 20, 2023

Security & Emergency Management Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	530,691	1,426,572	2,394,889	2,292,498	2,881,020
Fringe	233,720	612,728	959,254	887,918	1,139,641
Capitalized Labor-Fringe				-1,674	
Total	\$764,411	\$2,039,300	\$3,354,143	\$3,178,742	\$4,020,661

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		22,626	70,300	24,586	88,200
Temporary Help-Trans Adm	13,714	13,465	10,000	9,726	20,000
Security Services	10,887,035	10,680,879	15,406,300	7,896,535	15,406,300
Deputy DA Contract	190,297	272,422	246,000	193,660	252,400
Other Security Services	5,785,313	5,076,026	7,041,900	5,384,472	7,262,700
Building Security Maintenance	139,241	377,277	215,800	169,210	206,500
Exclusion & Tow Hearings	3,515	10,688	30,000	7,511	30,000
Security Services - Canine Unit	695,376	605,531	697,500	619,562	1,038,300
Security Services - Anti-Terrorism Team	233,858	214,495	340,800	185,930	
Security Services - Gang Outreach	111,932	105,656	130,900	84,828	138,500
Other Services- Gen & Adm	227,673	426,138	33,000	204,187	10,000
Uniforms- Rev Veh Op		12,329	3,500	7,944	8,500
Office Supplies	11,446	12,794	2,000	9,616	8,000
Other Materials- Gen & Adm	135,617	258,199	62,400	121,580	15,000
Unreconciled Mastercard Expense		-55		15,940	
Computer Equip under \$5,000	5,647	74,741	2,000	12,680	3,000
Safety Supplies- Gen & Adm				528	
Community Outreach				314,286	
Telephone	12,200	28,543	9,500	30,281	19,700
NU-Dues & Subscriptions	78		1,500	318	1,000
NU-Local Travel & Meetings	2,105	2,299	4,500	2,382	4,500
NU-Education & Training - Gen & Adm	970	13,347	3,000	692	15,000
NU-Out-Of-Town Travel	11,704	1,923			
Assault Rewards	1,000				
Total	\$18,468,721	\$18,209,323	\$24,310,900	\$15,296,454	\$24,527,600

BUS TRANSPORTATION TRAINING DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,171,078						
Materials & Services	259,996						
Total	\$4,431,074						

The Bus Transportation Training Department was moved to Chief Operating Officer Division in FY2020 and renamed Operations Training & Planning Department.

Bus Transportation Training Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	3,058,501				
Fringe	1,112,577				
Total	\$4,171,078				

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Accident Investigations	3,503				
Temporary Help-Transp Adm	10,398				
Other Services-Transp Adm	89,549				
Uniforms- Rev Veh Op	8,521				
Office Supplies	10,233				
Other Materials- Transp Adm	16,737				
Computer Equip under \$5,000	2,560				
UN-Oper Training Materials_A5049501	3,507				
Telephone	34,460				
NU-Local Travel & Meetings	284				
NU-Education & Training - Gen & Adm	72,687				
NU-Out-Of-Town Travel	4,472				
Operator Rodeo	3,085				
Total	\$259,996				

RAIL TRANSPORTATION TRAINING DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,659,456						
Materials & Services	138,781						
Total	\$1,798,237						

The Rail Transportation Training Department was moved to Chief Operating Officer Division in FY2020 and renamed Operations Training & Planning Department.

Rail Transportation Training Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,205,356				
Fringe	454,100				
Total	\$1,659,456				

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm	80,539				
Uniforms- Rev Veh Op	4,211				
Office Supplies	5,035				
Other Materials- Gen & Adm	1,761				
Computer Equip under \$5,000	17,699				
Telephone	9,192				
NU-Education & Training - Gen & Adm	20,344				
Total	\$138,781				

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		186,660	22	139,093	208,641
Senior Administrator, Safety & Security Programs	1.00	NU	FT		88,209	13	65,896	98,844
Senior Administrative Assistant	1.00	NU	FT		60,062	9	46,342	69,512
Assistant, Safety & Security - Environmental	1.00	NU	FT		46,208	7	38,682	58,024
Total	4.00				381,140			

Safety and 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
Dir, Safety Management Sys & Environmental Svcs.	1.00	NU	FT		136,494	19	109,195	163,794
Manager, Construction Safety & Risk Assessment	1.00	NU	FT		101,795	16	85,121	127,682
Manager, Safety Systems	1.00	NU	FT		103,400	16	85,121	127,682
Manager, Environmental Services	1.00	NU	FT		108,756	15	78,233	117,350
Specialist, Senior, System Safety	1.00	NU	FT		102,597	14	71,823	107,735
Administrator, Drug & Alcohol Testing Program	1.00	NU	FT		73,017	13	65,896	98,844
Specialist, System Safety	3.00	NU	FT		232,642	13	65,896	98,844
Specialist, System Safety	2.00	NU	FT	✓	148,670	13	65,896	98,844
Coordinator, Environmental	1.00	NU	FT		83,909	12	60,415	90,621
Specialist, Safety and Security Data Management	1.00	NU	FT		69,179	11	55,343	83,016
Specialist, Drug & Alcohol Program	1.00	NU	FT		58,938	9	46,342	69,512
Total	14.00				1,219,395			

Safety & Security Personnel Profile

Security and 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		136,494	19	109,195	163,794
Manager, Public Safety Operations	1.00	NU	FT		99,666	16	85,121	127,682
Manager, Safety Response	1.00	NU	FT	✓	106,401	16	85,121	127,682
Manager, Security and Emergency Management	1.00	NU	FT		91,799	15	78,233	117,350
Coordinator, Senior, Public Safety Training & Dev	1.00	NU	FT	✓	89,779	14	71,823	107,735
Assistant Manager, Safety Response	1.00	NU	FT	✓	82,370	13	65,896	98,844
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT	✓	69,806	13	65,896	98,844
Assistant Manager, Public Safety Operations	2.00	NU	FT		151,036	12	60,415	90,621
Specialist, Security Access Control	1.00	NU	FT		58,143	11	55,343	83,016
Coordinator, Exclusions	1.00	NU	FT		70,310	10	50,671	76,005
Assistant, Administrative	1.00	NU	FT		47,507	7	38,682	58,024
Lead Customer Safety Supervisor	1.00	U	FT		94,565	0341	67,995	90,667
Customer Safety Supervisor	19.00	U	FT		1,647,189	0342	64,771	86,362
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT		83,166	0437	62,213	82,950
Total	33.00				2,828,232			



[This Page Left Intentionally Blank]

Maintenance Division

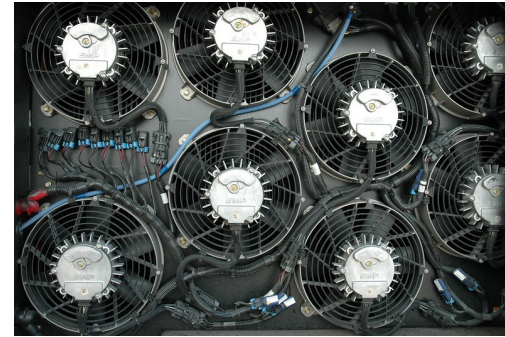
DEPARTMENTS

PAGE

- Maintenance Administration (MA)..... MT-4
- Bus Maintenance (BM) MT-6
- Facilities Management Bus-Rail (FMBR)..... MT-9
- Rail Maintenance Of Way (MOW) MT-13
- Rail Equipment Maintenance (REM) MT-16

MAJOR PRIORITIES OF THE DIVISION

- ▽ (MA) Managing and maintaining all aspects of the District's assets.
- ▽ (BM) Providing safe, clean and reliable vehicles for use by its riders, operators and maintenance staff.
- ▽ (FMBR) Managing and maintaining facility assets, planning, acquiring/allocating resources, providing 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.



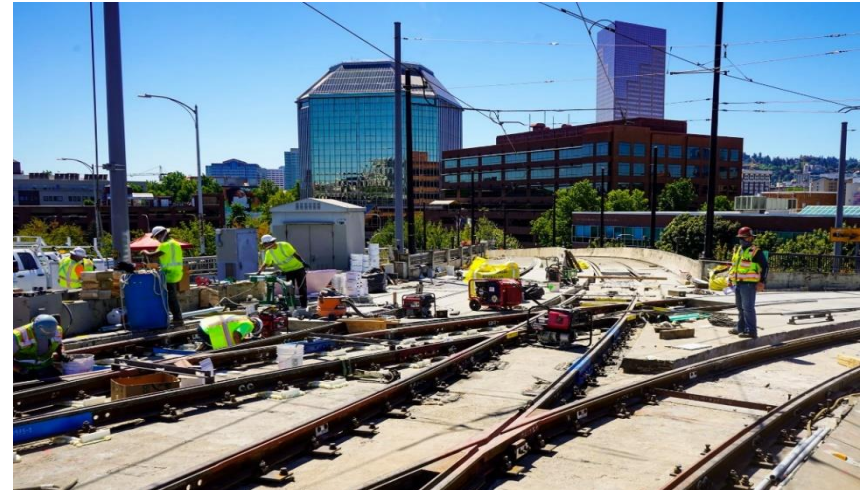
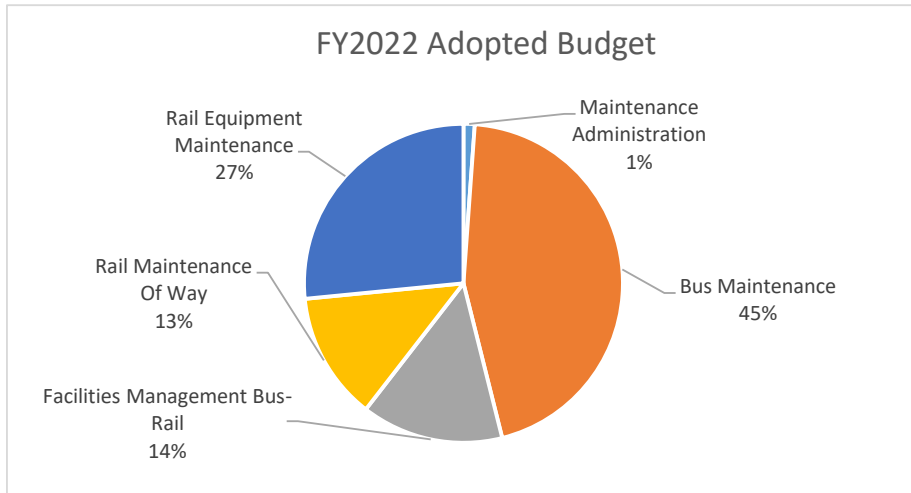
DIVISIONAL FUN FACTS...

- » Bus Maintenance maintains a fleet of 727 buses, this includes 40-foot diesel buses and 22 smaller, 30-foot buses. The average bus is 7.1 years old. The oldest bus is 20 years old. The fleet also contains eight 40-foot BEBs with more on the horizon.
- » Our Bus Electrification program will soon be adding an innovative 60-foot articulated BEB (Battery-Electric Bus). When in service it will be the first of its kind in North America and possibly the world.
- » TriMet has 290 NRVs parked in 13 different locations, all maintained by just 4 mechanics, 1 service worker and 1 supervisor. Combined they travel about 2.2 million miles per year.
- » Facilities Management maintains 5 parking garages with more than 2,800 parking spaces and 36 park and ride lots with more than 11,733 parking spaces.

Performance Metrics Maintenance Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Increase diversity by 5% for minorities and women in the Maintenance Division and promote an organization environment that values diversity.	X	X	X	Maintenance Administration	5%	In process
Procure and deliver a pilot fleet of 5 fully-electric battery powered buses and charging facilities and to develop a strategy about how and when to shift toward clean fuel buses.		X		Maintenance Administration	100%	In process
Expand Preventative Maintenance QA/QC program by 5% in Bus Maintenance and 10% in NRV.	X	X	X	Bus Maintenance	5% / 10%	In process
Procure and deploy 36 new 60-foot high capacity Nova articulated buses for Division Transit Program.		X		Bus Maintenance	36 ea.	In process
Develop and implement 1 additional training and SOP's to help ensure reliable performance.		X		Bus Maintenance	1 ea.	In process
Increase completed preventative maintenance work orders by 10%.		X		Facilities Management Bus-Rail	10%	In process
Increase the number of assets tracked in our asset inventory by 10%.		X		Facilities Management Bus-Rail	10%	In process
Complete 2 State of Good Repair projects related to light rail system railway elements.		X		Rail Maintenance Of Way	2 ea.	In process
Achieve 90% completion of all preventative maintenance activities every month.	X			Rail Maintenance Of Way	90%	In process
Conduct a minimum of 2 recurrent training classes for each Maintenance Of Way discipline.		X		Rail Maintenance Of Way	2 ea.	In process
Complete one major Rail Maintenance Of Way campaigns on-time and within budget.		X		Rail Maintenance Of Way	1 ea.	In process
Maintain mainline failures (LRVs removed from service due to mechanical failure) at a minimum of 20,383 miles between failures.		X		Rail Equipment Maintenance	20,383 mi	In process
Maintain service delays of > 5 minutes due to mechanical failure at a minimum of 20,383 miles between delays.		X		Rail Equipment Maintenance	20,383 mi	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	83,010,789	79,715,983	100,606,401	86,005,545	100,198,127	100,198,127	105,362,342
Materials & Services	65,445,128	69,683,926	64,567,000	61,121,436	59,149,600	59,149,600	59,399,600
Total	\$148,455,917	\$149,399,909	\$165,173,401	\$147,126,981	\$159,347,727	\$159,347,727	\$164,761,942

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Maintenance Administration		873,118	1,748,776	1,115,357	1,913,974	1,913,974	1,874,110
Bus Maintenance	64,346,536	60,178,046	72,677,024	62,462,497	71,189,926	71,189,926	74,067,312
Facilities Management Bus-Rail	20,824,982	22,395,651	24,906,065	22,352,820	23,213,438	23,213,438	23,725,793
Rail Maintenance Of Way	18,165,371	17,666,922	20,891,557	17,728,644	20,682,600	20,682,600	21,344,701
Rail Equipment Maintenance	45,119,028	48,286,172	44,949,979	43,467,663	42,347,789	42,347,789	43,750,026
Total	\$148,455,917	\$149,399,909	\$165,173,401	\$147,126,981	\$159,347,727	\$159,347,727	\$164,761,942



MAINTENANCE ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		523,934	974,676	538,286	1,180,974	1,180,974	1,141,110
Materials & Services		349,184	774,100	577,071	733,000	733,000	733,000
Total		\$873,118	\$1,748,776	\$1,115,357	\$1,913,974	\$1,913,974	\$1,874,110

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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience 	Procure and deliver a pilot fleet of 5 fully-electric battery powered buses and charging facilities and to develop a strategy about how and when to shift toward clean fuel buses.	June 2022
	In addition to daily cleaning, provide safe service by detailing each bus and rail vehicle once every 60 days.	Continuous
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	Develop 1 new training program to provide quality, cost-effective and value-added training designed to increase employee and organizational safety, enhance knowledge, develop skills and boost productivity.	June 30, 2024
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #28: Achieve agency Affirmative Action goals ▪ Objective #29: Recruit a talented workforce 	Increase diversity by 5% for minorities and women in the Maintenance Division and promote an organization environment that values diversity.	June 30, 2023

Maintenance Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		442,863	846,659	463,444	1,023,076
Fringe		201,953	256,527	182,772	262,560
Capitalized Labor-Fringe		-120,882	-128,510	-107,930	-144,526
Total		\$523,934	\$974,676	\$538,286	\$1,141,110

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm				285	
Other Services- Revenue Veh.Maint		3,915	213,800	36,196	29,000
Office Supplies		18,644	103,800	28,891	160,000
Equip/Furn < \$5,000-Rev Eq Maint		2,947	5,000	832	20,000
Equip/Furn < \$5,000-Gen & Adm		1,098		14,927	
Other Materials- Gen & Adm		1,579		36	
Unreconciled Mastercard Expense		54			
Computer Equip under \$5,000		1,565			
Telephone		282,678	356,600	454,648	413,800
NU-Dues & Subscriptions		5,998	2,500	5,490	2,500
NU-Local Travel & Meetings		2,128	3,800	1,360	4,500
NU-Education & Training - Gen & Adm		12,502	54,200	27,248	54,200
NU-Out-Of-Town Travel		9,716	15,000	3,208	18,000
Employee Recognition		6,360	19,400	3,950	31,000
Total		\$349,184	\$774,100	\$577,071	\$733,000

BUS MAINTENANCE DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	37,143,977	34,169,019	43,952,424	38,093,986	46,885,826	46,885,826	49,513,212
Materials & Services	27,202,559	26,009,027	28,724,600	24,368,511	24,304,100	24,304,100	24,554,100
Total	\$64,346,536	\$60,178,046	\$72,677,024	\$62,462,497	\$71,189,926	\$71,189,926	\$74,067,312

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 alternative fully-electric battery-powered buses, and financial budgeting/forecasting.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1: Provide safe service	Expand Preventative Maintenance QA/QC program by 5% in Bus Maintenance and 10% in NRV. (This increase would = approximately 1-2 additional buses per day and 5 NRVs.)	Continuous
	Ensure 6,800 miles mean distance between mechanical failures combined (major, minor and other) and 19,500 miles between mean distances between failures of major road calls.	June 30, 2022
Category: Internal Business Practices ➤ Goal #2: Design and deliver successful projects ▪ Objective #17: develop higher capacity bus services	Procure and deploy 36 new 60-foot high capacity Nova articulated buses for Division transit Program.	September 30, 2022
	Develop and implement 1 additional training and SOP's to help ensure reliable performance.	
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #30: Pursue professional growth for employees	Identify areas of deficiencies within the Bus Maintenance management staff and tailor at least 1 training/educational program to narrow the gap of expectations and ability.	June 30, 2024

Bus Maintenance Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	25,486,850	23,534,916	30,214,922	26,406,854	33,929,980
Fringe	11,730,910	10,634,602	13,737,502	11,687,132	15,583,232
Capitalized Labor-Fringe	-73,783	-499			
Total	\$37,143,977	\$34,169,019	\$43,952,424	\$38,093,986	\$49,513,212

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	15,490	171,758	146,500	333,011	46,500
Professional & Technical-Rev Eq Maint			30,500	5,110	
Contracted Bus Mtc - Maf	670,769	499,395	1,000,000	492,824	1,000,000
Cont EV charger Maint and Monitoring		77,836		587	
Body Repair - NRV	14,188	19,538	10,100	21,040	10,100
Laundry	104,399	87,221	153,700	127,595	169,700
Other Services- Revenue Veh.Maint	235,807	158,780	74,800	84,771	74,800
Diesel Fuel- Rev Vehicle Oper	11,368,767	9,301,533	13,146,700	7,712,485	12,334,400
Diesel Fuel- NRV Maintenance	45,763	32,857	45,500	28,561	45,500
Oil & Lubricants	786,992	548,122	535,800	411,201	535,800
Gasoline - NRV Maintenance	428,020	442,426	404,000	440,927	404,000
Tires - Rev Vehicle Oper	1,184,146	1,491,025	1,252,400	1,214,409	1,361,000
Tires Serv Vehicle-Rev Equip Maint	59,274	30,892	32,300	40,383	32,300
Office Supplies	101,989	96,151		28,961	
Repair Mat'l - Rev Eq	182,462	60,302	130,600	59,115	130,600
Repair Mat'l - Fac Mtc	84				
Maint Material - Serv Veh	346,805	377,905	285,800	308,356	252,500
Maint Mat'l - Rev Eq	9,943,376	10,293,686	10,828,200	10,363,914	7,478,200
Freight	42,645	37	1,100	222	1,100
Maint Material - Other				138	
Mtc Material Shop				2,649	
Equip/Furn < \$5,000-Rev Eq Maint	55,164	25,954	26,100	20,169	26,100
Cleaning Suppl- Rev Equip Maint	308,128	378,309	257,000	309,069	257,000
Cleaning Suppl- Fac/Eq Maint				1,516	13,500

Bus Maintenance Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Small Hand Tools-Rev Eq Maint	29,992	34,235	45,100	20,311	52,400
Inventory Adjustments	718,665	722,066		447,255	
Other Materials- Rev Eq Maint	44,225	64,882	27,900	45,530	27,900
Unreconciled Mastercard Expense		922		4,475	
Default Expense	14,062	-1,157			
Safety Supplies-Rev Eq Maint	212,959	232,786	125,900	258,136	135,900
Safety Supplies- Gen & Adm		563,611		1,377,836	
Winter Supplies	136,892	209,813	72,900	138,431	72,900
Safety Supplies - Fac/Eq Maint				625	
Safety Supplies - Transportation				3,380	
Safety Supplies - Vehicle Maint				49	
Obsolete Inventory	243	553			
Invoice Price Variance	-23,192	-5,620		-2,804	
Average Cost Variance	731	1,094		1,956	
Propulsion Power		31,938	82,800	49,918	83,000
Telephone	45,835	30,258		3,606	
OR Corporate Activity Tax (CAT)				2	
NU-Local Travel & Meetings	430	180		214	
UN-Local Travel & Meetings				215	
NU-Education & Training - Gen & Adm	25,850	3,529			
NU-Out-Of-Town Travel	44,863	10,065		2,559	
CDL Renewals	10,497	4,978	7,200	7,280	7,200
Employee Recognition	44,749	9,592		170	
Rental	1,490	1,575	1,700	2,354	1,700
Total	\$27,202,559	\$26,009,027	\$28,724,600	\$24,368,511	\$24,554,100

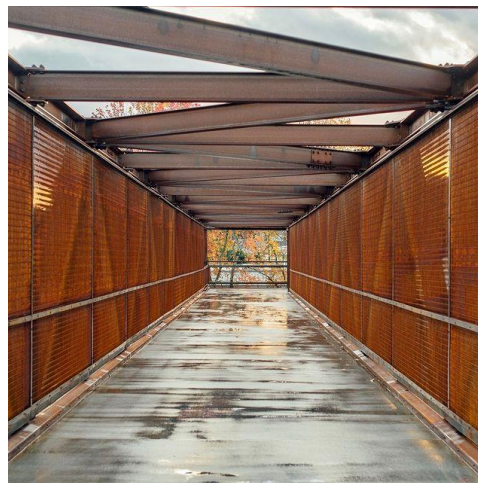
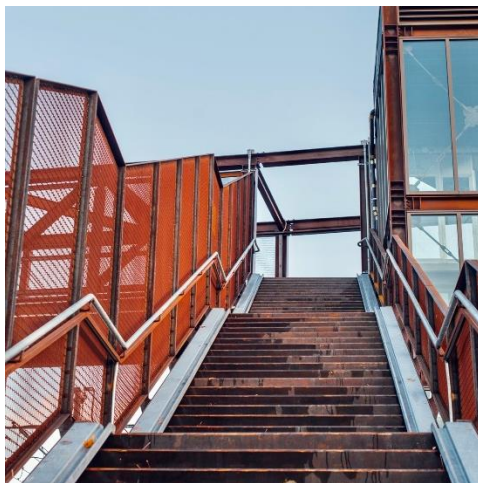
FACILITIES MANAGEMENT BUS-RAIL DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	9,301,758	9,943,520	13,600,865	10,414,221	11,740,638	11,740,638	12,252,993
Materials & Services	11,523,224	12,452,131	11,305,200	11,938,599	11,472,800	11,472,800	11,472,800
Total	\$20,824,982	\$22,395,651	\$24,906,065	\$22,352,820	\$23,213,438	\$23,213,438	\$23,725,793

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 work environment.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance ▪ Objective #15: Improve service delivery 	Increase completed preventative maintenance work orders by 10%.	June 30, 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes 	Increase the number of assets tracked in our asset inventory by 10%.	June 30, 2022



Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	6,594,468	7,233,018	9,515,939	7,392,299	8,602,996
Fringe	2,707,290	2,964,216	4,391,020	3,251,435	3,859,719
Capitalized Labor-Fringe		-253,714	-306,094	-229,513	-209,722
Total	\$9,301,758	\$9,943,520	\$13,600,865	\$10,414,221	\$12,252,993

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	5,363	32,239	139,900	35,656	128,800
Professional & Technical - Fac Eq Mtc	1,006		10,100	2,624	10,100
Mech/Structural Consult	19,899	6,036			
Temporary Help-Gen & Adm	12,518	25,937			
Landscape Maint Services	800,972	884,011	963,400	870,722	963,400
Transit Mall Services	1,888,967	1,903,386	1,936,100	1,882,040	2,018,200
Contracted Build Maint	442,612	353,231	596,900	409,101	596,900
Contracted Mtc - Vandlsm		51			
Cont ROW Mtc Station	21,447	18,750	18,200	5,622	18,200
Contracted Fac Mtc	591,913	423,032	414,100	420,915	414,100
Cont ROW Mtc Elevator	432,361	402,538	355,500	296,864	355,500
Hillsboro Parking Garage IGA	67,432	30,000	30,000	35,000	30,000
Shelter Services		188,577	191,900	173,321	243,000
Office Maint Custodial	746,032	848,847	647,100	1,195,898	644,900
Shelter Cleaning	687,037	700,817	756,500	595,135	456,500
Shelter Cleaning - Vandlsm	45,940	64,726	35,000	29,047	35,000
Transit Center Cleaning	320,469	416,334	329,300	329,759	329,300
Transit Mall Cleaning		474			
Office Maintance - Other	4,321	3,400			
Laundry	7,830	12,713	29,600	18,147	23,000
Other Services-Facility/Eq Maint	286,615	314,817	40,800	276,016	40,800
Waste Disposal Services	384		25,800	4,300	
Office Supplies	10,056	21,871		4,795	
Maint Mat'l - Snow & Ice	146,186	125,361	40,800	83,575	40,800

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Maint Material - Other	324,450	409,821	195,500	227,707	251,300
Mtc Matl Outside Plant	196,449	198,051	141,400	164,167	141,400
Mtc Material Shop	90,203	92,778	70,700	76,261	70,700
Equip/Furn < \$5,000-Rev Eq Maint					40,000
Equip/Furn < \$5,000-Fac/Eq Maint		18,969		8,230	
Shop Equip < \$5000 - Fac Eq Maint	5,542	4,946	5,100	2,680	5,100
Shelter Materials	14,098	125,323	30,500	126,456	193,700
Bus Stop Poles/Signage	25,541	102,813	19,600	7,450	19,600
Park & Ride Materials	116	999		63	
Cleaning Suppl- Fac/Eq Maint	122,450	510,754	137,100	257,722	123,900
Small Hand Tools-Fac/Eq Maint	72,322	40,303	68,200	20,948	77,100
Other Materials- Rev Eq Maint	2,689	4,393	9,100	5,031	9,100
Other Materials- Fac/Eq Maint	6,415	5,533	7,200	3,118	7,200
Unreconciled Mastercard Expense		56		-4,462	
Computer Equip under \$5,000	4,300	5,557		1,711	10,000
Landscape Maint Material	14,733	13,018	15,500	15,507	15,500
Maint Matl Landscape	7,378	3,076	20,200	7,667	5,000
On-Street Amenities Materials	40,661	5,000	15,500	2,582	15,500
Facility Moving Expenses	14,551	39,254	7,200	3,434	47,000
Safety Supplies - Fac/Eq Maint	31,027	43,166	31,500	409,296	45,700
Transit Center Materials		135			
Bikes On Transit Material		1,800		43,162	
Utilities - Electricity	793,969	786,877	818,800	774,657	801,100
Utilities - Gas	252,855	273,188	266,300	282,392	266,000
Utilities - Water	1,129,292	1,150,362	1,204,900	1,160,815	1,205,200
Building Util Electric	1,279,086	1,338,903	1,235,400	1,235,400	1,319,700
VT Utilities - Electric - Fac/Eq Maint	11,828	13,762	13,600	15,381	14,000
Electricity - Shelters	19,998	17,888	19,900	22,444	18,600
Telephone	55,371	25,854			
Utilities - Other	162,303	176,121	158,600	153,477	161,000
Building Util Other	131,251	145,236	139,400	137,059	142,900
Utilities Parking	33,894	33,147	35,100	33,139	33,400

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Tunnel Sewer/Storm Water Runoff	1,428	1,541	3,000	2,071	2,000
NU-Dues & Subscriptions	1,227	353			
NU-Local Travel & Meetings	2,838	497			
NU-Education & Training - Gen & Adm	6,205	2,638			
Apprenticeship Training	70,423	27,253	34,300	12,151	34,300
NU-Out-Of-Town Travel	1,999	1,511			
CDL Renewals	62		2,000	458	2,000
Employee Recognition	1,181	201			
Rental	55,729	53,906	38,600	61,888	46,300
Total	\$11,523,224	\$12,452,131	\$11,305,200	\$11,938,599	\$11,472,800

RAIL MAINTENANCE OF WAY DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,636,489	10,435,002	13,636,157	10,653,327	13,768,300	13,768,300	14,430,401
Materials & Services	7,528,882	7,231,920	7,255,400	7,075,317	6,914,300	6,914,300	6,914,300
Total	\$18,165,371	\$17,666,922	\$20,891,557	\$17,728,644	\$20,682,600	\$20,682,600	\$21,344,701

Department Description & Responsibilities

Major Functions: The Rail Maintenance Of Way Department is responsible for maintenance of all “railroad” elements of TriMet’s light rail system; including track, traction electrification, rail signals and bridge and tunnel structures and trackway. Under a services reimbursement agreement with the City of Portland, Portland’s Streetcar track, electrification and rail signals are also maintained.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes 	Complete 2 State of Good Repair projects related to light rail system railway elements.	June 30, 2022
	Achieve 90% completion of all preventative maintenance activities every month.	June 30, 2022
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Complete one major Rail Maintenance of Way campaigns on-time and within budget.	June 30, 2022
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #28: Invest wisely in people 	Conduct a minimum of 2 recurrent training classes for each Maintenance of Way discipline.	June 30, 2022

Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	7,644,255	7,544,590	9,680,306	7,586,635	10,202,330
Fringe	2,992,502	2,901,780	3,955,851	3,066,955	4,228,071
Capitalized Labor-Fringe	-268	-11,368		-263	
Total	\$10,636,489	\$10,435,002	\$13,636,157	\$10,653,327	\$14,430,401

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	278	4,383	129,300	30,345	14,800
Landscape Maint Services	10,357	27,426	12,100	69,177	12,100
Cont ROW Mtc Power Fac			2,500	418	1,000
Cont ROW Mtc Signals	3,035		50,500	8,418	50,500
Cont ROW Mtc Track	248,567	186,308	197,000	324,141	197,000
Cont ROW Mtc OCS	4,898	6,500	25,300	4,218	25,300
Cont ROW Mtc Bridge	12,423	38,150	54,500	16,071	54,500
Cont ROW Mtc Substations	85,100	39,340	60,600	10,100	60,600
Street Light Maintenance -- Hillsboro IGA			10,600	1,768	10,600
Calibration & Tool Repair	20,381	7,181	15,200	3,172	15,200
Laundry			11,200	1,868	2,200
Other Services-Facility/Eq Maint	1,173	1,252	11,100	4,303	11,100
Office Supplies	15,606	7,518		9,170	
Computer Supplies - Trans Admin	13,478	13,265	21,100	3,890	21,100
Freight	3,588	1,292	2,200	589	2,200
Small Hand Tools-Fac/Eq Maint	127,337	106,779	44,000	40,901	44,000
OCC Equip & Supplies		1,312			
Other Materials- Rev Eq Maint	12,971	19,677	20,200	17,210	20,200
Safety Supplies - Fac/Eq Maint	47,056	60,262	39,400	36,497	39,400
Materials - Track	309,851	111,075	171,700	196,152	171,700
Maint Matl Signals	541,094	782,293	171,700	462,143	171,700
Maint Materials OCS	115,669	121,237	60,600	117,623	60,600
Maint Matl Substations	148,633	149,698	40,400	82,337	40,400
Propulsion Power	5,272,389	5,192,162	5,713,500	5,275,079	5,485,900

Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Telephone	176,547	25,559		16,667	
PI/PD Expense	-10,120				
NU-Dues & Subscriptions	865	2,037		843	
NU-Local Travel & Meetings	90	788		152	
NU-Education & Training - Gen & Adm	22,475	3,864		297	
NU-Out-Of-Town Travel	5,027	1,726			
Steel Bridge Sublease	338,117	315,292	382,600	329,936	394,100
CDL Renewals			1,000	168	1,000
Employee Recognition	1,997	606		1,379	
Rental		4,938	7,100	10,285	7,100
Total	\$7,528,882	\$7,231,920	\$7,255,400	\$7,075,317	\$6,914,300

RAIL EQUIPMENT MAINTENANCE DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	25,928,565	24,644,508	28,442,279	26,305,725	26,622,389	26,622,389	28,024,626
Materials & Services	19,190,463	23,641,664	16,507,700	17,161,938	15,725,400	15,725,400	15,725,400
Total	\$45,119,028	\$48,286,172	\$44,949,979	\$43,467,663	\$42,347,789	\$42,347,789	\$43,750,026

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1: Provide safe service ▪ Objective #2: Increase ridership ▪ Objective #3: Improve overall customer experiences 	Maintain mainline failures (LRVs removed from service due to mechanical failure) at a minimum of 20,383 miles between failures. Maintain service delays of > 5 minutes due to mechanical failure at a minimum of 20,383 miles between delays. Maintain “mean distance between failures” (mainline fail and service delays combined) at a minimum of 11,881 miles between failure.	June 30, 2022



Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	18,114,968	17,186,685	19,377,374	18,464,445	19,328,514
Fringe	7,813,597	7,460,747	9,064,905	7,841,280	8,696,112
Capitalized Labor-Fringe		-2,924			
Total	\$25,928,565	\$24,644,508	\$28,442,279	\$26,305,725	\$28,024,626

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	251,109	209,036	150,000	141,555	150,000
Temporary Help-Trans Adm			1,000	168	1,000
Calibration & Tool Repair	11,352	25,484	14,600	14,726	14,600
Contr Maint - Type 1 LRV-Rev Eq Maint	1,683,367	7,812,775	7,407,200	2,826,099	5,466,200
Contr Maint - Type 2 LRV-Rev Eq Maint		305			
Laundry	151,088	120,950	151,600	163,068	142,300
Other Services- Gen & Adm	11,847	15,776	5,100	10,361	5,100
Other Services- Revenue Veh.Maint	7,546	2,814	16,200	26,123	16,200
Graphics Material	427	518	1,000	168	1,000
Office Supplies	37,121	16,995		11,190	
Computer Supplies - Trans Admin	51,823	30,114	13,100	8,244	13,100
VT Maint Material - Rev Eq Mtc	1,227				
Repair Mat'l - Rev Eq	42,317	33,231	24,200	8,365	24,200
Rep Mat'l Rev Eq Vndlsm	19,821	19,417	43,900	17,175	43,900
Maint Material - Serv Veh	4,556	4,926		22,229	
Maint Mat'l - Rev Eq	15,812,223	14,183,899	7,973,600	12,459,601	9,148,300
Freight	166,399	170,696	101,000	141,763	101,000
Equip/Furn < \$5,000-Rev Eq Maint	3,914	5,618		478	
Equip/Furn < \$5,000-Gen & Adm	3,817	25,594		5,238	
Shop Equip < \$5000 - Fac Eq Maint	108,903	116,109	108,100	101,237	108,100
Cleaning Suppl- Rev Equip Maint	218,312	226,756	131,700	159,326	131,700
Cleaning Suppl- Fac/Eq Maint				402	2,000
Small Hand Tools-Fac/Eq Maint	65,160	86,857	72,300	54,580	68,100
Inventory Adjustments	107,499	10,512		77,449	

Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Materials- Transp Adm	293	24		3,752	
Other Materials- Rev Eq Maint	228,841	214,496	197,000	178,523	197,000
Unreconciled Mastercard Expense		1,425		1,304	
Default Expense	195				
Computer Equip under \$5,000		1,379		1,990	
Safety Supplies- Gen & Adm	104,461	256,505	94,000	722,575	87,400
Safety Supplies - Fac/Eq Maint					2,100
Obsolete Inventory	28,336	772		-467	
Invoice Price Variance	358	-87		-5,184	
Average Cost Variance	1,279	-98		3,122	
Maint Matl Fare Equip	140				
Telephone	34,186	21,184		2,574	
NU-Dues & Subscriptions		400			
NU-Local Travel & Meetings	503			136	
Local Travel & Meetings Non Training	121				
NU-Education & Training - Gen & Adm	17,075	16,745		650	
NU-Out-Of-Town Travel	11,331	5,665		428	
UN-Out-Of-Town Travel		2,911			
Out-Of-Town Travel Non Training		550			
Freight Expense		-25			
CDL Renewals	720	61	2,100	411	2,100
Employee Recognition	2,796	1,375		305	
Rental				2,274	
Total	\$19,190,463	\$23,641,664	\$16,507,700	\$17,161,938	\$15,725,400

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		193,126	22	139,093	208,641
Project Manager, Bus Electrification	1.00	NU	FT		126,794	17	92,563	138,844
Project Manager, Asst, Maint Bus Elect & Fleet Prj	1.00	NU	FT		88,498	14	71,823	107,735
Executive Administrative Assistant	1.00	NU	FT		77,008	11	55,343	83,016
Total	4.00				485,426			

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		143,900	19	109,195	163,794
Manager, Bus Maintenance	3.00	NU	FT		327,064	16	85,121	127,682
Supervisor, Maintenance	19.00	NU	FT		1,695,397	14	71,823	107,735
Supervisor, Electronic Maintenance & Repair	1.00	NU	FT		94,355	13	65,896	98,844
Assistant, Senior Administrative	1.00	NU	FT		61,675	9	46,342	69,512
Supervisor, Maintenance Cleaning	5.00	NU	FT	✓	294,269	9	46,342	69,512
Maintenance Mechanic	9.00	U	FT		606,679	0532	39,728	69,805
Helper	4.00	U	FT		282,374	0533	68,453	68,453
MMIS Clerk	8.00	U	FT		518,339	0543	36,338	67,246
Assistant Supervisor	9.00	U	FT		798,483	0566	92,435	92,435
Journeyman Mechanic	195.00	U	FT		15,039,987	0931	73,278	73,278
Apprentice Mechanic	21.00	U	FT		1,257,606	0934	48,838	68,453
Spotter	4.00	U	FT		291,744	0936	69,805	69,805
Cleaner	4.00	U	FT		181,543	0940	31,616	49,421
Tireman	5.00	U	FT		375,932	0941	72,363	72,363
Service Worker	98.00	U	FT		5,090,571	0944	39,562	57,283
Cleaner Bus (Limited Term)	108.00	U	FT	✓	5,030,087	0945	39,562	57,283
Service Worker Spotter	4.00	U	FT		252,269	0946	39,562	57,283
Total	499.00				32,342,275			

Maintenance Personnel Profile

Facilities 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, Facilities Management	1.00	NU	FT		141,576	19	109,195	163,794
Manager, Maintenance Project Management	1.00	NU	FT	✓	115,704	17	92,563	138,844
Manager, Facilities Management	2.00	NU	FT		208,636	16	85,121	127,682
Project Manager, Maintenance	1.00	NU	FT		107,447	15	78,233	117,350
Supervisor, Facilities Management	6.00	NU	FT		517,971	13	65,896	98,844
Supervisor, Facilities Management (CMMS)	1.00	NU	FT		79,564	13	65,896	98,844
Supervisor, Electrical, Facilities Management	1.00	NU	FT		88,873	13	65,896	98,844
Analyst, Operations Maintenance	2.00	NU	FT		139,742	12	60,415	90,621
Supervisor, Landscape	1.00	NU	FT		82,697	12	60,415	90,621
Project Coordinator, Maintenance	1.00	NU	FT		76,543	11	55,343	83,016
Technician, Engineering	1.00	NU	FT		69,591	10	50,671	76,005
Assistant, Senior Administrative	2.00	NU	FT		125,479	9	46,342	69,512
Helper	12.00	U	FT		853,678	0533	68,453	68,453
Wayside Cleaner	6.00	U	FT		429,314	0537	69,805	69,805
Plant Maintenance Mechanic	27.00	U	FT		2,063,736	0557	73,278	73,278
Assistant Supervisor	1.00	U	FT		89,755	0566	92,435	92,435
Apprentice Plant Maint Mech	10.00	U	FT		694,240	0572	48,838	68,453
Service Worker	26.00	U	FT		1,320,725	0944	39,562	57,283
Service Worker Pressure Washer	4.00	U	FT		245,935	0947	39,562	57,283
Assistant Supervisor Facilities	3.00	U	FT		269,266	0964	84,261	84,261
Maintenance Technician	5.00	U	FT		358,414	0965	69,805	69,805
Landscaper	5.00	U	FT		321,504	0974	52,354	69,805
Total	119.00				8,400,389			

Maintenance Personnel Profile

Rail MOW 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		124,776	19	109,195	163,794
Engineer, MOW	1.00	NU	FT		112,200	17	92,563	138,844
Manager, Rail Maintenance of Way (MOW)	3.00	NU	FT		335,152	16	85,121	127,682
Supervisor, Rail MOW	10.00	NU	FT		919,945	14	71,823	107,735
Coordinator, MOW Projects	2.00	NU	FT		172,363	13	65,896	98,844
Assistant, Senior Administrative	1.00	NU	FT		57,927	9	46,342	69,512
Power Maintainer	21.00	U	FT		1,740,293	0531	80,371	80,371
Track Maintainer	17.00	U	FT		1,342,807	0540	76,731	76,731
Signals Maintainer	24.00	U	FT		1,881,545	0541	76,731	76,731
MMIS Clerk	1.00	U	FT		36,798	0543	36,338	67,246
Assistant Supervisor Signals	3.00	U	FT		278,368	0556	88,234	88,234
Maintenance of Way Laborer	11.00	U	FT		804,802	0561	40,934	71,843
Assistant Supervisor MOW	2.00	U	FT		184,608	0564	88,234	88,234
Assistant Supervisor	3.00	U	FT		292,415	0566	92,435	92,435
Signal Maintainer Apprentice	7.00	U	FT		445,692	0568	48,838	68,453
Overhead Traction Apprentice	2.00	U	FT		138,693	0569	49,067	68,453
Traction Substation Technician Apprentice	2.00	U	FT		119,048	0570	49,067	68,453
Traction Substation Technician	10.00	U	FT		837,832	0779	80,371	80,371
Total	121.00				9,825,266			

Maintenance Personnel Profile

Rail Equip Maint 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		139,869	20	118,457	177,684
Manager, REM Technical Support	1.00	NU	FT		116,212	18	100,571	150,857
Engineer, REM	2.00	NU	FT		212,768	17	92,563	138,844
Manager, Rail Equipment Maintenance	3.00	NU	FT		329,991	16	85,121	127,682
Supervisor, Rail Maintenance	20.00	NU	FT		1,811,939	14	71,823	107,735
Inspector, REM	1.00	NU	FT		89,779	14	71,823	107,735
Project Manager, Assistant, REM	2.00	NU	FT		192,482	14	71,823	107,735
Technician CAD	1.00	NU	FT		71,837	11	55,343	83,016
Technical Support Assistant, REM	1.00	NU	FT		58,380	11	55,343	83,016
Supervisor, Maintenance Cleaning	1.00	NU	FT	✓	59,086	9	46,342	69,512
Assistant, Senior Administrative	2.00	NU	FT		114,842	9	46,342	69,512
Maintenance Mechanic	2.00	U	FT		140,073	0532	39,728	69,805
Helper	3.00	U	FT		190,945	0533	68,453	68,453
MMIS Clerk	1.00	U	FT		45,386	0543	36,338	67,246
MMIS Timekeeper Clerk	3.00	U	FT		177,792	0543	36,338	67,246
LRV Mechanic	115.00	U	FT		8,934,396	0551	73,278	73,278
Wheel True Technician	8.00	U	FT		633,875	0552	75,962	75,962
LRV Vehicle Body & Paint Technician	4.00	U	FT		302,339	0553	57,158	73,278
LRV Apprentice	19.00	U	FT		1,158,648	0573	48,838	68,453
Service Worker	48.00	U	FT		2,607,344	0944	39,562	57,283
Cleaner Rail (Limited Term)	16.00	U	FT	✓	750,964	0945	39,562	57,283
Service Worker Pressure Washer	4.00	U	FT		241,879	0947	39,562	57,283
Total	258.00				18,380,823			

Information Technology Division

DEPARTMENTS

PAGE

- IT Administration (ITA) IT-4
- IT Operations & Infrastructure (IOI) IT-6
- Information Security (IS)..... IT-8
- Enterprise Systems (ES) IT-10
- Intelligent Transportation Systems (ITS) IT-12

MAJOR PRIORITIES OF THE DIVISION

- ▽ (ITA) Responsible for managing information resources including corporate data, computing tools and networks.
- ▽ (IOI) Planning, design, implementations, operations and standards for IT supported enterprise wide infrastructure in a high availability environment.
- ▽ (IS) Design, implement and maintain information security program that protects the agencies system, services, and data against unauthorized use, disclosure, modification, damage and loss.
- ▽ (EM) Follows major functions: solution development, maintenance, monitoring and automation for custom, open-source and off-the-shelf applications, data management and administration, information technology planning and project management, systems/process analysis and development of long-term information technology strategies.
- ▽ (ITS) Purchase, develop, maintain and manage all mission critical information systems and data.



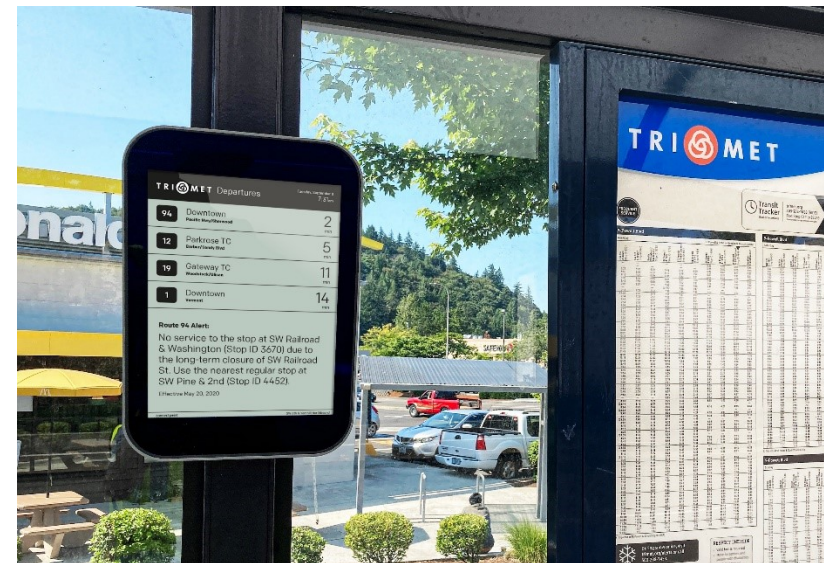
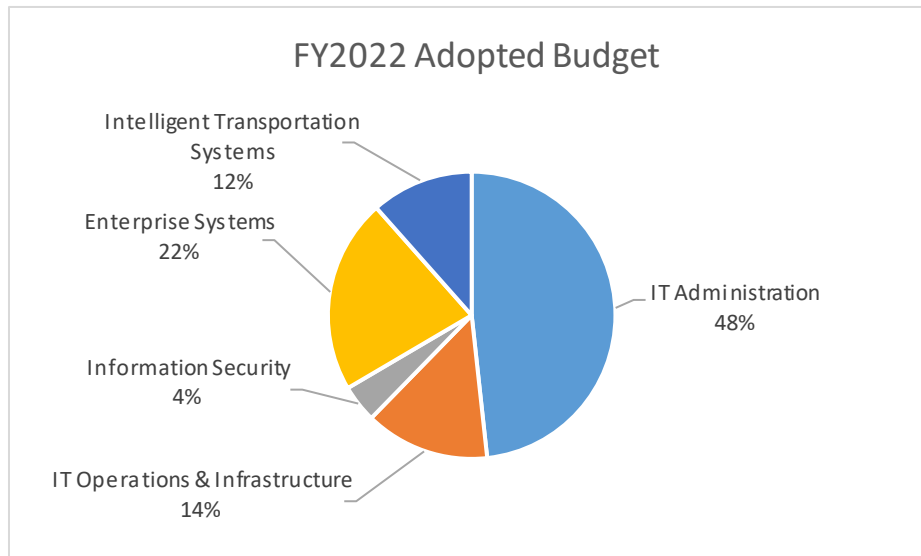
DIVISIONAL FUN FACTS...

- » 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	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
CIO will engage in at least 6 highly visible events that include participants from beyond IT	X	X		IT Administration	6 ea.	In process
Delivering training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet;		X		IT Administration	100%	In process
Replace 50 UPS's on the Platforms and building with remote monitoring capabilities	X	X		IT Operations & Infrastructure	50 ea.	In process
Replace 250 PC's on the 5-year replacement cycle.	X	X		IT Operations & Infrastructure	250 ea.	In process
Replace 56 out of support network Switches	X	X		IT Operations & Infrastructure	56 ea.	In process
Implement formal written strategy to build resilience into cybersecurity while managing threats, including greater employee awareness.			X	Information Security	50%	In process
Enhance the value of existing technology investments by optimizing their utilization by 10%.		X		Enterprise Systems	100%	In process
Develop an enterprise architecture team to direct and advise on the technical assessment, selection and implementation of new technologies.		X		Enterprise Systems	100%	In process
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%	In process
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%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,323,011	10,505,307	11,938,683	11,398,714	13,648,180	13,648,180	14,049,116
Materials & Services	5,103,990	7,692,163	9,572,500	9,174,936	10,231,800	10,231,800	10,461,500
Total	\$13,427,001	\$18,197,470	\$21,511,183	\$20,573,650	\$23,879,980	\$23,879,980	\$24,510,616

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
IT Administration	13,427,001	6,886,469	9,636,283	9,553,834	11,363,106	11,363,106	11,832,449
IT Operations & Infrastructure		3,529,896	3,439,029	3,207,354	3,407,886	3,407,886	3,438,114
Information Security		646,017	725,236	572,856	1,024,108	1,024,108	1,037,328
Enterprise Systems		4,546,027	5,170,937	4,568,142	5,304,040	5,304,040	5,375,767
Intelligent Transportation Systems		2,589,061	2,539,698	2,671,464	2,780,840	2,780,840	2,826,958
Total	\$13,427,001	\$18,197,470	\$21,511,183	\$20,573,650	\$23,879,980	\$23,879,980	\$24,510,616



IT ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,323,011	392,608	888,583	906,793	1,753,406	1,753,406	1,993,049
Materials & Services	5,103,990	6,493,861	8,747,700	8,647,041	9,609,700	9,609,700	9,839,400
Total	\$13,427,001	\$6,886,469	\$9,636,283	\$9,553,834	\$11,363,106	\$11,363,106	\$11,832,449

Department Description & Responsibilities

Major Functions: The IT Administration Department is responsible for managing information resources including corporate data, computing tools and networks used to carry out agency-wide business processes and management goals.

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #1: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #26: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #27: Foster sense of community and cross-functional camaraderie ▪ Objective #30: Pursue professional growth for employees	Ensure IT leaders are using the system and communicating with customer and employees on a regular basis by completing an IT Communications Strategy and Plan, and institute key elements of the plan including quarterly sharing of at least 4 metrics of IT performance.	June 30, 2022
	CIO will engage in at least 6 highly visible events that include participants from beyond IT. CIO will hold open Office Hours at least twice per month and will maintain regular written communication with the full IT team. IT will hold at least two divisional meetings.	June 30, 2022
	Provide professional growth for employees by: <ul style="list-style-type: none"> Delivering training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet. Engaging employees directly in planning and implementing their own professional development. Launching Workforce Diversity Team charged with informing all aspects of our recruiting and retention through the lens of diversity and inclusion. Applying best practices to improve the enrichment of our candidate pools, equitable and inclusive selection, and effective retention. 	June 30, 2022

IT Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	6,306,388	301,533	669,575	441,204	1,529,913
Fringe	2,157,149	91,075	219,008	465,769	463,136
Capitalized Labor-Fringe	-140,526			-180	
Total	\$8,323,011	\$392,608	\$888,583	\$906,793	\$1,993,049

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PCI Compliance Audit	3,867				
Professional & Technical-Gen & Adm	607,525	292,662	165,900	98,040	1,362,300
Temporary Help-Gen & Adm	566,674	153,296	10,300	1,718	117,800
Microcomputer Mtc Serv	788				
Communication Systems Maintenance	414,462				
Computer Hardware Maint-Fac Maint	138,468				
Software Maintenance	20,252				
Warranty Costs	410,966	540,784	35,200	5,868	58,500
Other Services- Gen & Adm	3,253	1,912	8,300	1,415	13,100
Office Supplies	941	1,180	1,000	8,176	1,000
Equip/Furn < \$5,000-Gen & Adm		15,589		222,880	
Other Materials- Gen & Adm	62,751	6,720	8,100	12,020	7,600
Microcomputer Software	4,630	2,689	8,100	1,894	5,100
PCI Compliance Equipment	3,584				
Microcomputer Mtc Mat'l	18,092				
Telephone	21,817	19,672	20,000	24,538	25,500
Network Access Services	69,387				
NU-Dues & Subscriptions	6,850	7,623	8,100	54,600	53,300
NU-Local Travel & Meetings	2,533	1,169	2,000	389	1,000
NU-Education & Training - Gen & Adm	24,689	12,647	50,000	13,984	70,000
NU-Out-Of-Town Travel	20,326	11,129	3,600	600	25,000
Employee Recognition	986	184	1,000	168	1,000
Software License Fees	2,701,149	5,426,605	8,426,100	8,200,751	8,098,200
Total	\$5,103,990	\$6,493,861	\$8,747,700	\$8,647,041	\$9,839,400

IT OPERATIONS & INFRASTRUCTURE DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		2,749,664	2,936,729	2,850,328	3,217,486	3,217,486	3,247,714
Materials & Services		780,232	502,300	357,026	190,400	190,400	190,400
Total		\$3,529,896	\$3,439,029	\$3,207,354	\$3,407,886	\$3,407,886	\$3,438,114

Department Description & Responsibilities

Major Functions: The IT Operations & Infrastructure Department is responsible for the planning, design, implementation, operations and standards for IT supported enterprise-wide infrastructure in a high availability environment that is spread across geographically separated facilities to ensure stability of mission critical systems in the event of unplanned, disruptive events.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes	Replace 50 UPS's on the Platforms and building with remote monitoring capabilities.	June 30, 2022
	Replace 250 PC's on the 5-year replacement cycle.	June 30, 2022
	Replace 56 out of support network Switches.	June 30, 2022

IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		2,091,225	2,412,400	2,263,919	2,637,676
Fringe		704,365	770,888	719,636	853,072
Capitalized Labor-Fringe		-45,926	-246,559	-133,227	-243,034
Total		\$2,749,664	\$2,936,729	\$2,850,328	\$3,247,714

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		8,707	9,400	6,806	10,400
Temporary Help-Gen & Adm		239,156	225,000	151,601	
Microcomputer Mtc Serv		457	1,000	493	
Communication Systems Maintenance		254,481	50,100	29,829	6,200
Computer Hardware Maint-Fac Maint		107,891	80,800	66,153	63,400
Office Supplies		9,977			
Other Materials- Gen & Adm		77,182	36,000	9,412	6,400
Unreconciled Mastercard Expense		-1,409		255	
Microcomputer Mtc Mat'l		4,053	10,000	4,207	4,000
Network Access Services		79,737	90,000	88,270	100,000
Total		\$780,232	\$502,300	\$357,026	\$190,400

INFORMATION SECURITY DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		495,078	615,236	483,410	796,908	796,908	810,128
Materials & Services		150,939	110,000	89,446	227,200	227,200	227,200
Total		\$646,017	\$725,236	\$572,856	\$1,024,108	\$1,024,108	\$1,037,328

Department Description & Responsibilities

Major Functions: The Information Security Department’s mission is to design, implement and maintain an information security program that protects the agencies systems, services, and data against unauthorized use, disclosure, modification, damage, and loss. The Information Security Department is committed to engaging the TriMet community to establish an appropriate information security governance structure that enables collaboration and support for new initiatives, while adhering to the Agency Vision, Mission, and Values.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #16: Increase resiliency 	Implement formal written strategy to build resilience into cybersecurity while managing threats, including greater employee awareness.	June 30, 2023



Information Security Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		367,627	520,665	384,986	606,854
Fringe		127,451	157,790	108,962	203,274
Capitalized Labor-Fringe			-63,219	-10,538	
Total		\$495,078	\$615,236	\$483,410	\$810,128

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PCI Compliance Audit		150,939	100,000	87,778	227,200
Other Materials- Gen & Adm			10,000	1,668	
Total		\$150,939	\$110,000	\$89,446	\$227,200

ENTERPRISE SYSTEMS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		4,302,729	4,984,937	4,506,208	5,133,040	5,133,040	5,204,767
Materials & Services		243,298	186,000	61,934	171,000	171,000	171,000
Total		\$4,546,027	\$5,170,937	\$4,568,142	\$5,304,040	\$5,304,040	\$5,375,767

Department Description & Responsibilities

Major Functions: The Enterprise Systems Department is responsible for the following major functions: solution development, maintenance, monitoring and automation for custom, open-source and off-the-shelf applications, data management and administration, information technology planning and project management, systems/process analysis and development of long-term information technology strategies.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #15: Improve service delivery 	Enhance the value of existing technology investments by optimizing their utilization by 10%.	June 30, 2022
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #26: Ensure open and honest communication between management and direct-customer-serving employees 	Develop an enterprise architecture team to direct and advise on the technical assessment, selection and implementation of new technologies.	December 31, 2021



Enterprise Systems Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		3,291,543	3,775,440	3,518,979	3,903,313
Fringe		1,143,277	1,238,710	1,189,743	1,301,454
Capitalized Labor-Fringe		-132,091	-29,213	-202,514	
Total		\$4,302,729	\$4,984,937	\$4,506,208	\$5,204,767

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		194,642	120,000	20,000	100,000
Temporary Help-Gen & Adm		44,996	50,000	38,889	67,000
Other Materials- Gen & Adm		3,660	16,000	3,045	4,000
Total		\$243,298	\$186,000	\$61,934	\$171,000

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		2,565,228	2,513,198	2,651,975	2,747,340	2,747,340	2,793,458
Materials & Services		23,833	26,500	19,489	33,500	33,500	33,500
Total		\$2,589,061	\$2,539,698	\$2,671,464	\$2,780,840	\$2,780,840	\$2,826,958

Department Description & Responsibilities

Major Functions: The Intelligent Transportation Systems (ITS) Department is responsible for purchasing, developing, maintaining and managing all mission critical information systems and data required for daily and emergency transit operations. Major systems include: Land Mobile Radio (LMR), Light Rail Control (AIM CCS), Fixed Route and Para Transit Bus Dispatch (ITCS CAD/AVL), Closed Circuit Television (CCTV), Physical Intrusion Detection Systems, Efare (Hop Fastpass), Electronic Point of Sale (ePOS at TTO) and Transit Signal Priority (TSP).

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #6: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance ▪ Objective #15: Improve service delivery 	Improve ITS systems in conjunction with the Transportation and Maintenance Divisions to ensure that TriMet service is efficient and effective as possible.	June 30, 2022
<ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #20: Maximize benefits and potential of Hop Fastpass® 	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.	June 30, 2022

Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		1,874,556	2,073,374	2,055,968	2,130,725
Fringe		702,191	598,806	670,223	662,733
Capitalized Labor-Fringe		-11,519	-158,982	-74,216	
Total		\$2,565,228	\$2,513,198	\$2,651,975	\$2,793,458

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		14,926	15,000	14,802	28,000
Other Materials- Gen & Adm		8,332	11,500	4,687	5,500
Microcomputer Mtc Mat'l		575			
Total		\$23,833	\$26,500	\$19,489	\$33,500

Information Technology Personnel Profile

IT Admin 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		200,000	26	189,916	284,874
Manager, Mobility & Location-Based Services	1.00	NU	FT		142,704	19	109,195	163,794
IT Business System Analyst	2.00	NU	FT		195,582	15	78,233	117,350
Electronic Survey Developer & Analyst	1.00	NU	FT		87,327	14	71,823	107,735
Analyst, Bus Stops Planner	1.00	NU	FT		81,444	12	60,415	90,621
Analyst, GIS Data	2.00	NU	FT		146,464	12	60,415	90,621
Executive Administrative Assistant	1.00	NU	FT		77,290	11	55,343	83,016
Assistant, Administrative	1.00	NU	FT	✓	36,126	7	38,682	58,024
Total	10.00				966,937			

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		161,762	21	128,420	192,631
Manager, Network Communications	1.00	NU	FT		140,000	18	100,571	150,857
Manager, Physical Infrastructure	1.00	NU	FT		134,178	18	100,571	150,857
Network Engineer, Senior (Communications)	3.00	NU	FT		363,074	18	100,571	150,857
Manager, Technical Services	1.00	NU	FT		110,258	17	92,563	138,844
Network Engineer (Communications)	1.00	NU	FT		95,874	16	85,121	127,682
Network Engineer (Fiber)	3.00	NU	FT		304,425	16	85,121	127,682
Systems Engineer, Senior (Server Administration)	4.00	NU	FT		415,540	16	85,121	127,682
Systems Engineer, Senior (Server Administration)	1.00	NU	FT	✓	52,132	16	85,121	127,682
Telecommunications Engineer	2.00	NU	FT		193,182	16	85,121	127,682
Systems Engineer (Server Administration)	1.00	NU	FT		94,949	15	78,233	117,350
Engineer, Senior, Mobile Device	1.00	NU	FT		86,723	15	78,233	117,350
Engineer, Senior, Virtual Desktop	1.00	NU	FT		93,862	15	78,233	117,350
Specialist, Technical Support	5.00	NU	FT		382,327	12	60,415	90,621
Total	26.00				2,628,286			

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		163,737	21	128,420	192,631
Analyst, Senior, Network Ops & Cybersecurity	3.00	NU	FT		347,582	17	92,563	138,844
Analyst, Cybersecurity	1.00	NU	FT		95,535	14	71,823	107,735
Total	5.00				606,854			

Information Technology Personnel Profile

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		177,344	22	139,093	208,641
Manager, Enterprise Architecture	1.00	NU	FT		142,703	20	118,457	177,684
Manager, Oracle Technology	1.00	NU	FT		149,940	19	109,195	163,794
Manager, Strategic Planning & PMO	1.00	NU	FT		136,494	19	109,195	163,794
Manager, Enterprise Systems Development	1.00	NU	FT		137,700	18	100,571	150,857
Database Architect	2.00	NU	FT		252,077	18	100,571	150,857
Software Engineer, Senior	3.00	NU	FT		374,288	18	100,571	150,857
Software Engineer, Senior (Dev/Ops)	1.00	NU	FT		125,714	18	100,571	150,857
Oracle Applications DBA	3.00	NU	FT		406,515	17	92,563	138,844
Oracle Developer	3.00	NU	FT		382,932	17	92,563	138,844
Project Manager, IT	2.00	NU	FT		233,676	17	92,563	138,844
Analyst, IT Systems	6.00	NU	FT		573,031	15	78,233	117,350
Software Engineer	7.00	NU	FT		721,121	15	78,233	117,350
Technical Writer	1.00	NU	FT		89,779	14	71,823	107,735
Total	33.00				3,903,313			

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		174,031	21	128,420	192,631
Manager, OCC Systems	1.00	NU	FT		132,600	19	109,195	163,794
Software Engineer, Senior	3.00	NU	FT		389,207	18	100,571	150,857
Systems Engineer (LMR)	2.00	NU	FT		257,378	18	100,571	150,857
Systems Engineer, Senior (CAD/AVL)	1.00	NU	FT		117,762	18	100,571	150,857
Systems Engineer, Senior (Fare Systems)	2.00	NU	FT		237,047	18	100,571	150,857
Systems Engineer, Senior (Rail)	2.00	NU	FT		234,739	18	100,571	150,857
Systems Engineer, Senior (Vehicle Technologies)	1.00	NU	FT		124,918	18	100,571	150,857
Systems Engineer	1.00	NU	FT		107,530	16	85,121	127,682
Systems Engineer (ATP)	1.00	NU	FT		95,711	16	85,121	127,682
Systems Engineer, Senior (Safety & Security)	1.00	NU	FT		93,879	16	85,121	127,682
Systems Engineer (Safety & Security)	1.00	NU	FT		82,139	13	65,896	98,844
Systems Engineer, Associate	1.00	NU	FT		83,787	13	65,896	98,844
Total	18.00				2,130,725			



[This Page Left Intentionally Blank]

Public Affairs Division

DEPARTMENTS

PAGE

- Public Affairs Administration (PAA) PA-4
- Transit Equity, Inclusion & Community Affairs (TEICA) PA-10
- Government Services and Public Affairs (GSPA) PA-12
- Communications & Marketing (CM) PA-14
- Customer Information Services (CIS) PA-16

MAJOR PRIORITIES OF THE DIVISION

- ▽ (PAA) Public Affairs is composed of: Administration, Transit Equity, Inclusion & Community Affairs, Government Services and Public Affairs, Communications & Marketing, and Customer Information Services.
- ▽ (TEICA) Responsible for assisting TriMet in reaching the agency's goals related to equity, outreach, to minority communities, transit equity, community engagement, Disadvantaged Business Enterprise (DBE) utilization and Community Affairs.
- ▽ (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.



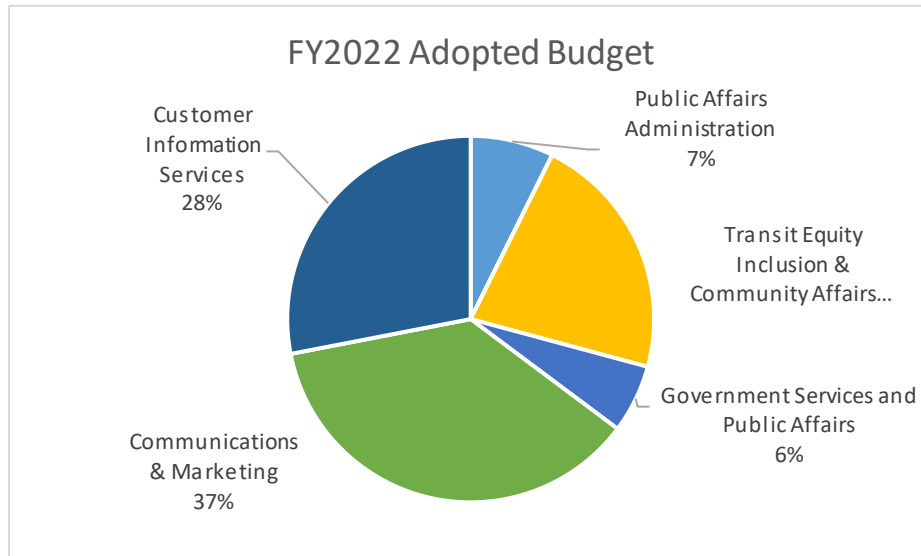
DIVISIONAL FUN FACTS...

- » Communications & Marketing developed a mask awareness public service campaign with celebrities such as Poison Waters, The Unipiper, Blaze the Trail Cat and Timber Joey urging people to wear a mask on transit and in the community. Nearly 1.2 million people saw the campaign through TriMet channels and properties.
- » There are 129,081 people following TriMet's social media channels (Instagram, Facebook and Twitter), 60,325 Riders Club members, and 32,959 people signed up to receive service alerts for their bus and rail lines.
- » TriMet's Communications team produced more than 80 videos in 2020, most aimed at encouraging riders and employees to be safe, educate people about the precautions that TriMet put in place due to the COVID-19 pandemic and highlight the work of our amazing operators, cleaners and other employees.

Performance Metrics Public Affairs Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Build ridership to 90% of pre-pandemic levels.			X	Public Affairs Administration	50%	In process
Complete planning for TriMet services and amenities to reflect community input, respond to population growth and improve access.		X	X	Public Affairs Administration	100%	In process
Build strategic relationships and support for TriMet's projects by collaborating with 4 contracting associations.		X	X	Transit Equity, Inclusion & Community Affairs	100%	In process
Coordinate Access Transit Program and expansion with HB2017 funds by investing in 70 Community Based Organizations (CBO).		X		Transit Equity, Inclusion & Community Affairs	100%	In process
Provide the mechanisms and programs necessary to obtain financial, legislative and political support that will enable TriMet to fund and implement its capital and operating programs at a minimum, equal to the rate of the regional population growth.	X	X	X	Government Services and Public Affairs	100%	In process
Establish a viable political framework for implementation of TriMet funding goals.	X	X		Government Services and Public Affairs	100%	In process
Increase awareness of TriMet's service and initiative through monthly newsletters to neighborhood associations, CBO's, employers, regional and state leaders.	X			Communications & Marketing	100%	In process
Identify and implement at least 1 focused marketing opportunity to mitigate impact of COVID-19 pandemic on ridership.	X			Communications & Marketing	100%	In process
Deliver timely, accurate service information to riders via static and dynamic content channels, including quarterly service changes. All static information updated within two weeks of change. All digital or	X			Customer Information Services	100%	In process
Distribute schedules and service information internally and externally to regional partners and ticket outlets.	X			Customer Information Services	100%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,326,581	9,490,225	10,005,975	9,138,724	8,417,338	8,417,338	8,712,063
Materials & Services	7,100,782	5,850,600	8,570,300	5,692,596	5,069,300	5,069,300	5,004,300
Total	\$15,427,363	\$15,340,825	\$18,576,275	\$14,831,320	\$13,486,638	\$13,486,638	\$13,716,363

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Public Affairs Administration	555,095	788,479	1,112,323	1,024,021	1,023,147	1,023,147	1,007,240
Policy & Planning	5,207,339	4,072,423	5,540,567	4,497,311			
GIS & Location Based Services	555,612						
Transit Equity Inclusion & Community Affairs		1,552,261	3,083,993	1,589,568	2,997,098	2,997,098	2,997,037
Government Services and Public Affairs	635,406	887,465	1,004,197	919,459	1,060,894	1,060,894	826,448
Communications & Marketing	4,596,676	4,436,626	4,016,932	3,478,595	4,686,978	4,686,978	5,039,027
Customer Information Services	3,877,235	3,603,571	3,818,263	3,322,366	3,718,521	3,718,521	3,846,611
Total	\$15,427,363	\$15,340,825	\$18,576,275	\$14,831,320	\$13,486,638	\$13,486,638	\$13,716,363



PUBLIC AFFAIRS ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	475,226	582,371	815,823	653,479	726,647	726,647	710,740
Materials & Services	79,869	206,108	296,500	370,542	296,500	296,500	296,500
Total	\$555,095	\$788,479	\$1,112,323	\$1,024,021	\$1,023,147	\$1,023,147	\$1,007,240

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #2: Increase ridership ▪ Objective #4: Ensure equitable distribution of services and resources across the TriMet system 	Build ridership to 90% of pre-pandemic levels.	June 30, 2027
Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #6: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Effectively communicate agency goals and gather public and community input during 4 public information gathering sessions.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #15: Improve service delivery 	Complete planning for TriMet services and amenities to reflect community input, respond to population growth and improve access.	June 30, 2022

Public Affairs Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	375,303	447,266	679,085	446,227	588,706
Fringe	99,923	135,406	136,738	207,252	122,034
Capitalized Labor-Fringe		-301			
Total	\$475,226	\$582,371	\$815,823	\$653,479	\$710,740

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	12,162		5,000	832	5,000
Professional & Technical-Gen & Adm	39,281	8,925	94,400	110,641	94,400
Temporary Help-Gen & Adm			1,500	250	1,500
Other Services- Gen & Adm	511	16,074	18,800	2,350	18,800
Office Supplies	4,730	6,720	7,800	5,687	7,800
Other Materials- Gen & Adm	699	1,070	4,800	1,144	4,800
Unreconciled Mastercard Expense				10	
Telephone	418	77,358	67,500	77,293	67,500
NU-Dues & Subscriptions	5,869	31,084	29,800	42,645	29,800
NU-Local Travel & Meetings	3,087	7,036	18,400	6,863	18,400
NU-Education & Training - Gen & Adm	230	15,027	28,000	8,094	28,000
NU-Out-Of-Town Travel	8,017	41,969	19,500	2,755	19,500
Employee Recognition	4,865	845	1,000	111,978	1,000
Total	\$79,869	\$206,108	\$296,500	\$370,542	\$296,500

POLICY & PLANNING DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,280,228	1,281,578	1,252,667	1,182,573			
Materials & Services	3,927,111	2,790,845	4,287,900	3,314,738			
Total	\$5,207,339	\$4,072,423	\$5,540,567	\$4,497,311			

The Policy & Planning Department was moved to Engineering & Construction Division in FY2022.

Policy & Planning Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,005,986	960,051	1,041,767	890,562	
Fringe	316,418	326,047	385,700	332,494	
Capitalized Labor-Fringe	-42,176	-4,520	-174,800	-40,483	
Total	\$1,280,228	\$1,281,578	\$1,252,667	\$1,182,573	

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	163,721	72,911	519,700	462,407	
Metro Unified Work Prog	242,839	240,000	250,100	249,182	
Job Access Program Services		8,734			
Ride Connection Program	1,886,927	379,919	1,002,100	948,626	
Accessibility Services - State Program (5310)	139,549	30	1,006,000	286,733	
Accessibility Services - Federal (Program)	1,448,390	2,063,617	1,272,900	1,324,812	
Other Services- Gen & Adm	14,097	2,705	214,800	36,916	
Other Materials- Gen & Adm	4,144	7,205	20,300	4,172	
Computer Equip under \$5,000	2,385	1,629	2,000	534	
Telephone	3,431	1,307		1,261	
NU-Dues & Subscriptions	740				
NU-APTA & OTA Dues		11,000			
NU-Local Travel & Meetings	37				
NU-Education & Training - Gen & Adm	314	114		95	
NU-Out-Of-Town Travel	20,537	1,674			
Total	\$3,927,111	\$2,790,845	\$4,287,900	\$3,314,738	

GIS & LOCATION BASED SERVICES DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	483,194						
Materials & Services	72,418						
Total	\$555,612						

The GIS & Location Based Services Department was moved to Business Planning & Asset Management Department for FY2020 & FY2021, and was moved to IT Administration Department for FY2022.

GIS & Location Based Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	372,876				
Fringe	124,205				
Capitalized Labor-Fringe	-13,887				
Total	\$483,194				

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm	63,666				
Other Materials- Gen & Adm	90				
Telephone	8,662				
Total	\$72,418				

TRANSIT EQUITY INCLUSION & COMMUNITY AFFAIRS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		1,148,764	1,249,993	1,154,797	1,230,298	1,230,298	1,220,237
Materials & Services		403,497	1,834,000	434,771	1,766,800	1,766,800	1,776,800
Total		\$1,552,261	\$3,083,993	\$1,589,568	\$2,997,098	\$2,997,098	\$2,997,037

Department Description & Responsibilities

Major Functions: The Department of Transit Equity, Inclusion & Community Affairs is responsible for assisting TriMet in reaching the agency's goals related to equity, outreach to minority communities, transit equity, community engagement, Disadvantaged Business Enterprise (DBE) utilization, and Community Affairs.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #4: Ensure equitable distribution of services and resources across the TriMet system ➤ Goal #3: Supportive broader community ▪ Objective #11: Ensure strong support for transit and TriMet and stewardship	Build strategic relationships and support for TriMet's projects by collaborating with 4 contracting associations.	June 30, 2022
	Direct the development, implementation and monitoring of TriMet's DBE and MWESB program and goals by producing semi-annual program progress reports.	June 30, 2022
	Coordinate Access Transit Program and expansion with HB2017 funds by investing in 70 Community Based Organizations.	June 30, 2022
	Support the implementation of TriMet's Language Assistance Plan by investing in a new outreach platform.	January 31, 2022
Category: Internal Business Practices ➤ Goal#3: Business practices that create value and spur innovation and continuous improvement ▪ Objective #22: Grow business inclusion and diversity efforts	Support targeted community engagement strategy and share TriMet's story through a department monthly newsletter to community and government stakeholders.	June 30, 2022
	Support and staff TEAC & Safety and Security, Small Business, LAP, and the youth subcommittee by making staff available to attend monthly and quarterly meetings.	Continuous

Transit Equity Inclusion & Community Affairs Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		1,479,408	1,574,081	1,454,445	1,493,457
Fringe		548,778	554,402	564,026	543,062
Capitalized Labor-Fringe		-879,422	-878,490	-863,674	-816,282
Total		\$1,148,764	\$1,249,993	\$1,154,797	\$1,220,237

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		180		555	
Student Pass/BETC Program					10,000
First Step Youth		5,285	73,200	12,200	73,200
Other Services- Gen & Adm		248,792	1,679,500	344,064	1,612,300
Office Supplies		3,012		883	
Other Materials- Gen & Adm		9,291		4,834	
Unreconciled Mastercard Expense		56			
Community Outreach		127,361	81,300	67,120	81,300
Outreach/Promotions				2,600	
Telephone		560		494	
NU-Dues & Subscriptions		2,500		2,001	
NU-Local Travel & Meetings		1,867			
NU-Out-Of-Town Travel		4,593		20	
Total		\$403,497	\$1,834,000	\$434,771	\$1,776,800

GOVERNMENT SERVICES AND PUBLIC AFFAIRS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	309,471	582,967	546,197	560,477	562,894	562,894	441,948
Materials & Services	325,935	304,498	458,000	358,982	498,000	498,000	384,500
Total	\$635,406	\$887,465	\$1,004,197	\$919,459	\$1,060,894	\$1,060,894	\$826,448

Department Description & Responsibilities

Major Functions: The Government Services and Public Affairs Department is responsible for managing 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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #11: Ensure strong support for transit and TriMet 	Develop, manage and coordinate governmental relations programs by meeting with and further establishing relationships with all 28 regional mayors, county commissioners, and 7 members of Oregon's Federal Delegation.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #2: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #18: Develop partnerships to support faster and more reliable bus service 	Maintain ongoing communication and support with all local, regional, state and federal jurisdictions, legislative officials, and partners.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #23: Innovatively increase financial resources 	Establish a viable political framework for implementation of TriMet funding goals.	June 30, 2022
	Provide the mechanisms and programs necessary to obtain financial, legislative and political support that will enable TriMet to fund and implement its capital and operating programs at a minimum, equal to the rate of the regional population growth.	June 30, 2022

Government Services and Public Affairs Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	232,841	416,810	413,628	418,932	333,733
Fringe	76,630	166,157	132,569	141,545	108,215
Total	\$309,471	\$582,967	\$546,197	\$560,477	\$441,948

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	233,412	155,693	278,300	189,606	318,300
Student Pass/BETC Program		1,538	10,000	1,668	
Consumer Research & Eval		75,535	103,500	89,055	
Other Services- Gen & Adm	18,819	19,773	6,300	7,800	6,300
Other Materials- Gen & Adm	412		1,000	168	1,000
Telephone	106	798			
NU-Dues & Subscriptions	10,411			500	
NU-APTA & OTA Dues	55,700	51,058	58,900	70,160	58,900
NU-Local Travel & Meetings	3,094	103			
NU-Out-Of-Town Travel	3,981				
Media Fees				25	
Total	\$325,935	\$304,498	\$458,000	\$358,982	\$384,500

COMMUNICATIONS & MARKETING DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,682,506	2,868,172	2,878,032	2,686,779	2,729,078	2,729,078	3,042,627
Materials & Services	1,914,170	1,568,454	1,138,900	791,816	1,957,900	1,957,900	1,996,400
Total	\$4,596,676	\$4,436,626	\$4,016,932	\$3,478,595	\$4,686,978	\$4,686,978	\$5,039,027

Department Description & Responsibilities

Major Functions: The Communications & Marketing Department develops and executes a comprehensive communication, marketing, outreach and customer experience plan to ensure the agency's communications are consistent and effective as we bolster TriMet's reputation and brand (overall customer experience). We build public understanding of, and support for, TriMet's initiatives and our vision, mission and values. We help shape public perception and continue to support TriMet's Business Plan.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #2: Increase ridership ▪ Objective #3: Improve the customer experience 	Finalize development of the initial ridership recovery plan.	January 1, 2021
	Identify and implement at least 1 focused marketing opportunity to mitigate impact of COVID-19 pandemic on ridership.	June 30, 2022
	Conduct market research quarterly to enhance communications and outreach that will encourage return and new riders.	
Category: Customers ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #11: Ensure strong support for transit and TriMet 	Increase awareness of TriMet's service and initiative through monthly newsletters to neighborhood associations, CBO's, employers, regional and state leaders.	June 30, 2022
	Provide monthly updates to trimet.org/health to keep riders informed about agency's COVID-19 safety precautions/mitigations, which will be promoted with social media posts and/or Riders Club updates.	December 31, 2021
Category: Internal Business Practices ➤ Goal#3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #20: Maximize benefits and potential of Hop Fastpass 	Hold Town Hall events at least once a month to keep employees informed of agency initiatives.	December 31, 2021
	Offer wellness programs and resources on a quarterly basis to encourage healthy lifestyle options for employees.	June 30, 2026
	Provide volunteer opportunities through Team TriMet on at least a quarterly basis for employees and management as COVID-19 restrictions allow.	

Communications & Marketing Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,998,080	2,199,018	2,170,984	2,089,290	2,346,658
Fringe	734,274	910,721	775,858	803,295	852,812
Capitalized Labor-Fringe	-49,848	-241,567	-68,810	-205,806	-156,843
Total	\$2,682,506	\$2,868,172	\$2,878,032	\$2,686,779	\$3,042,627

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Production	107,771	215,795	140,100	74,853	152,800
Professional & Technical-Gen & Adm	226,988	173,990	280,300	115,457	130,300
Consumer Research & Eval					103,500
Software Hosting/Subscription Services	54,937	94,857		56,483	
Other Services- Gen & Adm	35,783	40,644	36,000	8,062	36,000
Graphics Material	5,688	6,342	8,300	4,583	8,300
Office Supplies		112,375		47,115	
Computer Equip under \$5,000	4,665		5,000	3,551	5,000
Safety Supplies- Gen & Adm				109,800	
Promotions	381,846	214,673	150,500	69,330	85,500
Publications	1,674	814	1,000	290	1,000
Outreach/Promotions	233,956	236,858	87,100	84,226	1,087,100
Van Pool	17,273	1,652	35,200	6,075	
Sales Programs	23,378	33,000	18,500	11,287	10,000
Telephone	8,802	10,185		8,886	
NU-Dues & Subscriptions	1,596	80		95	
Chamber Dues & Fees	11,548	6,600	5,900	2,688	5,900
NU-Local Travel & Meetings	1,132	119		2	
NU-Education & Training - Gen & Adm	8,237	3,197		2,075	
NU-Out-Of-Town Travel	50,267	917			
Media Fees	716,657	410,130	227,000	159,232	227,000
Employee Communications	21,972	6,226	4,000	1,188	4,000
Employee Recognition			140,000	26,538	140,000
Total	\$1,914,170	\$1,568,454	\$1,138,900	\$791,816	\$1,996,400

CUSTOMER INFORMATION SERVICES DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,095,956	3,026,373	3,263,263	2,900,619	3,168,421	3,168,421	3,296,511
Materials & Services	781,279	577,198	555,000	421,747	550,100	550,100	550,100
Total	\$3,877,235	\$3,603,571	\$3,818,263	\$3,322,366	\$3,718,521	\$3,718,521	\$3,846,611

Department Description & Responsibilities

Major Functions: The Customer Information Services Department supports the agency's business plan creating the best possible experience for our 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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #3: Improve overall customer experience ▪ Objective #5: Improve customer information and services ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #11: Ensure strong support for transit and TriMet 	Deliver timely, accurate service information to riders via static and dynamic content channels, including quarterly service changes. All static information updated within two weeks of change. All digital or dynamic information updated on effective date.	Continuous
	Management responds to all rider requests within five days for information, amenities, and signage.	Continuous
	Distribute service information to regional partners within 30 days of service impact.	Continuous
	90% agency-wide Division participation in supporting field operations with on-street staffing.	Continuous
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal#3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #20: Maximize benefits and potential of Hop Fastpass® 	100% of agency personnel participating in e-learning module for customer service training.	Continuous
	Provide semi-annual reports on detailed analysis of TriMet rider preferences to support customer friendly initiatives.	Continuous

Customer Information Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	2,136,720	2,105,403	2,271,893	2,016,158	2,237,429
Fringe	960,790	927,701	1,020,060	959,150	1,059,082
Capitalized Labor-Fringe	-1,554	-6,731	-28,690	-74,689	
Total	\$3,095,956	\$3,026,373	\$3,263,263	\$2,900,619	\$3,296,511

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Production	7,278				
Professional & Technical-Gen & Adm	106	4,014	7,300	1,855	7,300
Student Pass/BETC Program	3,275				
Consumer Research & Eval	125,696				
Other Services- Gen & Adm	1,456	1,541	2,500	1,439	2,500
Uniforms- Rev Veh Op		3,188	2,500	1,464	2,500
Graphics Material	133				
Schedule & service information	190,771	186,161	189,900	141,184	185,000
Office Supplies	5,322	988		823	
Other Materials- Gen & Adm	3,458	4,671	2,500	744	2,500
Safety Supplies- Gen & Adm				2,447	
Promotions	9,983				
Schedule Books & Map	8,938	4,008	10,900	4,249	10,900
On Street Customer Service	12,085	34,348	23,700	12,268	23,700
Van Pool	1,151				
Customer Info Material	6,573	7,460	11,400	15,985	11,400
Customer information & signage	226,506	230,482	216,600	182,833	216,600
Call Center Operations	108,851	82,939	85,900	51,988	85,900
Customer Information Materials		150			
Telephone	64,825	10,488		3,868	
NU-Dues & Subscriptions	95	2,800			
NU-Education & Training - Gen & Adm	2,223				
Customer Service Training	2,554	3,960	1,800	600	1,800
Total	\$781,279	\$577,198	\$555,000	\$421,747	\$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		181,500	24	162,823	244,235
Executive Administrative Assistant	1.00	NU	FT		72,219	11	55,343	83,016
Specialist, Administrative	1.00	NU	FT		58,115	9	46,342	69,512
Total	3.00				311,834			

Transit Equity Inclusion & Community 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
Dir, Transit Equity, Inclusion and Comm. Affairs	1.00	NU	FT		150,108	20	118,457	177,684
Manager, Senior, Community Affairs & Comm.	1.00	NU	FT		111,430	16	85,121	127,682
Manager, Multicultural Programs	1.00	NU	FT		96,762	14	71,823	107,735
Administrator, Title VI and Equity Programs	1.00	NU	FT		89,779	14	71,823	107,735
Supervisor, Community Affairs	1.00	NU	FT		86,700	14	71,823	107,735
Administrator, DBE & Workforce Equity Program	1.00	NU	FT		84,050	14	71,823	107,735
Coordinator Senior Fare Policy Program	1.00	NU	FT		84,826	13	65,896	98,844
Coordinator, Community Affairs	1.00	NU	FT		82,370	13	65,896	98,844
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT		82,370	13	65,896	98,844
Representative, Community Affairs	4.00	NU	FT	✓	280,673	12	60,415	90,621
Representative, Community Affairs	0.50	NU	PT	✓	37,759	12	60,415	90,621
Coordinator, Outreach Programs and Events	2.00	NU	FT	✓	140,743	11	55,343	83,016
Specialist, Community Affairs	1.00	NU	FT		58,734	10	50,671	76,005
Specialist, Administrative	1.00	NU	FT		58,980	9	46,342	69,512
Assistant, Administrative	1.00	NU	FT		48,353	7	38,682	58,024
Total	18.50				1,493,637			

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, Public Affairs	1.00	NU	FT		145,298	19	109,195	163,794
Manager, Governmental Affairs	1.00	NU	FT		101,353	15	78,233	117,350
Coordinator, Strategic Planning	1.00	NU	FT		87,082	14	71,823	107,735
Total	3.00				333,733			

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		160,526	21	128,420	192,631
Manager, Media Relations & Communications	1.00	NU	FT		113,589	16	85,121	127,682
Manager, Creative Services	1.00	NU	FT		110,522	15	78,233	117,350
Manager, Employee Communications	1.00	NU	FT		100,324	15	78,233	117,350
Manager, Marketing & Outreach Services	1.00	NU	FT		97,920	15	78,233	117,350
Manager, Marketing & Rider Communications	1.00	NU	FT		98,275	15	78,233	117,350
Program Manager, Low Income Fare	1.00	NU	FT		92,126	14	71,823	107,735
Analyst, Senior, Research	1.00	NU	FT		90,424	13	65,896	98,844
Public Information Officer	2.00	NU	FT		164,980	13	65,896	98,844
Coordinator, Senior, Marketing & Communications	1.00	NU	FT		72,127	13	65,896	98,844
Coordinator, Senior, Employee Communications	1.00	NU	FT		76,500	12	60,415	90,621
Specialist, Senior, Communications	1.00	NU	FT		74,262	12	60,415	90,621
Coordinator, Outreach Programs and Events	1.00	NU	FT		76,813	11	55,343	83,016
Coordinator, Outreach Programs and Events	3.00	NU	FT	✓	101,862	11	55,343	83,016
Coordinator, Outreach Services	1.00	NU	FT		79,144	11	55,343	83,016
Coordinator, Transportation Options	1.00	NU	FT		78,258	11	55,343	83,016
Designer, Web/Developer	2.00	NU	FT		142,461	11	55,343	83,016
Coordinator, Marketing Communications	1.00	NU	FT		72,776	11	55,343	83,016
Designer, Graphics	1.00	NU	FT		63,338	10	50,671	76,005
Graphics Designer	2.00	NU	FT		130,399	10	50,671	76,005
Production Coordinator, Media Planner/Buyer	1.00	NU	FT		68,474	10	50,671	76,005
Representative, Transportation Options	2.00	NU	FT		128,674	10	50,671	76,005
Specialist, Transportation Options	2.00	NU	FT		101,243	9	46,342	69,512
Coordinator, Video Production	1.00	NU	FT		51,640	8	42,359	63,538
Total	31.00				2,346,657			

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
Manager, Senior, Customer Information	1.00	NU	FT		92,035	16	85,121	127,682
Manager, Customer Information	1.00	NU	FT		84,922	13	65,896	98,844
Manager, Customer Service	1.00	NU	FT		81,090	13	65,896	98,844
Analyst, Business Customer Experience	1.00	NU	FT		69,179	11	55,343	83,016
Coordinator, On-Street Customer Service	1.00	NU	FT		63,754	10	50,671	76,005
Coordinator, Service Information	2.00	NU	FT		106,398	9	46,342	69,512
Senior Administrative Assistant	1.00	NU	FT		51,046	9	46,342	69,512
Supervisor, Customer Service Center	2.00	U	FT		173,863	0710	63,627	84,822
Customer Experience Agent	11.00	U	FT		552,838	0714	40,477	53,581
Representative, Field Outreach & Comm. Rels.	5.25	U	FT		230,922	0715	35,131	43,930
Customer Service Representative	5.00	U	PT		368,270	0731	54,434	72,571
Specialist, Information Development	4.00	U	FT		335,977	0732	61,672	82,222
Total	35.25				2,210,296			

Finance & Administrative Services Division

DEPARTMENTS

PAGE

- Finance & Administrative Services (FAS) FA-4
- Financial Services (FS)..... FA-6
- Budget & Grants Administration (BGA) FA-8
- Risk Management (RM) FA-10
- Procurement & Supply Chain Management (PSCM) FA-12
- Fare Revenue & Administrative Services (FRAS) FA-14

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.
- ▽ (BGA) Agency financial planning, forecasting and budgeting, performance reporting and analysis, fare revenue analysis and grant administration.
- ▽ (RM) Managing self-insured workers' compensation (WC), light duty program and risk management.
- ▽ (PSCM) Coordinating and managing contracts, purchasing, stores and warranty programs.
- ▽ (FRAS) Managing fare revenue collection, processing, cash controls, sales and distribution of TriMet fares and agency-wide business process improvement.



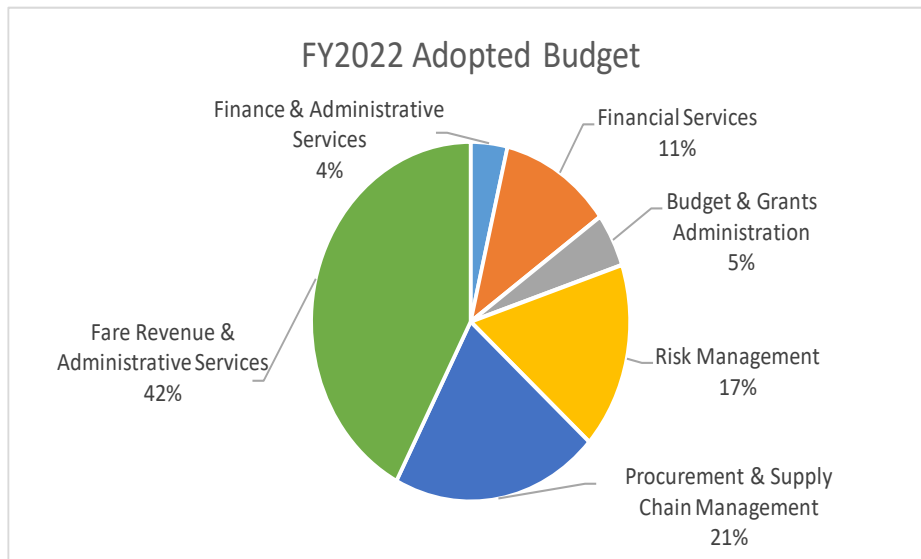
DIVISIONAL FUN FACTS...

- » TriMet's total adopted budget has exceeded \$1 billion for the past nine years.
- » TriMet received its first GFOA Distinguished Budget Award in FY2021 in its inaugural year of applying for the award.
- » 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.
- » From FY2016 – FY2020 Risk Management oversaw the 5th year of annual declines in the total amount paid on Workers Compensation claims (2016 = \$3,956,562 reduced to 2020 = \$2,615,679), as well as the amount incurred per employee claim filed (2016 = \$1,324 reduced to 2020 = \$715).
- » In FY2020, the Contracts Team executed 278 new contracts worth \$332.7 million as well as 769 change orders/modifications worth \$210.3 million.
- » Since the launch of Hop Fastpass in July 2017, there have been over 90 million taps on the system.

Performance Metrics Finance & Administrative Services Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Meet the 6 Strategic Financial Plan through complex strategic financial planning, forecasting and analysis, and budgeting.		X		Finance & Administrative Services	100%	In process
Manage the issuance of 1 bond sale for the Better Red capital project.		X		Finance & Administrative Services	100%	In process
Maintain self-insurance reserves within +/-10% recommended reserves levels to ensure adequate coverage.		X	X	Financial Services	100%	In process
Publish annual audited financial statements and single audit within six months of fiscal year-end.		X		Financial Services	100%	In process
Develop and publish the Monthly Performance Report (MPR) and Dashboard within 1 week of months end close.	X			Budget & Grants Administration	100%	In process
Develop and publish all three public versions of the annual Budget.		X		Budget & Grants Administration	100%	In process
Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects		X		Budget & Grants Administration	100%	In process
Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.		X		Risk Management	90%	In process
Develop a communication campaign to increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.		X	X	Procurement & Supply Chain Management	20%	In process
Transition to a new P-Card Banking firm. Increase the annual rebate by 3% with Financial Services.			X	Procurement & Supply Chain Management	50%	In process
Assess and develop business case for integrated payment of mobility services.	X			Fare Revenue & Administrative Services	100%	In process
Complete strategic review of internal business processes and implement change management efforts for optimizing business practice.		X		Fare Revenue & Administrative Services	100%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	11,507,543	15,520,167	17,800,254	15,581,254	17,644,564	17,644,564	18,375,809
Materials & Services	8,831,595	9,283,915	11,227,800	7,346,858	11,762,800	11,762,800	11,802,800
Total	\$20,339,138	\$24,804,082	\$29,028,054	\$22,928,112	\$29,407,364	\$29,407,364	\$30,178,609

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Finance & Administrative Services	1,094,425	788,045	1,083,454	841,999	1,142,649	1,142,649	1,123,161
Financial Services	2,790,921	2,897,009	3,222,062	3,027,312	3,327,391	3,327,391	3,427,199
Budget & Grants Administration	1,184,157	1,169,560	1,276,514	1,166,488	1,330,923	1,330,923	1,453,473
Risk Management	3,706,133	4,088,391	4,342,908	4,391,826	5,044,494	5,044,494	5,057,021
Procurement & Supply Chain Management	1,685,248	5,111,337	6,259,113	5,228,030	6,068,686	6,068,686	6,354,212
Fare Revenue & Administrative Services	9,878,254	10,749,740	12,844,003	8,272,457	12,493,221	12,493,221	12,763,543
Total	\$20,339,138	\$24,804,082	\$29,028,054	\$22,928,112	\$29,407,364	\$29,407,364	\$30,178,609



FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	409,053	497,240	806,954	543,640	810,549	810,549	791,061
Materials & Services	685,372	290,805	276,500	298,359	332,100	332,100	332,100
Total	\$1,094,425	\$788,045	\$1,083,454	\$841,999	\$1,142,649	\$1,142,649	\$1,123,161

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
Category: Financial	Meet the 6 Strategic Financial Plan through complex strategic financial planning, forecasting and analysis, and budgeting.	June 30, 2022
<ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines 	Manage the monthly Capital Project Program in support of capital planning and project financing functions.	Monthly
<ul style="list-style-type: none"> ➤ Goal #3: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> ▪ Objective #34: Manage financial capacity to deliver regional expectations for service growth 	Manage the issuance of 1 bond sale for the Better Red capital project.	June 30, 2022
	Manage and provide monthly oversight at the deferred compensation (457) plan and defined contribution (401a) plan.	Monthly
	Manage and complete the Space Plan for the agency.	June 30, 2022



Finance & Administrative Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	306,273	363,418	680,898	406,203	672,221
Fringe	102,780	133,822	126,056	137,437	118,840
Total	\$409,053	\$497,240	\$806,954	\$543,640	\$791,061

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	5,108	1,469	125,000	20,832	125,000
Professional & Technical-Gen & Adm	9,269	166,077	21,400	224,415	29,800
Recruitment Expense	135	9	1,000	303	1,000
Temporary Help-Gen & Adm	2,574	386			
Equipment Repair & Mtc - Gen & Adm	884				
Other Services- Gen & Adm	8,097	14,858	18,500	12,855	18,500
Office Supplies	915	3,417	14,200	5,699	27,700
Equip/Furn < \$5,000-Gen & Adm	139,369	25,198	12,000	2,150	12,000
Other Materials- Gen & Adm		624	2,500	418	2,500
Unreconciled Mastercard Expense	-44	63		3,872	
Safety Supplies- Gen & Adm				73	
Telephone	138	10,762	7,200	10,848	22,300
NU-Dues & Subscriptions	577	10,528	16,000	5,223	18,000
NU-Local Travel & Meetings	31	20		111	
NU-Education & Training - Gen & Adm	4,994	6,403	38,000	7,835	54,600
NU-Out-Of-Town Travel	48,261	27,167	10,700	1,987	10,700
Employee Recognition	4,595	2,914	10,000	1,738	10,000
Office Leases	460,469	20,910			
Total	\$685,372	\$290,805	\$276,500	\$298,359	\$332,100

FINANCIAL SERVICES DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,344,103	2,540,554	2,629,662	2,629,081	2,743,391	2,743,391	2,843,199
Materials & Services	446,818	356,455	592,400	398,231	584,000	584,000	584,000
Total	\$2,790,921	\$2,897,009	\$3,222,062	\$3,027,312	\$3,327,391	\$3,327,391	\$3,427,199

Department Description & Responsibilities

Major Functions: The Financial Services Department is responsible the day-to-day financial accounting and reporting activities of TriMet. The department's major function include accounts payable, payroll, accounts receivable, cash management, accounting for grants, capital assets and long-term liabilities. The Department is also responsible for quarterly and annual financial reporting and the annual external financial audit and audit of the schedule of expenditures of Federal awards.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement ▪ Objective #23: Innovatively increase financial resources	Maintain Accounts Receivable system software through annual upgrades to ensure processing of customer receipts continues without interruption 90% of the time.	June 30, 2022
	Maintain payroll systems with annual patches and software upgrades needed to process bi-weekly in-house payroll without interruptions 95% of the time.	June 30, 2022
	Implement Oracle AME for invoice workflow and approval in accounts payable.	June 30, 2022
Category: Financial ➤ Goal #1: Fiscally sound and compliant ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines	Maintain monthly, quarterly and annual financial reporting. Publish financial reports internally within three weeks from the previous month-end. Provide quarterly financial reports to the Board of Directors within three weeks after quarter-end.	Monthly
	Publish annual audited financial statements and single audit within six months of fiscal year-end.	December 31, 2021
	Ensure timely processing for accounts payable where vendor payments are processed within contracted terms or invoice terms 95% of the time.	Daily
	Update and implement changes to TriMet's Investment Policy annually.	June 30, 2022
	Maintain self-insurance reserves within +/-10% recommended reserves levels to ensure adequate coverage.	June 30, 2022

Financial Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,704,066	1,805,495	1,906,501	1,879,337	2,056,762
Fringe	640,587	735,059	723,161	749,744	786,437
Capitalized Labor-Fringe	-550				
Total	\$2,344,103	\$2,540,554	\$2,629,662	\$2,629,081	\$2,843,199

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	593	1,323	8,000	1,969	12,000
Audits	236,654	250,364	315,000	223,589	315,000
Professional & Technical-Gen & Adm	15,870	20,082	28,000	14,614	30,000
Banking Charges	65,459	51,388	175,000	126,867	175,000
Temporary Help-Gen & Adm	77,875	8,586	17,400	2,900	
Software Hosting/Subscription Services		2,150	14,000	3,629	16,000
Other Services- Gen & Adm	15,187	1,468	24,000	8,130	24,000
Office Supplies	8,032	5,685		593	
Equip/Furn < \$5,000-Gen & Adm	6,115	489	6,000	1,000	6,000
Other Materials- Gen & Adm	7,044	11,637	4,000	11,105	4,000
Safety Supplies- Gen & Adm				21	
Telephone	1,113			1,152	
NU-Dues & Subscriptions	6,321	1,737		1,695	
NU-Local Travel & Meetings	95				
NU-Education & Training - Gen & Adm	7,670	1,238			
Fines and Penalties - Payroll	-1,800	308	1,000	967	2,000
Employee Recognition	590				
Total	\$446,818	\$356,455	\$592,400	\$398,231	\$584,000

BUDGET & GRANTS ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	924,148	1,065,322	1,117,014	1,096,568	1,131,423	1,131,423	1,253,973
Materials & Services	260,009	104,238	159,500	69,920	199,500	199,500	199,500
Total	\$1,184,157	\$1,169,560	\$1,276,514	\$1,166,488	\$1,330,923	\$1,330,923	\$1,453,473

Department Description & Responsibilities

Major Functions: The Budget & Grants Administration Department is responsible for major functions: Agency financial planning, forecasting and budgeting, performance reporting and analysis, fare revenue analysis and grants administration.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #23: Innovatively increase financial resources 	Seek out at least 1 new eligible discretionary funding source and submit applications to fund capital projects, replacement or expansion of fleet vehicles or regional mobility expansion.	June 30, 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines 	Develop and publish the Monthly Performance Report (MPR) and Dashboard within 1 week of months end close.	Monthly
	Maintain a Forecast accuracy of 90% or greater on all major resources and requirements.	March 2022
	Develop and publish all three public versions of the annual Budget.	June 2022
	Maintain the GFOA Budget Award for the FY2022 Budget.	December 2021
Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes 	Complete the annual Transit Asset Management (TAM) analysis.	September 2021
	Develop and publish the Capital Improvement Program.	June 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #3: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> ▪ Objective #34: Manage Financial capacity to deliver regional expectations for service growth 	Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects.	June 30, 2022
	Timely execute all available FTA apportionment funding to sustain agency operations and for preventive maintenance.	Continuous

Budget & Grants Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	697,438	798,963	831,101	826,170	927,290
Fringe	226,710	266,359	285,913	270,398	326,683
Total	\$924,148	\$1,065,322	\$1,117,014	\$1,096,568	\$1,253,973

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	204,912	35,190	84,900	25,702	134,900
Economic Forecasts	32,544	45,882	32,000	30,054	32,000
Ridership Counts/Surveys		6,200	25,000	4,168	15,000
Other Services- Gen & Adm	10,512	313	15,000	5,176	15,000
Office Supplies	1,683	10,687		111	
Other Materials- Gen & Adm	1,886	1,999	2,600	1,390	2,600
Telephone	318				
NU-Dues & Subscriptions	1,630	2,096		2,259	
NU-Local Travel & Meetings	43	39			
NU-Education & Training - Gen & Adm	6,481	1,832		1,060	
Total	\$260,009	\$104,238	\$159,500	\$69,920	\$199,500

RISK MANAGEMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	687,101	745,046	726,808	739,574	743,394	743,394	755,921
Materials & Services	3,019,032	3,343,345	3,616,100	3,652,252	4,301,100	4,301,100	4,301,100
Total	\$3,706,133	\$4,088,391	\$4,342,908	\$4,391,826	\$5,044,494	\$5,044,494	\$5,057,021

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
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service. <ul style="list-style-type: none"> ▪ Objective #13: Increase personal safety 	Manage the agency's light duty program by utilizing injured employees in a modified duty capacity based on medical restrictions and availability of suitable work. Light duty enrollment enables the agency to qualify for benefits through the Employer at Injury Program, which repays the agency 50% of each injured employees modified duty wages up to 66 work days within a 24-consecutive-month time frame.	June 30, 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines 	Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.	June 30, 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes 	Evaluate, prioritize, and manage agency risk and maintain sufficient levels of insurance to protect agency assets.	June 30, 2022

Risk Management Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	506,267	533,748	537,951	548,549	548,710
Fringe	180,834	211,298	188,857	191,025	207,211
Total	\$687,101	\$745,046	\$726,808	\$739,574	\$755,921

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Claims Services	1,497	1,903	2,000	1,869	2,000
Other Services- Gen & Adm	-2,948	1,547	8,100	2,742	8,100
Office Supplies	8,601	6,180		718	
Other Materials- Gen & Adm	28	521	1,000	4,134	1,000
Telephone	371				
Phys Damage Ins - B,G &Eq	905,563	1,003,552	1,050,000	632,209	1,100,000
Railroad Protective Ins	165,248	126,567	215,000	170,377	220,000
Cyber Security Insurance	234,825	314,111	30,000	46,196	30,000
PMLR Insurance Costs	229,972	163,417	360,000	387,111	
WES Insurance Costs	1,047,648	1,291,568	1,600,000	1,756,836	2,474,000
Public Entity Liability Insurance	423,490	433,929	350,000	650,060	466,000
NU-Dues & Subscriptions	485	50			
NU-Education & Training - Gen & Adm	4,252				
Total	\$3,019,032	\$3,343,345	\$3,616,100	\$3,652,252	\$4,301,100

PROCUREMENT & SUPPLY CHAIN MANAGEMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,476,719	4,900,821	5,861,113	5,015,845	5,860,686	5,860,686	6,106,212
Materials & Services	208,529	210,516	398,000	212,185	208,000	208,000	248,000
Total	\$1,685,248	\$5,111,337	\$6,259,113	\$5,228,030	\$6,068,686	\$6,068,686	\$6,354,212

Department Description & Responsibilities

Major Functions: The Procurement & Supply Chain Management Department is responsible for three major sections: Contracts, Purchasing, and Stores and Warranty Programs.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #22: Grow business inclusion and diversity efforts ▪ Objective #23: Innovatively increase financial resources 	Develop a communication campaign to increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.	June 30, 2022
	Develop a strategy framework to increase contracting opportunities with State-certified firms and small businesses by 5%.	June 30, 2023
	Transition to a new P-Card Banking firm. Increase the annual rebate by 3% with Financial Services.	June 30, 2023
People & Innovation Category <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #27: Foster sense of community and cross-functional camaraderie 	Establish formal written protocol with Bus, Rail, Maintenance-of-Way, Facilities Maintenance, WES Commuter Rail, and Fare Equipment and Communications to ensure a sufficient on-hand inventory of parts and materials.	June 30, 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #33: Meet or exceed state of good repair targets for all identified asset classes 	Transition the inventory materials management operation for Bus, Rail, Maintenance-of-Way, Facilities Maintenance, WES Commuter Rail, and Fare Equipment and Communications to a hub and spoke model with the move to the Columbia Blvd Materials Management Center.	June 30, 2023

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,096,312	3,426,168	4,180,459	3,546,063	4,295,210
Fringe	380,407	1,479,472	1,680,654	1,469,854	1,811,002
Capitalized Labor-Fringe		-4,819		-72	
Total	\$1,476,719	\$4,900,821	\$5,861,113	\$5,015,845	\$6,106,212

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm				17,028	40,000
Photocopier Maintenance	17,602	20,400	15,200	18,984	15,000
Laundry		448	6,500	1,097	3,000
Other Services- Gen & Adm	9,938	7,649	105,200	32,613	20,000
Procurement Advertising	70,000		74,800	12,468	35,000
Office Supplies	91,637	74,158	68,400	36,750	68,400
Freight		58,323	35,400	49,201	40,000
Equip/Furn < \$5,000-Rev Eq Maint		12,950	16,000	4,913	1,000
Other Materials- Gen & Adm	7,205	3,470	69,500	19,226	14,500
Other Materials- Rev Eq Maint		3,169	5,100	8,935	5,100
Unreconciled Mastercard Expense		1,223		616	
Default Expense	-617	1,157			
Safety Supplies- Gen & Adm		3,510	1,400	1,679	5,000
Telephone	1,486	190		2,961	
NU-Dues & Subscriptions	6,179	12,502		6,798	
NU-Local Travel & Meetings	105	52			
NU-Education & Training - Gen & Adm	4,994	8,555		-886	
NU-Out-Of-Town Travel		2,027		-280	
Freight Expense		144			
CDL Renewals			500	82	1,000
Rental		589			
Total	\$208,529	\$210,516	\$398,000	\$212,185	\$248,000

FARE REVENUE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,666,419	5,771,184	6,658,703	5,556,546	6,355,121	6,355,121	6,625,443
Materials & Services	4,211,835	4,978,556	6,185,300	2,715,911	6,138,100	6,138,100	6,138,100
Total	\$9,878,254	\$10,749,740	\$12,844,003	\$8,272,457	\$12,493,221	\$12,493,221	\$12,763,543

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 and agency-wide Business Process Improvement. Fare Revenue & Administrative Services manages the operations and maintenance of Hop Fastpass, Ticket Vending Machines (TVM), and platform communications.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #2: Satisfied community stakeholders and employers ▪ Objective #9: Advance mobility for those with limited options	Integrate use of Hop Fastpass® for <u>all</u> LIFT customers.	June 30, 2023
	Integrate Hop Fastpass® for accessible transportation program contracted transportation provider services.	June 30, 2024
	Operate TriMet’s Customer Support Center (CSC), selling fares and offering trip planning services, while partnering with local agencies to support travel options throughout the Portland Metro area. Continue to administer the Honored Citizen, Low Income Fare and General Education Development (GED) programs.	Continuous
Category: Internal Business Practices ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement ▪ Objective #20: Maximize Benefits and Potential of HOP Fastpass®	Assess and develop business case for integrated payment of mobility services.	June 30, 2022
	Conduct strategic review of additional benefits possible with Hop Fastpass® including marketing and service planning.	June 30, 2023
	Finalize and implement Hop marketing integration to provide more benefits and information for riders.	June 30, 2022
Category: People & Innovation ➤ Goal #3: Foster service excellence and innovation ▪ Objective #31: Foster employee innovation, including process improvements and partnerships.	Complete strategic review of internal business processes and implement change management efforts for optimizing business practice.	June 30, 2023
	Assess feasibility of more use of Hop Fastpass® capabilities between transit agencies (e.g. Orca, Honolulu, etc.).	June 30, 2024

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	4,062,928	4,211,669	4,747,926	3,971,461	4,682,243
Fringe	1,677,700	1,847,072	1,910,777	1,702,324	1,943,200
Capitalized Labor-Fringe	-74,209	-287,557		-117,239	
Total	\$5,666,419	\$5,771,184	\$6,658,703	\$5,556,546	\$6,625,443

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Audits	40,600	38,403			
Professional & Technical-Gen & Adm		337			
Banking Charges	1,240,549	1,359,761	2,472,000	840,650	2,472,000
Money Transport	20,906	24,216	27,800	22,773	27,800
Ticket Vend & Servicing	129,760	105,974	126,600	126,856	190,000
Equipment Repair & Mtc - Gen & Adm	6,106	995	9,100	1,518	9,100
Photo Copier Maint-Doc Svcs		27,205	28,300	33,725	18,300
Cont ROW Mtc Comm		63			
Contracted Mtc-Fare Eq	142,667	345	2,000	1,431	2,000
Office Maint Custodial	32,528	14,519	63,700	10,618	15,700
Laundry	1,239	1,017	1,400	1,098	1,400
Other Services- Gen & Adm	6,306	320,511	159,600	73,307	162,600
Other Services-Transp Adm	667	2,500	4,000	668	4,000
Retail Network Commissions	1,335,451	701,501	602,200	438,970	596,800
Uniforms - Veh Ops	1,910		2,900	482	2,900
Tickets, Passes & Fare Media Cards	811,922	1,836,745	2,030,200	617,874	2,030,200
Office Supplies	17,772	29,120	27,100	16,179	17,100
Freight	1,987		2,000	336	2,000
Equip/Furn < \$5,000-Gen & Adm	2,355	5,850	6,000	15,927	6,000
Mobile Ticketing Equipment < \$5000	1,988				
Small Hand Tools-Fac/Eq Maint	8,946	2,374	8,000	3,246	8,000
Other Materials- Gen & Adm	42,826	32,086	49,600	25,028	49,600
Other Materials- Fac/Eq Maint	10,775	8,787	16,100	11,011	16,100

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Unreconciled Mastercard Expense	44	5,081	3,000	625	
Postage - Gen & Admin	33,043	135,076	138,800	136,330	138,800
Default Expense	5,345				
Computer Equip under \$5,000		14,914	2,500	1,200	2,500
Doc Svcs Supplies			15,100	16,366	15,100
Safety Supplies- Gen & Adm				425	
Safety Supplies - Fac/Eq Maint	9,784	7,893	8,000	13,534	8,000
Obsolete Inventory	13,015				
Maint Matl Fare Equip	188,805	220,019	332,400	206,639	322,400
Maint - eFare Equipment		150		30	
Maint Materials Comm/Video	46,449	37,066	3,700	64,182	13,700
Telephone	47,426	37,352	15,100	27,190	
NU-Dues & Subscriptions	2,025		2,000	2,432	
NU-Local Travel & Meetings	61				
NU-Education & Training - Gen & Adm	7,214	6,712	16,600	2,992	
CDL Renewals	139		1,000	168	1,000
Employee Recognition	217				
Rental	1,008	1,984	8,500	2,101	5,000
Total	\$4,211,835	\$4,978,556	\$6,185,300	\$2,715,911	\$6,138,100

Finance & Administration Personnel Profile

Finance & Administration 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
Exec Director, Finance & Administrative Services	1.00	NU	FT		246,249	26	189,916	284,874
Executive Administrative Assistant	1.00	NU	FT		69,179	11	55,343	83,016
Receptionist	1.00	NU	FT		41,711	4	29,328	43,992
Total	3.00				357,139			

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		162,827	21	128,420	192,631
Manager, Accounting	1.00	NU	FT		119,144	16	85,121	127,682
Business Analyst, Senior (Financial Systems)	1.00	NU	FT		131,883	16	85,121	127,682
Manager, Payroll	1.00	NU	FT		103,042	15	78,233	117,350
Business Analyst (Financial Systems)	1.00	NU	FT		96,000	14	71,823	107,735
Accountant, Senior (Long-Term Liabilities)	1.00	NU	FT		85,626	13	65,896	98,844
Accountant, Senior (Treasury & Cash Management)	1.00	NU	FT		89,092	13	65,896	98,844
Financial Analyst III, Senior (Grants)	1.00	NU	FT		90,108	13	65,896	98,844
Revenue Accountant, Senior	1.00	NU	FT		81,924	12	60,415	90,621
Accountant, Financial	1.00	NU	FT		57,343	11	55,343	83,016
Revenue Accountant	1.00	NU	FT		63,765	10	50,671	76,005
Assistant, Finance	1.00	NU	FT		57,927	9	46,342	69,512
Specialist, Accounts Receivable	1.00	NU	FT		55,162	9	46,342	69,512
Senior Accounts Payable Clerk	1.00	U	FT		83,202	0322	60,590	80,787
Finance Clerk	6.00	U	FT		433,903	0323	54,142	72,176
Timekeeper	1.00	U	FT		91,567	0336	90,667	90,667
Timekeeper	0.50	U	PT		33,828	0336	90,667	90,667
Senior Payroll Clerk	2.00	U	FT		163,700	0340	60,590	80,787
Total	23.50				2,000,043			

Finance & Administration Personnel Profile

Budget & Grants 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
Director, Budget & Grants	1.00	NU	FT		181,560	21	128,420	192,631
Manager, Financial Analysis and Forecasting	1.00	NU	FT		109,459	17	92,563	138,844
Administrator, Grants	1.00	NU	FT		94,332	16	85,121	127,682
Analyst, Financial, Senior (Budget & Forecasting)	1.00	NU	FT		103,365	15	78,233	117,350
Fin Analyst III, Senior (Budget & Forecasting)	1.00	NU	FT		95,953	14	71,823	107,735
Financial Analyst IV, Senior (IT Specialist)	1.00	NU	FT		102,309	14	71,823	107,735
Analyst, Senior, Grants Compliance	1.00	NU	FT		91,593	14	71,823	107,735
Specialist, Grant Development	1.00	NU	FT	✓	79,774	13	65,896	98,844
Analyst, Financial	1.00	NU	FT		68,946	11	55,343	83,016
Total	9.00				927,290			

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		137,700	19	109,195	163,794
Coordinator, Claims	1.00	NU	FT		90,225	12	60,415	90,621
Claims Adjuster	2.00	NU	FT		161,814	11	55,343	83,016
Technician, Claims	1.00	NU	FT		61,802	9	46,342	69,512
Assistant, Claims	1.00	NU	FT		45,487	8	42,359	63,538
Assistant, Administrative	1.00	NU	FT		51,682	7	38,682	58,024
Total	7.00				548,710			

Finance & Administration 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 and Supply Chain Management	1.00	NU	FT		127,500	19	109,195	163,794
Manager, Contracts	1.00	NU	FT		93,025	16	85,121	127,682
Manager, Purchasing	1.00	NU	FT		100,426	16	85,121	127,682
Manager, Stores & Warranty Programs	1.00	NU	FT		109,605	16	85,121	127,682
Administrator III, Contracts	4.00	NU	FT		336,388	13	65,896	98,844
Administrator, Senior Contracts/Equity	1.00	NU	FT		81,600	13	65,896	98,844
Analyst, Supply Chain	1.00	NU	FT		61,623	12	60,415	90,621
Supervisor, Supply Chain	4.00	NU	FT		306,707	12	60,415	90,621
Administrator II, Contracts	2.00	NU	FT		138,444	11	55,343	83,016
Coordinator, Warranty Programs	1.00	NU	FT		63,941	11	55,343	83,016
Assistant, Senior Administrative	1.00	NU	FT		57,927	9	46,342	69,512
Senior Storekeeper	1.00	U	FT		81,939	0368	80,870	80,870
Assistant Storekeeper	5.00	U	FT		413,570	0371	77,002	77,002
Assistant Storekeeper Inventory Control	1.00	U	FT		79,791	0371	77,002	77,002
Senior Partsman	4.00	U	FT		303,160	0372	73,341	73,341
Senior Buyer	4.00	U	FT		355,393	0373	84,718	84,718
Partsman	19.00	U	FT		1,351,554	0376	68,453	73,341
Buyer	2.00	U	FT		145,156	0432	60,653	80,870
Total	54.00				4,207,750			

Finance & Administration 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		127,500	19	109,195	163,794
Manager, Fare & Communication Equipment	1.00	NU	FT		96,900	16	85,121	127,682
Manager, Fare Revenue Systems	1.00	NU	FT		106,401	16	85,121	127,682
Senior Analyst, Business Process	1.00	NU	FT		105,348	16	85,121	127,682
Manager, Fare Revenue	1.00	NU	FT		92,406	15	78,233	117,350
Analyst, Senior, Fare Systems	3.00	NU	FT		277,428	14	71,823	107,735
Supervisor, Engineering Training	1.00	NU	FT		81,600	13	65,896	98,844
Supervisor, FEM Communications	1.00	NU	FT		89,133	13	65,896	98,844
Business Analyst, Fare Revenue	1.00	NU	FT		85,579	12	60,415	90,621
Accountant, Cash Control	1.00	NU	FT		67,743	10	50,671	76,005
Supervisor, Document Services	1.00	NU	FT		57,927	9	46,342	69,512
Document Svcs Operator/Mail Svcs Clerk	1.00	NU	FT		36,619	4	29,328	43,992
Moneyroom Supervisor	1.00	U	FT		89,582	0330	66,789	89,045
Moneyroom Supervisor	0.20	U	PT		16,869	0330	66,789	89,045
Moneyroom Clerk	3.00	U	FT		254,243	0331	64,771	86,362
Moneyroom Clerk	0.80	U	PT		65,445	0331	64,771	86,362
Mail Services Clerk	1.00	U	FT		63,535	0356	45,386	60,507
Assistant Supervisor Field Technician	2.00	U	FT		196,019	0590	92,435	92,435
Field Technician	18.00	U	FT		1,510,937	0591	80,371	80,371
Field Technician Apprentice	5.00	U	FT		247,397	0592	48,838	68,453
Supervisor TTO	1.00	U	FT		85,944	0716	63,627	84,822
Fare Revenue Specialist	9.00	U	FT		622,614	0733	53,872	71,822
Assistant Supervisor TTO	1.00	U	FT		79,625	0736	58,947	78,582
Total	56.00				4,456,791			

Labor Relations & Human Resources Division

DEPARTMENTS

PAGE

- Human Resources Administration (HRA).....HR-4
- Benefits & HRIS (BH).....HR-6
- Talent Management (TM)HR-8
- Labor Relations (LR).....HR-10
- Compensation (C).....HR-12

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, succession planning, training development, performance management, 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.



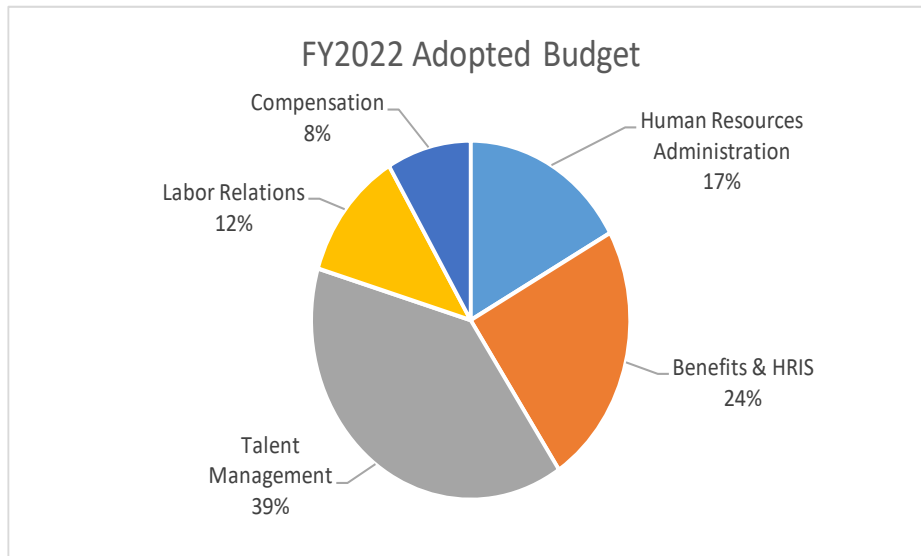
DIVISIONAL FUN FACTS...

- » In 2020, the E3 Program offered a total of 23 in-person and 63 virtual classes with 1,117 TriMet employees attending the trainings.
- » Of the 86 E3 Program classes offered in 2020, 37% covered the topics of Diversity, Equity and Inclusion (DEI).
- » During the pandemic continued to offer a library of eLearning modules to increase self-paced learning opportunities for all.
- » TriMet began employee Town Hall virtual events to promote connection and learning, with nearly 300 participants per event during the first six months.
- » Added recruitment by text message as another tool to reach out to various talent pools.

Performance Metrics Labor Relations & Human Resources Services Division	Frequency			Department	Target FY2022	Actual FY2022
	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%	In process
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%	In process
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%	In process
Implement Oregon Paid Family & Medical Insurance.			X	Benefits & HRIS	50%	In process
Implement Wellness Point Solution.		X		Benefits & HRIS	100%	In process
Conduct six benefits eligibility audits.		X		Benefits & HRIS	6 ea.	In process
Focus will be on increasing women in the workforce by 5%.			X	Talent Management	5%	In process
Develop and oversee talent development programs and /activities In order to improve the ability of employees to stay and thrive within TriMet, expanded required course in certificate in management			X	Talent Management	40%	In process
Conduct 2 training session to managers on grievance handling, investigations, performance management, labor law and the labor contract that affect management.		X		Labor Relations	2 ea.	In process
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%	In process
Develop and launch the new FY22 Oracle Performance Management (OPM) module for all non-union employees per Executive Leadership's direction.		X		Compensation	100%	In process
Conduct non-union agency wide Pay Equity Review which includes updating Job Descriptions (JDs), conducting a Comparable Character Analysis & Market Study in line with Pay Equity Law and market.		X		Compensation	100%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,828,693	3,608,669	4,002,148	3,689,744	4,201,800	4,201,800	4,730,268
Materials & Services	1,303,465	1,203,322	2,184,500	1,392,365	2,219,200	2,219,200	2,385,200
Total	\$5,132,158	\$4,811,991	\$6,186,648	\$5,082,109	\$6,421,000	\$6,421,000	\$7,115,468

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Human Resources Administration	1,015,387	622,721	1,126,160	580,946	1,195,008	1,195,008	1,204,609
Benefits & HRIS	1,633,452	1,385,419	1,678,488	1,410,090	1,693,997	1,693,997	1,688,545
Talent Management	1,543,537	1,610,963	2,089,005	1,853,252	2,286,008	2,286,008	2,774,150
Labor Relations	939,782	717,752	840,443	770,522	744,854	744,854	839,544
Compensation		475,136	452,552	467,299	501,133	501,133	608,620
Total	\$5,132,158	\$4,811,991	\$6,186,648	\$5,082,109	\$6,421,000	\$6,421,000	\$7,115,468



HUMAN RESOURCES ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	804,214	331,987	518,460	386,829	577,308	577,308	586,909
Materials & Services	211,173	290,734	607,700	194,117	617,700	617,700	617,700
Total	\$1,015,387	\$622,721	\$1,126,160	\$580,946	\$1,195,008	\$1,195,008	\$1,204,609

Department Description & Responsibilities		
<p>Major Functions: The Administration Department of the Labor Relations & Human Resources Division 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 staff's professional competencies, ensuring alignment with TriMet's values, ensuring division employees work safely and providing administrative support to the division as a whole.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people ▪ Objective #26: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #27: Foster sense of community and cross-functional camaraderie 	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.	Continuous
	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.	Continuous
Category: People & Innovation ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Provide support for records management for the division by getting on the ECM roadmap, coordinating implementation of Oracle enhancements in the Performance Management module, and participating on the PIC monthly.	June 2022
	Provide support for manager and employee self-service use of the Human Resources information System (HRIS) by updating manager self-service workflows and discontinue the use of manual personnel orders.	June 2022

Human Resources Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	360,674	268,599	407,439	308,227	466,833
Fringe	443,540	63,388	111,021	78,602	120,076
Total	\$804,214	\$331,987	\$518,460	\$386,829	\$586,909

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	120,320	136,184	117,700	87,389	135,200
Professional & Technical-Gen & Adm	8,376				
Recruitment Expense	189	79		1,169	
Other Services- Gen & Adm	8,723	22,218	2,000	10,239	5,000
Office Supplies	5,694	7,368	5,000	1,341	2,000
Other Materials- Gen & Adm	4,437	23,178	10,000	4,788	5,000
Unreconciled Mastercard Expense		16,790		1,518	
Postage - Gen & Admin			1,000	168	1,000
Telephone	3,188	4,050	6,000	4,567	6,000
NU-Dues & Subscriptions	877	3,438	3,000	1,170	3,500
NU-Local Travel & Meetings	1,505	391	1,000	168	1,000
NU-Education & Training - Gen & Adm	2,352	7,576	30,000	10,346	10,000
NU-Out-Of-Town Travel			1,000	168	1,000
Union Contractual Services	54,413	56,310	430,000	70,918	440,000
Employee Recognition	1,099	878	1,000	168	3,000
Employee Awards		12,000			5,000
Awards & Banquets		274			
Total	\$211,173	\$290,734	\$607,700	\$194,117	\$617,700

BENEFITS & HRIS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,133,999	844,190	830,888	840,230	845,897	845,897	840,445
Materials & Services	499,453	541,229	847,600	569,860	848,100	848,100	848,100
Total	\$1,633,452	\$1,385,419	\$1,678,488	\$1,410,090	\$1,693,997	\$1,693,997	\$1,688,545

Department Description & Responsibilities

Major Functions: The Benefits & HRIS Department of the Labor Relations & Human Resources Division 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
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people ▪ Objective #29: Recruit a talented workforce 	Enhance the HR technology platform to increase manager and employee productivity and access to information. Complete four manager service training sessions.	June 30, 2022
	Implement Voluntary Benefits (Accident, Indemnity and Hospital Insurance).	January 1, 2022
	Implement Oregon Paid Family & Medical Insurance.	January 1, 2023
	Implement Wellness Point Solution.	January 1, 2022
Category: People & Innovation ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Complete the annual benefits open enrollment process.	November 2021
	Conduct six benefits eligibility audits.	June 30, 2022

Benefits & HRIS Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	815,424	637,277	629,803	623,115	625,120
Fringe	318,575	206,913	201,085	217,115	215,325
Total	\$1,133,999	\$844,190	\$830,888	\$840,230	\$840,445

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	11,647	4,406	12,000	2,000	12,000
Union Long Term Disab. Program			7,000	1,168	7,000
Health Benefit Consultant	77,413	88,000	253,100	60,609	253,100
BenefitHelp Solutions FSA 3rd Party Administrator	43,675	31,662	30,000	33,910	30,000
FMLA/OFLA 3rd Party Administrator	150,790	293,868	300,000	299,974	300,000
Temporary Help-Gen & Adm	6,590				
Compensation Survey Services	23,310				
Other Services- Gen & Adm	16,625		162,500	29,335	162,500
Office Supplies	1,399	1,155		42	
Other Materials- Gen & Adm	29,740	21,631	35,000	45,636	35,000
Postage - Gen & Admin	15,939	12,052	30,000	21,265	30,000
Telephone	371				
NU-Dues & Subscriptions	1,229				
NU-Local Travel & Meetings	321				
NU-Education & Training - Gen & Adm	22,616	1,295		325	
NU-Out-Of-Town Travel	1,631				
Employee Relations	85,013	87,160	18,000	75,596	18,500
Employee Awards	11,144				
Total	\$499,453	\$541,229	\$847,600	\$569,860	\$848,100

TALENT MANAGEMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,003,237	1,289,755	1,428,205	1,301,720	1,652,608	1,652,608	1,974,750
Materials & Services	540,300	321,208	660,800	551,532	633,400	633,400	799,400
Total	\$1,543,537	\$1,610,963	\$2,089,005	\$1,853,252	\$2,286,008	\$2,286,008	\$2,774,150

Department Description & Responsibilities

Major Functions: The Talent Management Department of the Labor Relations & Human Resources Division is responsible for talent acquisition, succession planning, training and development, performance management, employee engagement and affirmative action.

Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people ▪ Objective #28: Achieve agency Affirmative Action goals ▪ Objective #29: Recruit a talented workforce 	Recruit a diverse and talented workforce. TriMet has made strides in increasing individuals of color in its workforce. However, there has been a decline in women in TriMet’s workforce from 2017 (26.3%) to 2020 (25.3%). Focus will be on increasing women in the workforce by 5%.	June 30, 2024
	Plan for succession for key positions by: <ul style="list-style-type: none"> • Determining roles critical to the ongoing governance of the agency; • Assess the readiness of talent based on required competencies, and • Determine development and training needs of identified talent in order to prepare talent for succession opportunities. 	June 30, 2022
	Develop and oversee talent development programs and activities in order to improve the ability of employees to stay and thrive within TriMet, expanded required course in certificate in management program by at least 40%.	June 30, 2022
	Launch cohort 3 of the internal mentoring program.	January 2022
	Design and pilot a certificate in supervisory skills program for frontline leaders.	June 30, 2022

Talent Management Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	727,169	882,507	1,049,393	898,448	1,411,567
Fringe	276,068	407,248	378,812	403,272	563,183
Total	\$1,003,237	\$1,289,755	\$1,428,205	\$1,301,720	\$1,974,750

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	40,632	1,216	39,600	24,120	39,600
Recruitment Expense	95,089	52,644	218,600	105,866	311,200
Pre-Employment Screening Services				724	
Other Services- Gen & Adm	79,515	24,581	40,000	13,001	40,000
Equip/Furn < \$5,000-Gen & Adm		1,098		14,927	
Other Materials- Gen & Adm	4,318	955	5,000	3,137	
Unreconciled Mastercard Expense		3,307		17,896	
Safety Supplies- Gen & Adm		386			
Telephone	318				
NU-Dues & Subscriptions	499				
NU-Education & Training - Gen & Adm	10,595	7,385		20,970	
Education Reimbursement	87,503	75,474	107,600	72,692	158,600
Agency Training	214,326	153,847	250,000	278,199	250,000
NU-Out-Of-Town Travel	7,474	276			
Employee Recognition	31	39			
Total	\$540,300	\$321,208	\$660,800	\$551,532	\$799,400

LABOR RELATIONS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	887,243	714,365	830,443	747,582	734,854	734,854	829,544
Materials & Services	52,539	3,387	10,000	22,940	10,000	10,000	10,000
Total	\$939,782	\$717,752	\$840,443	\$770,522	\$744,854	\$744,854	\$839,544

Department Description & Responsibilities

Major Functions: The Labor Relations Department of the Labor Relations & Human Resources Division 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
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people ▪ Objective #26: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #27: Foster sense of community and cross-functional camaraderie 	Conduct 2 training session to managers on grievance handling, investigations, performance management, labor law and the labor contract that affect management.	June 30, 2022
	Conduct monthly meetings to advise managers regarding changes in rules, procedures and processes; and manage communications and any mid-term bargaining obligations with ATU.	Continuous
	Conduct quarterly coaching meetings with managers on performance management, contract administration and labor matters with the represented workforce.	June 30, 2022
	Within 24-hours of notice, facilitate labor management meetings between labor and operating managers.	Continuous

Labor Relations Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	665,327	561,985	634,254	578,485	622,806
Fringe	221,916	152,380	196,189	169,097	206,738
Total	\$887,243	\$714,365	\$830,443	\$747,582	\$829,544

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Other Services- Gen & Adm	38,620	12	10,000	5,908	10,000
Office Supplies	317	35			
Equip/Furn < \$5,000-Gen & Adm		1,098		14,927	
Other Materials- Gen & Adm	4,244				
Telephone	2,748	2,242		2,105	
NU-Dues & Subscriptions	824				
NU-Local Travel & Meetings	80				
NU-Education & Training - Gen & Adm	3,168				
NU-Out-Of-Town Travel	2,538				
Total	\$52,539	\$3,387	\$10,000	\$22,940	\$10,000

COMPENSATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		428,372	394,152	413,383	391,133	391,133	498,620
Materials & Services		46,764	58,400	53,916	110,000	110,000	110,000
Total		\$475,136	\$452,552	\$467,299	\$501,133	\$501,133	\$608,620

Department Description & Responsibilities

Major Functions: The Compensation Department of the Labor Relations & Human Resources Division 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
Category: People & Innovation ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #25: Invest wisely in people	Administer the FY22 non-union Annual Salary Administration program in line with the Pay Equity Review and budget; and year-round salary actions in line with the Salary Administration policy and PCM guidelines.	September 2021; continuous year-round
	Update all non-union job classifications (title, FLSA, level, grade) and related Job Descriptions (JD) as part of the agency-wide Pay Equity Review; and maintain classifications and JDs in response to year round job evaluations within a 2 – 8 week turnaround based on the type of evaluation required.	Continuous year-round
	Develop and launch the new FY22 Oracle Performance Management (OPM) module for all non-union employees per Executive Leadership's direction.	October 2021
	Conduct non-union agency wide Pay Equity Review which includes updating Job Descriptions (JDs), conducting a Comparable Character Analysis & Market Study in line with Pay Equity Law and market.	September 2021

Compensation Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		286,801	296,147	307,957	371,170
Fringe		141,571	98,005	105,426	127,450
Total		\$428,372	\$394,152	\$413,383	\$498,620

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm		5,530	6,100	5,718	43,600
Compensation Survey Services		41,190	50,400	47,880	64,500
Other Materials- Gen & Adm		44	1,900	318	1,900
Total		\$46,764	\$58,400	\$53,916	\$110,000

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		210,222	25	175,847	263,771
Executive Administrative Assistant	1.00	NU	FT		74,277	11	55,343	83,016
Total	2.00				284,499			

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
Manager, Benefits & HRIS	1.00	NU	FT		122,326	17	92,563	138,844
Analyst Senior HRIS	1.00	NU	FT		112,250	16	85,121	127,682
Administrator, Benefits	2.00	NU	FT		137,315	12	60,415	90,621
Administrator, Pension and Retirement	1.00	NU	FT		75,557	12	60,415	90,621
Specialist, Benefits	2.00	NU	FT		123,901	9	46,342	69,512
Specialist, Benefits	0.80	NU	PT		53,770	9	46,342	69,512
Total	7.80				625,120			

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		145,919	19	109,195	163,794
HR Business Partner	1.00	NU	FT		111,504	17	92,563	138,844
HR Investigator/Diversity, Equity & Inclusion Partner	1.00	NU	FT		115,704	17	92,563	138,844
Program Manager, Training & Development	1.00	NU	FT		100,051	14	71,823	107,735
Diversity, Equity & Inclusion Administrator	1.00	NU	FT		89,779	14	71,823	107,735
Supervisor, Recruiting	1.00	NU	FT		81,233	13	65,896	98,844
HR Generalist	3.00	NU	FT		218,222	12	60,415	90,621
Recruiter	2.00	NU	FT		141,433	12	60,415	90,621
Coordinator, Training and Development	1.00	NU	FT		69,870	11	55,343	83,016
Recruiter, Operations-Maintenance	1.00	NU	FT		63,338	11	55,343	83,016
Recruiter, Associate	2.00	NU	FT		126,676	10	50,671	76,005
LMS Admin (Agency-Wide)	1.00	NU	FT		53,082	9	46,342	69,512
Specialist, Recruiting	1.00	NU	FT		52,948	8	42,359	63,538
Assistant, Administrative	1.00	NU	FT		41,808	7	38,682	58,024
Total	18.00				1,411,567			

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 & Employee Relations	1.00	NU	FT		148,070	20	118,457	177,684
Deputy General Counsel (Emp Law & Labor Relations)	1.00	NU	FT		133,620	19	109,195	163,794
Program Manager, Labor Relations	1.00	NU	FT		108,063	17	92,563	138,844
Representative, Senior, Labor Relations	1.00	NU	FT		90,311	15	78,233	117,350
Analyst, Labor	1.00	NU	FT		84,816	12	60,415	90,621
Senior Administrative Assistant	1.00	NU	FT		57,927	9	46,342	69,512
Total	6.00				622,806			

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
Manager, Compensation	1.00	NU	FT		132,726	17	92,563	138,844
Analyst, Sr. Compensation	1.00	NU	FT		96,923	15	78,233	117,350
Analyst, Compensation	1.00	NU	FT		72,420	13	65,896	98,844
Coordinator, Employee Programs	1.00	NU	FT		69,101	10	50,671	76,005
Total	4.00				371,170			



[This Page Left Intentionally Blank]

Legal Services Division

DEPARTMENTS

PAGE

- Legal Services Administration (LSA)..... LS-4
- Litigation (L)..... LS-6
- Real Estate & Transit Oriented Development (RTOD)..... LS-8

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



DIVISIONAL FUN FACTS...

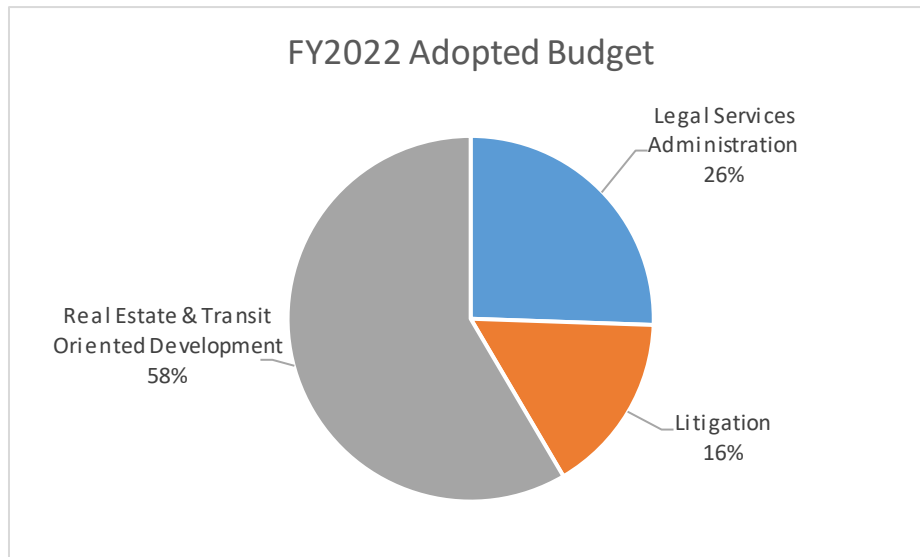
- » TriMet received 567 Public Records requests in 2020. TriMet is subject to Public Records laws and requests can be made online. Requests are also logged and can be tracked online through TriMet’s website.
- » In addition to defending the agency in numerous cases in Oregon’s state and federal courts, as well as administrative proceedings, we also work to recover from those who damage TriMet property. This included successfully trying a case to obtain damages against an insurance agent who sold a very minimal commercial policy to an insured driver whose truck then caused significant damage to our light rail vehicle.
- » In 2020, 364 affordable housing units were completed and opened to tenants on property formerly owned by TriMet and sold for that purpose.

Performance Metrics Legal Services Division	Frequency			Department	Target FY2022	Actual FY2022
	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%	In process
Department to become 75% paperless.		X		Legal Services Administration	75%	In process
Develop at least 2 trainings for employees on relevant legal topics through the LMS.		X		Litigation	2 ea.	In process
100% of department staff maintain all professional credentials and certifications.		X		Litigation	100%	In process
Close at least 15 litigation files.		X		Litigation	15 ea.	In process
Manage ROW licensing process for contractor access to TriMet property. Respond to completed requests within one week 90% of the time.	X	X		Real Estate & Transit Oriented Development	90%	In process
Negotiate "Option To Lease" and a long-term lease with Bridge for development at Hollywood Transit Center.		X		Real Estate & Transit Oriented Development	100%	In process
Develop a prioritized list of TriMet assets for development.			X	Real Estate & Transit Oriented Development	50%	In process



Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,024,646	2,612,521	2,663,458	2,783,952	2,773,750	2,773,750	2,891,599
Materials & Services	251,684	2,041,735	3,586,000	2,641,289	3,295,300	3,295,300	3,295,300
Total	\$2,276,330	\$4,654,256	\$6,249,458	\$5,425,241	\$6,069,050	\$6,069,050	\$6,186,899

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Administration	2,276,330	1,383,347	1,528,807	1,305,810	1,571,026	1,571,026	1,580,284
Litigation		948,196	965,350	938,351	973,707	973,707	989,648
Real Estate & Transit Oriented Development		2,322,713	3,755,301	3,181,080	3,524,317	3,524,317	3,616,967
Total	\$2,276,330	\$4,654,256	\$6,249,458	\$5,425,241	\$6,069,050	\$6,069,050	\$6,186,899



LEGAL SERVICES ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,024,646	1,135,526	1,309,207	1,180,809	1,361,426	1,361,426	1,370,684
Materials & Services	251,684	247,821	219,600	125,001	209,600	209,600	209,600
Total	\$2,276,330	\$1,383,347	\$1,528,807	\$1,305,810	\$1,571,026	\$1,571,026	\$1,580,284

Department Description & Responsibilities

Major Functions: The 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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #10: Improve environmental sustainability and stewardship 	Department to become 75% paperless.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #1: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #14: Provide reliable performance 	General Counsel or Deputy GC to attend 100% of all public board meetings, executive sessions, and board education sessions.	Continuous
	General Counsel to partner with new General Manager to plan at least 1 Executive Team Retreat.	June 30, 2022
Category: People & Innovation Practices <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #29: Recruit a talented workforce ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Backfill open Project and Design Manager position.	September 30, 2021
	Complete Task Orders 2 (Contracts) and 4 (a) (Rail Equipment Maintenance) of the Enterprise Content Management System.	June 30, 2022

Legal Services Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	1,620,447	879,726	1,089,338	1,008,592	1,151,347
Fringe	574,595	307,896	320,965	297,812	329,208
Capitalized Labor-Fringe	-170,396	-52,096	-101,096	-125,595	-109,871
Total	\$2,024,646	\$1,135,526	\$1,309,207	\$1,180,809	\$1,370,684

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal	120,557	107,514	65,000	18,896	65,000
Professional & Technical-Gen & Adm	7,504	4,712	3,200	3,132	3,200
Temporary Help-Gen & Adm	719				
Other Services- Gen & Adm	13,480	9,290	10,000	3,218	10,000
Office Supplies	3,414	3,411	3,000	737	3,000
Other Materials- Gen & Adm	5,036	10,424	20,200	11,809	15,200
Telephone	1,055	1,721		2,638	3,000
NU-Dues & Subscriptions	66,736	88,784	85,900	73,240	80,900
NU-Local Travel & Meetings	764	909	2,000	306	2,000
NU-Education & Training - Gen & Adm	10,846	10,044	30,300	11,025	27,300
NU-Out-Of-Town Travel	21,123	10,842			
Employee Recognition	450	170			
Total	\$251,684	\$247,821	\$219,600	\$125,001	\$209,600

LITIGATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		938,527	945,350	928,789	953,707	953,707	969,648
Materials & Services		9,669	20,000	9,562	20,000	20,000	20,000
Total		\$948,196	\$965,350	\$938,351	\$973,707	\$973,707	\$989,648

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
Category: People & Innovation Practices <ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #25: Invest wisely in people ▪ Objective #30: Pursue professional growth for employees ➤ Goal #3: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #31: Foster employee innovation, including process improvements and partnerships 	Develop at least 2 trainings for employees on relevant legal topics through the LMS.	June 30, 2022
	100% of department staff maintain all professional credentials and certifications.	June 30, 2022
	Successfully complete transition to electronic content management (ECM) as provided in task orders.	June 30, 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines 	Close at least 15 litigation files.	June 30, 2022

Litigation Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		713,231	706,409	717,533	720,546
Fringe		225,296	238,941	211,256	249,102
Total		\$938,527	\$945,350	\$928,789	\$969,648

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal		9,544	20,000	9,562	20,000
Other Services- Gen & Adm		125			
Total		\$9,669	\$20,000	\$9,562	\$20,000

REAL ESTATE & TRANSIT ORIENTED DEVELOPMENT DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		538,468	408,901	674,354	458,617	458,617	551,267
Materials & Services		1,784,245	3,346,400	2,506,726	3,065,700	3,065,700	3,065,700
Total		\$2,322,713	\$3,755,301	\$3,181,080	\$3,524,317	\$3,524,317	\$3,616,967

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 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
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #2: Increase ridership ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #6: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Negotiate “Option To Lease” and a long-term lease with Bridge for development at Hollywood Transit Center.	June 30, 2022
	Develop the TOD implementation plan.	June 30, 2022
	Develop a prioritized list of TriMet assets for development.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #2: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #19: Improving existing MAX infrastructure for reliability and capacity ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #23: Innovatively increase financial resources 	Complete acquisition of property necessary for construction of the Division Transit and Better Red Projects.	June 30, 2024
	TriMet manages approximately 95 leases, some in which TM is lessor and some where it is the lessee. Monitor the leases and negotiate extensions and adjust terms as appropriate prior to lease expiration.	Continuous
	Manage ROW licensing process for contractor access to TriMet property. Respond to completed requests within one week 90% of the time.	Continuous

Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		632,097	906,939	938,341	1,046,952
Fringe		254,049	309,662	331,571	377,591
Capitalized Labor-Fringe		-347,678	-807,700	-595,558	-873,276
Total		\$538,468	\$408,901	\$674,354	\$551,267

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Legal		32,947	10,700	7,717	10,700
Professional & Technical-Gen & Adm			235,800	39,300	471,600
Other Security Services				14,260	15,000
Other Services- Gen & Adm			100,000	25,097	75,000
Other Materials- Gen & Adm		124	15,000	2,650	10,000
Property Taxes		15,559	51,600	85,333	51,600
Lease Agreements		157,902		133,538	
Office Leases		1,577,713	2,933,300	2,198,831	2,431,800
Total		\$1,784,245	\$3,346,400	\$2,506,726	\$3,065,700

Legal Services Personnel Profile

Legal Services Admin 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
Exec Dir, Legal Services (General Counsel)	1.00	NU	FT		239,087	26	189,916	284,874
Deputy General Counsel, Senior (Governance)	1.00	NU	FT		167,608	20	118,457	177,684
Deputy General Counsel (Worker's Compensation)	1.00	NU	FT		107,007	18	100,571	150,857
Manager, Records Governance	1.00	NU	FT		97,147	14	71,823	107,735
Business Analyst, ECM Systems	1.00	NU	FT		96,390	14	71,823	107,735
Analyst, Records	1.00	NU	FT		75,480	11	55,343	83,016
Analyst, Records Governance Liaison	1.00	NU	FT		75,480	11	55,343	83,016
Assistant, Legal	1.00	NU	FT		70,395	11	55,343	83,016
Executive Administrative Assistant	1.00	NU	FT		70,586	11	55,343	83,016
Total	9.00				999,180			

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		164,632	22	139,093	208,641
Deputy General Counsel, Senior	2.00	NU	FT		277,397	20	118,457	177,684
Deputy General Counsel	1.00	NU	FT		105,237	18	100,571	150,857
Paralegal Investigator	1.00	NU	FT		83,740	13	65,896	98,844
Specialist, Litigation	1.00	NU	FT		89,532	13	65,896	98,844
Total	6.00				720,537			

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 Devel	1.00	NU	FT		157,468	21	128,420	192,631
Deputy General Counsel	1.00	NU	FT	✓	128,228	18	100,571	150,857
Program Manager, Transit-Oriented Development	1.00	NU	FT		132,600	18	100,571	150,857
Manager, Real Estate	1.00	NU	FT		113,459	16	85,121	127,682
Agency Architect - Transit Oriented Development	1.00	NU	FT		106,401	16	85,121	127,682
Right-of-Way Surveyor	1.00	NU	FT	✓	91,575	14	71,823	107,735
Specialist, Property Acquisition & Relocation	2.00	NU	FT		176,772	13	65,896	98,844
Program Administrator, Space Planning	1.00	NU	FT		82,310	12	60,415	90,621
Project Coordinator, Eng & Const	1.00	NU	FT	✓	58,140	11	55,343	83,016
Total	10.00				1,046,952			

Engineering & Construction Division

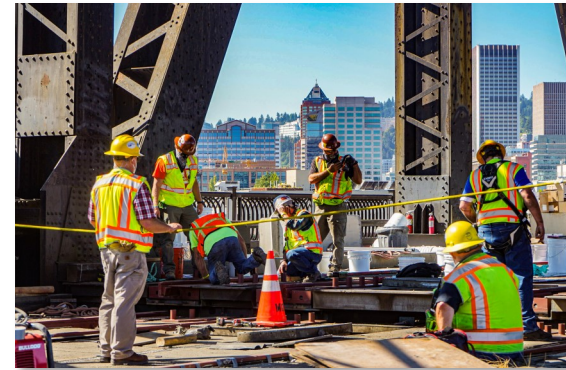
DEPARTMENTS

PAGE

- Engineering & Construction Administration (ECA)..... EC-4
- Policy & Planning (PP) EC-6
- Design & Construction (DCD) EC-8
- Major Projects (MP) EC-10

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.
- ▽ (PP) Provide proactive, informative, responsive and effective bus service planning, consistent with the Regional Transportation Plan and TriMet's budget priority.
- ▽ (DCD) Provides responsive, cost-effective and comprehensive planning, design, construction and management of projects to maintain District facilities in a state of good repair and implement system enhancements to increase reliability and capacity.
- ▽ (MP) Plans, designs, remodels and constructs high value transit projects.



DIVISIONAL FUN FACTS...

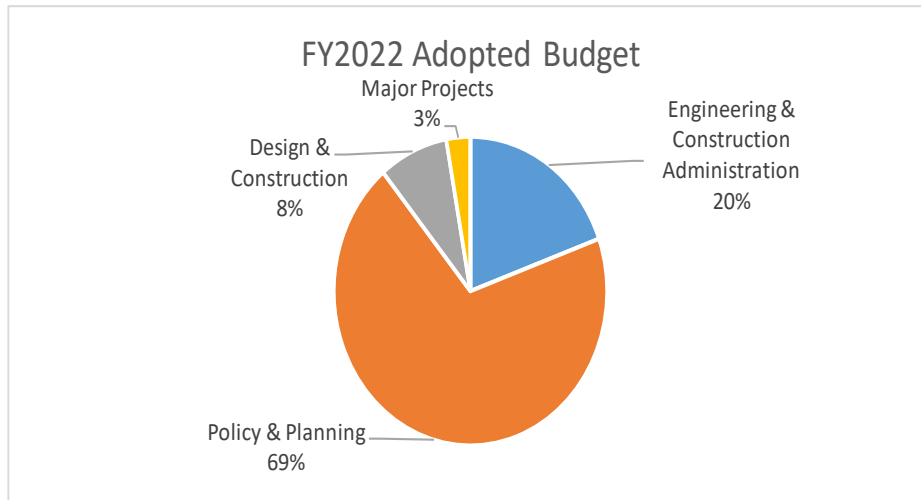
- » The Engineering & Construction Division has designed and built all six MAX projects (Eastside, Westside, Airport, Interstate, Green Line and Portland-Milwaukie) on or ahead of schedule, and on or under budget over the last 35+ years.
- » The division is managing 37 projects in FY2021 to the tune of \$145.2 million. In FY2022, those metrics are expected to 28 project and \$299.4 million.



Performance Metrics Engineering & Construction Division	Frequency			Department	Target FY2022	Actual FY2022
	Monthly	Annual	Long Term			
Update and distribute monthly agency-wide project schedules including the master, construction, procurement, Board, Gates & Phases, Permitting, shutdown, and specialty projects	X			Engineering & Construction Administration	100%	In process
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			Engineering & Construction Administration	100%	In process
Conduct bus network review including at least 4 advisory committee meetings		X		Policy & Planning	100%	In process
Increase improvements in access to transit and bus stop amenities at a minimum of 10 locations.		X		Policy & Planning	100%	In process
Develop the annual service plan, which includes Division Transit Project and Line 2 reallocation, within budget and public input by: Holding a minimum of 3 public meetings (live or virtual), one of which is in Spanish Conduct outreach (live or virtual) to at least 4 culturally specific communities.		X		Policy & Planning	3 ea.	In process
Complete construction of the Powell Garage Renovation Project in order to ready for Division Transit Project revenue service date.		X		Design & Construction	100%	In process
Design, construct, complete and turnover the Columbia Building Bus Base Building 10 Remodel Project.		X		Design & Construction	100%	In process
Complete the Ruby Junction Expansion Project to ready for the first Type VI light rail vehicle and begin LRV commissioning.		X		Design & Construction	100%	In process
Execute an Interstate Bridge Replacement agreement.		X		Major Projects	100%	In process
Advance construction activities for the Division Transit Project to maintain scope, schedule, and budget to reach substantial completion by June 1, 2022.		X		Major Projects	100%	In process
Develop and complete designs for upgrades for two transit centers and two layover facilities during FY2022.		X		Major Projects	100%	In process
Launch preliminary design of the Tualatin-Valley highway transit enhancement project.		X		Major Projects	100%	In process

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,153,349	1,831,517	3,489,270	2,099,271	3,713,451	3,713,451	3,611,556
Materials & Services	2,231,221	625,376	590,800	418,201	5,958,800	5,958,800	5,958,800
Total	\$4,384,570	\$2,456,893	\$4,080,070	\$2,517,472	\$9,672,251	\$9,672,251	\$9,570,356

Department Totals	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Administration	549,712	1,127,864	1,529,296	1,090,899	1,770,996	1,770,996	1,865,631
Policy & Planning					6,844,716	6,844,716	6,648,573
Design & Construction	3,834,858	629,815	1,814,873	809,655	780,956	780,956	784,048
Major Projects		133,515	421,176	318,593	275,583	275,583	272,104
Project Development & Permitting		565,699	314,725	298,325			
Total	\$4,384,570	\$2,456,893	\$4,080,070	\$2,517,472	\$9,672,251	\$9,672,251	\$9,570,356



ENGINEERING & CONSTRUCTION ADMINISTRATION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	347,595	713,913	1,131,796	760,054	1,301,396	1,301,396	1,396,031
Materials & Services	202,117	413,951	397,500	330,845	469,600	469,600	469,600
Total	\$549,712	\$1,127,864	\$1,529,296	\$1,090,899	\$1,770,996	\$1,770,996	\$1,865,631

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, & Planning Division.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #2: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #17: Develop higher capacity bus service ▪ Objective #19: Improve existing MAX infrastructure for reliability and capacity 	Provide independent cost estimates and reconcile with construction projects on a bi-weekly basis;	Bi-weekly
	Provide conceptual and design cost estimates within a month of request;	Within 30 days of request/continuous
	Conduct value engineering and risk analyses on projects prior to moving into the construction phase.	Within 30 days of request/continuous
Category: Internal Business Practices ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #23: Innovatively increase financial resources 	Conduct internal and external audits on active construction projects on a weekly basis.	Weekly
	Produce reports within a 2-week period and distribute to project managers.	Every 2 weeks /Continuous
	Update and distribute monthly agency-wide project schedules including the master, construction, procurement, Board, Gates & Phases, Permitting, shutdown, and specialty projects.	Monthly/Continuous
	Conduct certified payroll and labor compliance for construction projects providing monthly reports.	Monthly
	Conduct weekly on-site interviews.	Weekly
	Resolve payroll and labor discrepancies prior to monthly pay requests.	Continuous
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.	Monthly/Quarterly/Continuous	

Engineering & Construction Administration Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	257,578	1,236,666	1,791,046	1,313,130	2,696,946
Fringe	90,017	430,598	498,242	439,596	806,738
Capitalized Labor-Fringe		-953,351	-1,157,492	-992,672	-2,107,653
Total	\$347,595	\$713,913	\$1,131,796	\$760,054	\$1,396,031

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Rail Volution Conference	16,045				
Professional & Technical-Gen & Adm		80,734	90,000	63,676	210,000
Contracted Conservation - ROW Art		108,939	100,000	105,282	120,000
Printing/Bindery Services	11,323	13,968	18,000	5,350	5,000
Other Services- Gen & Adm	1,524	11,123	10,000	7,175	6,000
Office Supplies	29,366	31,572	42,000	11,562	15,000
Other Materials- Gen & Adm	53	676			
Unreconciled Mastercard Expense		6,770			
Safety Supplies- Gen & Adm				30	
Telephone	445	41,542	35,000	31,075	35,000
NU-Dues & Subscriptions	42,378	30,203	32,000	55,404	30,000
NU-Local Travel & Meetings	1,458	35,478	32,000	33,678	30,300
NU-Education & Training - Gen & Adm	38,626	13,445	34,000	16,878	15,000
NU-Out-Of-Town Travel	60,120	38,948	2,000	317	2,000
Employee Recognition	779	553	2,500	418	1,300
Total	\$202,117	\$413,951	\$397,500	\$330,845	\$469,600

Policy & Planning Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor					890,872
Fringe					384,501
Total					\$1,275,373

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm					349,700
Metro Unified Work Prog					250,000
Ride Connection Program					1,002,100
Accessibility Services - State Program (5310)					1,963,400
Accessibility Services - Federal (Program)					1,272,900
Other Services- Gen & Adm					512,800
Other Materials- Gen & Adm					20,300
Computer Equip under \$5,000					2,000
Total					\$5,373,200

DESIGN & CONSTRUCTION DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,805,754	612,515	1,776,873	792,417	779,956	779,956	783,048
Materials & Services	2,029,104	17,300	38,000	17,238	1,000	1,000	1,000
Total	\$3,834,858	\$629,815	\$1,814,873	\$809,655	\$780,956	\$780,956	\$784,048

Department Description & Responsibilities

Major Functions: The Design & Construction Department provides responsive, cost-effective and comprehensive planning, design, construction and management of projects to maintain District facilities in a state of good repair and implement system enhancements to increase reliability and capacity. It provides technical support throughout the Agency.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #1: Deliver safe, efficient, and equitable service ▪ Objective #14: Provide reliable performance	Increase reliability and state of good repair by: <ul style="list-style-type: none"> • Rehabilitating track including the 19A/B switch, • Implementing crossing improvements at 122nd Ave, and • Replacing various ties at 82nd Ave curves 	December 2021 June 2022
Category: Internal Business Practices ➤ Goal #2: Design and deliver successful projects ▪ Objective #17: Develop higher capacity bus services	Complete construction of the Powell Garage Renovation Project in order to ready for Division Transit Project revenue service date.	September 2022
	Design, construct, complete and turnover the Columbia Building Bus Base Building 10 Remodel Project.	June 30, 2022
Category: Internal Business Practices ➤ Goal #2: Design and deliver successful projects ▪ Objective #19: Improve existing MAX infrastructure for reliability and capacity	Complete the Ruby Junction Expansion Project to ready for the first Type VI light rail vehicle and begin LRV commissioning.	Spring 2022

Design & Construction Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor	8,153,778	3,863,090	4,664,485	3,691,904	2,898,935
Fringe	2,787,314	1,379,966	1,667,804	1,330,186	1,083,637
Capitalized Labor-Fringe	-9,135,338	-4,630,541	-4,555,416	-4,229,673	-3,199,524
Total	\$1,805,754	\$612,515	\$1,776,873	\$792,417	\$783,048

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Professional & Technical-Gen & Adm	103,149	8,043	30,300	14,148	
Willamette Shore Line	65,130				
Contracted Conservation - ROW Art	72,021				
Shelter Services	135,962				
Printing/Bindery Services	5,320				
Other Services- Gen & Adm	11,803			407	
Office Supplies	12,387	8,351		1,397	
Shelter Materials	90,917				
Bus Stop Poles/Signage	5,326				
Other Materials- Gen & Adm	5,869	150	5,200	868	
Unreconciled Mastercard Expense	6				
Computer Equip under \$5,000	1,898				
Telephone	34,030				
Property Taxes	38,162				
NU-Dues & Subscriptions	210				
NU-Local Travel & Meetings	36,012				
NU-Education & Training - Gen & Adm	9				
Bid Advertising	814	756	2,500	418	1,000
Special Event Expenses	17,191				
Lease Agreements	9,220				
Office Leases	1,383,668				
Total	\$2,029,104	\$17,300	\$38,000	\$17,238	\$1,000

MAJOR PROJECTS DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		85,941	381,776	306,209	160,583	160,583	157,104
Materials & Services		47,574	39,400	12,384	115,000	115,000	115,000
Total		\$133,515	\$421,176	\$318,593	\$275,583	\$275,583	\$272,104

Department Description & Responsibilities

Major Functions: The Major Projects Department plans, designs, remodels and constructs high value transit projects. Work generally includes planning, designing and constructing federally funded projects such as rapid bus systems, extensions to light rail, and system expansion.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #6: Help shape the future of cities and our region in line with Metro 2040 Growth Concept ▪ Objective #7: Ease congestion by providing attractive travel options during peak periods 	Execute an Interstate Bridge Replacement agreement.	October 1, 2021
	Participate in staff level and transit team work group meetings on the Interstate Bridge Replacement project.	bi-weekly meetings;
	Develop alignment concepts and finalize mode decision.	June 30, 2022
	Advance construction activities for the Division Transit Project to maintain scope, schedule, and budget to reach substantial completion.	June 1, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #2: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #17: Develop higher capacity bus services 	Develop and complete designs for upgrades for two transit centers and two layover facilities.	June 30, 2022
	Design and implement enhanced transit improvements on three corridors with partner jurisdictions.	
	Launch preliminary design of the Tualatin-Valley highway transit enhancement project.	July 2021
	Develop alignment concepts.	June 30, 2022
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #23: Innovatively increase financial resources 	Secure a federally funded Small Starts Grant Agreement (SSGA) for the Better Red Project (MAX Red Line Extension & Reliability Improvements).	December 31, 2021

Major Projects Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		1,698,362	2,377,004	2,161,994	2,214,780
Fringe		642,910	789,766	796,262	703,338
Capitalized Labor-Fringe		-2,255,331	-2,784,994	-2,652,047	-2,761,014
Total		\$85,941	\$381,776	\$306,209	\$157,104

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Rail Volution Conference					15,000
Professional & Technical-Gen & Adm		3,000	10,100	1,682	50,000
Willamette Shore Line					30,000
Equip/Furn < \$5,000-Gen & Adm				164	
Other Materials- Gen & Adm		8,044			
Special Event Expenses		36,530	29,300	10,538	20,000
Total		\$47,574	\$39,400	\$12,384	\$115,000

PROJECT DEVELOPMENT & PERMITTING DEPARTMENT

Summary	FY2019	FY2020	FY2021		FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		419,148	198,825	240,591			
Materials & Services		146,551	115,900	57,734			
Total		\$565,699	\$314,725	\$298,325			

The Project Development & Permitting Department was dissolved into other departments in Engineering & Construction Division in FY2022.

Project Development & Permitting Department

Personnel Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Labor		744,466	745,772	751,240	
Fringe		205,608	224,032	202,932	
Capitalized Labor-Fringe		-530,926	-770,979	-713,581	
Total		\$419,148	\$198,825	\$240,591	

Materials & Services Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
Rail Volution Conference		15,000	15,000	17,500	
Professional & Technical-Gen & Adm		101,506	70,900	35,234	
Willamette Shore Line		30,000	30,000	5,000	
Other Services- Gen & Adm		45			
Total		\$146,551	\$115,900	\$57,734	

Engineering & Construction Personnel Profile

Engineering and Construction Admin 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		196,828	24	162,823	244,235
Director, Program Management	1.00	NU	FT		141,782	20	118,457	177,684
Manager, Cost Estimating	1.00	NU	FT		109,300	17	92,563	138,844
Manager, Quality Assurance	1.00	NU	FT		120,907	17	92,563	138,844
Program Scheduler, Senior	1.00	NU	FT		124,944	17	92,563	138,844
Program Manager, FTA & Eng & Const Programs	1.00	NU	FT		97,791	15	78,233	117,350
Coordinator, Quality Assurance	1.00	NU	FT		104,635	15	78,233	117,350
Project Manager, Eng & Const	2.00	NU	FT		206,425	15	78,233	117,350
Project Manager, Eng & Const	1.00	NU	FT	✓	97,791	15	78,233	117,350
Manager, CADD	1.00	NU	FT		92,507	14	71,823	107,735
Administrator, Public Arts	0.80	NU	PT		77,906	14	71,823	107,735
Analyst, Senior, Cost Control	1.00	NU	FT		93,917	14	71,823	107,735
Cost Estimator II	1.00	NU	FT		89,809	14	71,823	107,735
Project Manager, Assistant, Eng & Const	1.00	NU	FT		90,048	14	71,823	107,735
Project Manager, Assistant, Eng & Const	2.00	NU	FT	✓	181,548	14	71,823	107,735
Cost Estimator	1.00	NU	FT		79,549	12	60,415	90,621
Specialist, Project Control	1.00	NU	FT	✓	75,518	12	60,415	90,621
Executive Administrative Assistant	1.00	NU	FT		75,712	11	55,343	83,016
Coordinator, Compliance	1.00	NU	FT		64,685	11	55,343	83,016
Total	20.80				2,121,602			

Engineering & Construction Personnel Profile

Policy & 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
Director, Mobility Planning & Policy	1.00	NU	FT		141,540	20	118,457	177,684
Manager, Service Planning and Development	2.00	NU	FT		203,239	16	85,121	127,682
Coordinator, Operating Projects	1.00	NU	FT		83,582	14	71,823	107,735
Planner III	1.00	NU	FT		82,822	13	65,896	98,844
Planner III, STP	1.00	NU	FT		77,000	13	65,896	98,844
Planner II	3.00	NU	FT		214,210	12	60,415	90,621
Planner I	1.00	NU	FT		57,927	9	46,342	69,512
Assistant, Administrative	0.75	NU	PT	✓	30,545	7	38,682	58,024
Total	10.75				890,866			

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, Station Projects	1.00	NU	FT		150,786	19	109,195	163,794
Manager, Eng & Const Vehicle Engineering	1.00	NU	FT		136,494	19	109,195	163,794
Manager, Eng & Const Rail Systems	1.00	NU	FT		139,405	19	109,195	163,794
Engineer Structural - Agency	1.00	NU	FT		133,618	18	100,571	150,857
Manager, Engineering and Construction	2.00	NU	FT		201,957	17	92,563	138,844
Project Manager, Senior, Eng & Const	1.00	NU	FT	✓	117,537	17	92,563	138,844
Project Manager, Senior, Eng & Const Vehicles	1.00	NU	FT		112,932	17	92,563	138,844
Project Manager, Eng & Const Systems	3.00	NU	FT		315,684	16	85,121	127,682
Project Manager, Eng & Const	5.00	NU	FT		482,029	15	78,233	117,350
Project Manager, Eng & Const	2.00	NU	FT	✓	185,053	15	78,233	117,350
Project Manager, Assistant, Eng & Const	3.00	NU	FT		248,265	14	71,823	107,735
Project Manager, Assistant, Eng & Const Vehicles	3.00	NU	FT		270,426	14	71,823	107,735
Project Mgr, Assistant, Eng & Const Rail Signals	1.00	NU	FT		90,826	14	71,823	107,735
Project Coordinator, Eng & Const	1.00	NU	FT		69,179	11	55,343	83,016
Project Coordinator, Eng & Const	1.00	NU	FT	✓	66,810	11	55,343	83,016
Specialist, Administrative	3.00	NU	FT		177,936	9	46,342	69,512
Total	30.00				2,898,935			

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		160,526	21	128,420	192,631
Manager, Division Transit Project	1.00	NU	FT		110,765	17	92,563	138,844
Manager, Engineering and Construction	1.00	NU	FT		125,161	17	92,563	138,844
Project Manager, Senior, Eng & Const	1.00	NU	FT		107,349	17	92,563	138,844
Project Manager, Senior, Eng & Const	1.00	NU	FT	✓	116,360	17	92,563	138,844
Manager, Capital Planning	1.00	NU	FT		106,401	16	85,121	127,682
Project Manager, Eng & Const	9.00	NU	FT		896,529	15	78,233	117,350
Project Manager, Eng & Const	3.00	NU	FT	✓	296,711	15	78,233	117,350
Coordinator, Environmental Permits	1.00	NU	FT		93,178	14	71,823	107,735
Project Manager, Assistant, Eng & Const	1.00	NU	FT	✓	89,779	14	71,823	107,735
Senior Administrative Assistant	1.00	NU	FT		62,375	9	46,342	69,512
Assistant, Administrative	1.00	NU	FT		49,645	7	38,682	58,024
Total	22.00				2,214,780			

Capital Improvement Program

Capital expenditures are defined as the acquisition or construction of a major capital asset that has a useful life of greater than one year. The projects included on the Capital Improvement Program (CIP) list are approved by the Capital Program Committee (CPC), TriMet General Manager and the Board of Directors when adopted the budget. The projects are managed dynamically throughout the fiscal year under the direction of the CPC.

CIP PROCESS

To determine the projects to be funded in the upcoming fiscal year and reported in the CIP list, the 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 forward as funding allows. Classification 4 are Opportunity Based projects. These are externally funded projects that will not

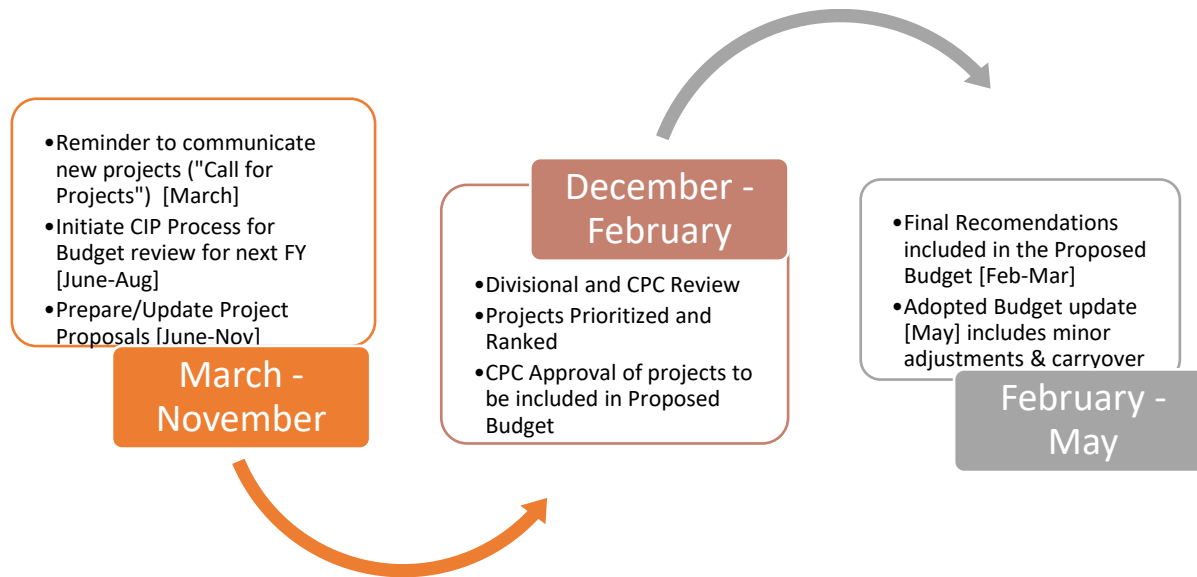
be completed without the identification and securing of external funding. Classification 5 projects are Future Projects which are not typically funded, but are shared with the CPC to inform them of future work that will need to be considered.

MODA 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 special 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 (SME), and each team's score is consolidated to give each project a unique priority score relative to the other projects being considered for the budget.

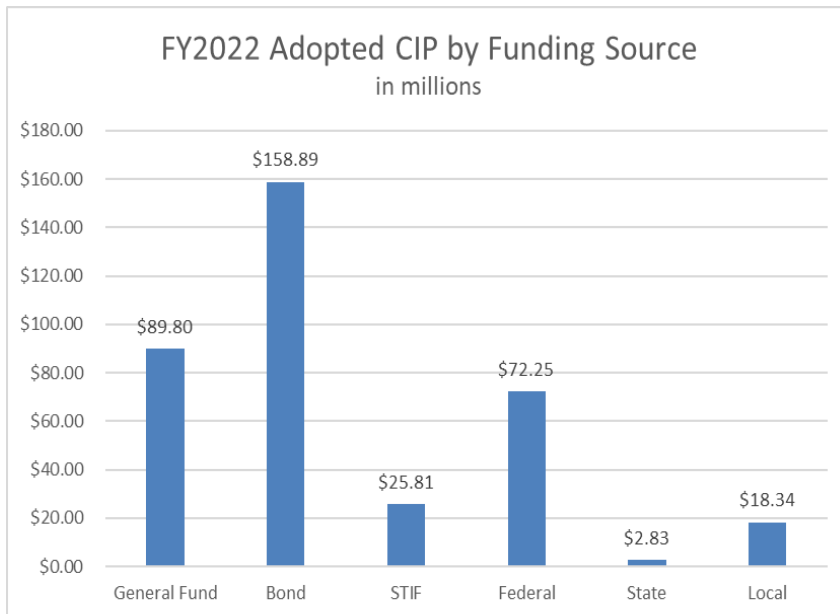
MODA Prioritization Criteria

- 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 division's Executive Director, clarifying how the division prioritizes the projects they 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 project list aligns with the available funding, the proposed CIP plan is approved by the CPC and then presented to the General Manager for final approval. The final CIP list is included in the agency's Budget for the upcoming year which is approved by the Board of Directors when the budget is adopted. The annual timeline for this process is detailed in the graphic displayed on the next page.



CIP FUNDING



The FY2022 CIP Adopted Budget totals \$367.9 million complete with a mix of general fund contributions, bond proceeds, federal, state and local funding. Bond proceeds as indicated in the chart depict the greatest funding source for TriMet which stems from bond issuances in 2018 and 2019, as well as one that is anticipated to occur in late 2021. General fund contributions – the second largest funding source -- consist predominantly of payroll taxes and passenger fares that have taken a dip due to the pandemic. However, as the pandemic eases and the economy begins to recover the general fund resources should increase and thus more investments in capital may occur. Federal funding is the third largest funding source. The bulk of the federal spending is attributable to the Division Transit Project, a service enhancement featuring articulated buses with a projected opening date of September 2022. STIF funding, which comes in the form of a state grant, funds 9 projects in the FY2022 budget, totaling approximately \$24.0 million. Local funding from other agencies in the region fully or partially fund 7 projects, with the majority of local funding for the Division Transit Project (\$15.4 million).

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 are tied to intergovernmental agreements which detail on what the funding can be spent. Bond funds, although in some cases slightly more flexible than intergovernmental or grant agreements, are also restricted to specific projects that meet capital criteria.

MAJOR INVESTMENTS FOR FY2022

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

- *Division Transit Project.* The FY2022 Adopted Budget includes \$91.9 million of funding to continuing construction related to and purchase additional vehicles for this project. Revenue service is anticipated to begin in June 2022.
- *A Better Red Project (MAX Red Line Extension & Reliability Improvements).* The FY2022 Budget includes \$44.3 million of funding to continue design work to extend the MAX Red Line west to Fair Complex/Hillsboro Airport Station and improve sections of the line to provide system wide reliability improvements. Construction is expected to begin in fall of 2021.
- *Portland-Milwaukie Light Rail.* There is \$4.2 million in the FY2022 Adopted Budget to finish development around the MAX Orange Line, connecting Portland and Milwaukie. The development will add 2 floors to the Park Avenue Park & Ride facility.
- *Electric Vehicle Charging Infrastructure.* TriMet committed \$8.7 million in the FY2022 Adopted Budget to further develop the charging infrastructure at the Powell bus facility to support electric buses in the future, with an additional \$145,000 to add additional charging capability to the Columbia Bus Base facility to support certification processes for new electric buses.
- *Columbia Bus Base.* Due to COVID impacts, the *Columbia Bus Base* has had most design and construction efforts delayed, pushing back the expectation of having the complete Bus facility fully operating until FY2025. The FY2022 Adopted Budget includes \$11.2M to prepare a one of the buildings in the facility to be utilized by the Stores team to manage agency inventory.
- *Southwest Corridor Light Rail Project.* Due to the result of the Regional vote in November 2020 in which continued funding for this project was not approved. The project team is wrapping up initial design efforts in FY2022 for any future work that may occur, spending \$390K of existing budget to conclude that work.

Recurring Capital Investments:

Vehicle Purchases:

- *Buses.* Due to pandemic impacts, the bus maintenance team is minimizing bus purchases over the next couple of years, focusing solely on necessary replacements. With the pandemic-influenced approach, the FY2022 budget includes replacement of 4 buses.
- *Light Rail Vehicles (LRV).* The FY2022 Adopted Budget includes \$71.2 million, primarily for the construction of the new Type 5 LRVs. The first new LRV is expected to be received in the second half of FY2022 and be placed into service early in FY2023.

State of Good Repair (SGR):

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. TriMet adopted its TAM Plan in September 2018 and represents an opportunity for TriMet to better anticipate lifecycle costs and maintain the system in a state of good repair for recurring capital expenditures. While TriMet has always dedicated funding towards maintaining assets in a state of good repair, the TAM Plan provides a framework by which TriMet 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 TriMet's assets in a state of good repair. The FY2022 Adopted Budget dedicates \$132.2 million towards SGR projects, which is 43.9% 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 spend:

- *Operating Facilities.* The FY2022 Adopted Budget funds a variety of operating facilities repairs and expansion. In addition to the Electric Vehicle Charging Infrastructure and Columbia Bus Base expansion work noted above, work continues on the Powell Maintenance Facility overhaul (\$43.7 million in FY2022; expected to be completed in FY2023) and on modifications and expansions of the Ruby Junction Rail Operations Facility to accommodate the needs of system expansion (\$6.4 million in FY2022; expected to be completed in that year).
- *IT Infrastructure.* The FY2022 Adopted Budget includes \$9.4 million to replace aging IT equipment, including mobile routers, servers, communications towers, desktop computers, and fiber lines.

Other Capital Projects:

- *Safety Enhancements.* In addition to spending dedicated to safety and security imbedded in the other projects, the FY2022 Adopted Budget includes \$6 million for projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.
- *Enhanced Transit Concepts.* In addition to the Division Transit Project noted above, there is \$17.8 million budgeted in FY2022 to develop and implement projects in partnership with state and local agencies to create priority treatments along TriMet's Frequent Service bus network, decrease bus & MAX travel time, increase development around the transit alignment (Transit-Oriented Development, or TOD), and increase service accessibility & reliability.

ONGOING OPERATIONAL IMPACTS

Several of the CIP projects include expansion to the TriMet's infrastructure to either provide additional service or support the additional service being developed. These expansions will result in ongoing Operations and Maintenance (O&M) expenses after the projects are completed. Details of those operational impacts are as follows:

- *Division Transit Project.* The additional facilities and service created by this project is forecasted to cost \$12.68M annually, which includes \$9.89M of personnel costs and \$2.79M of Materials & Services (M&S) costs [these estimates are in 2019 dollars].
- *A Better Red Project (MAX Red Line Extension & Reliability Improvements).* Amongst other improvements provided by this project, it expands the amount of service the Red Line provides – including popular service to Portland's Airport. The annual O&M increase related to this service increase is forecasted to be approximately \$6.36M, which includes: \$1.83M in Operator expense; \$2.36M in Rail Maintenance expenses; \$783K in Maintenance of Way expenses; \$463K in Facilities Management expenses; and, \$924K in Fare Revenue and Safety & Security expenses [these estimates are in 2021 dollars].



CIP Resources

	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	3,036,417	9,455,654	37,008,008	11,252,422	42,625,832	42,625,832	46,970,721
Federal Transit Administration Grants, Programmed	37,040,636	26,125,247	64,371,461	37,556,185	48,220,149	48,220,149	72,246,887
Revenue Bond Proceeds	128,208,072	158,794,086	230,652,360	126,926,183	116,837,073	116,837,073	158,885,778
Operating Resources Dedicated for Capital*	16,363,644	24,854,764	45,760,060	15,685,421	93,513,802	93,513,802	89,801,314
Total CIP Resources	\$184,648,769	\$219,229,751	\$377,791,889	\$191,420,211	\$301,196,856	\$301,196,856	\$367,904,700

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

CIP Requirements

Operating	FY2019	FY2020	FY2021	FY2021	FY2022		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division		541,375	4,356,737	279,340			30,000
Transportation Division	2,794,646	4,497,895	190,000	102,909			
Safety & Security Division	4,617,611	7,705,742	10,165,271	7,839,917	3,214,324	3,214,324	6,035,714
Maintenance Division	85,577,597	114,950,607	151,096,829	94,567,274	136,482,406	136,482,406	163,782,302
Information Technology Division	6,252,473	1,740,785	9,016,211	3,270,033	10,051,987	10,051,987	15,367,656
Public Affairs Division	591,559	1,180,617	8,406,895	1,364,821	1,866,666	1,866,666	1,866,666
Finance & Administrative Services Division	2,395,210	3,660,701	19,208,862	2,649,246	3,506,438	3,506,438	4,273,261
Legal Services Division	629,815	675,557	824,086	745,208	4,431,630	4,431,630	4,748,889
Engineering & Construction Division	81,789,858	84,276,472	174,526,998	80,601,463	141,643,405	141,643,405	171,800,212
Total CIP Requirements	\$184,648,769	\$219,229,751	\$377,791,889	\$191,420,211	\$301,196,856	\$301,196,856	\$367,904,700

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2022	Comments
Chief Operating Officer Division							
PRJ_1135 Learning Management System (LMS) - EBS Oracle Learning Management				30,000		30,000	
Total Chief Operating Officer Division				\$30,000		\$30,000	
Safety & Security Division							
PRJ_1112 Security Fencing				200,000		200,000	
PRJ_1124 Operator Safety & Rider Awareness		148,319		56,825		205,144	FTA Sec 5312 Innov in Transit Public Safety
PRJ_1130 Vehicle Borne CCTV Systems					1,182,530	1,182,530	2018 & 2021 Bonds
PRJ_1133 CCTV & Intrusion Detection	580,500	395,500				976,000	FEMA Transit Security Grant
PRJ_1151 Security Funds for Transit Enhancement	511,300	425,222				936,522	STIF Funds
PRJ_4548 Master Key Schema, Development & Implementation			150,000			150,000	
PRJ_5606 Rail Crossing Safety Enhancements		780,533	1,267,172	337,813		2,385,518	Fed Regional STBG FHWA Flex
Total Safety & Security Division	\$1,091,800	\$1,749,574	\$1,417,172	\$594,638	\$1,182,530	\$6,035,714	
Maintenance Division							
PRJ_3687 LRV Fleet Replacement/Expansion			28,450,000		42,701,951	71,151,951	2018, 2019 & 2021 Bonds
PRJ_4001 Non-Revenue Vehicle Replacement					1,593,500	1,593,500	2019 & 2021 Bonds
PRJ_4006 Bus Shop Equipment - Center				233,490		233,490	
PRJ_4058 Diesel Bus Purchases	2,268,616				1,155,079	3,423,695	Fed Sec 5339a,STIF Funds,2018-19 Bonds
PRJ_4059 Bus Refurbishments - Diesel to Diesel					4,732,701	4,732,701	2019 Bond
PRJ_4060 Bus Refurbishments - Diesel to Electric					4,470,555	4,470,555	2019 Bond
PRJ_4076 Powell Maintenance Facility					43,670,120	43,670,120	2019 & 2021 Bonds
PRJ_4604 HVAC Systems			145,811	155,250		301,061	
PRJ_4613 Type 1 Substation Replacement			680,210			680,210	
PRJ_4652 Building Area/Components Replacement			302,269			302,269	
PRJ_4653 Electrical Equipment & Systems Replacement			688,430	300,000		988,430	
PRJ_4654 Lifting Equipment & Systems Replacement			354,542			354,542	
PRJ_4655 Other Building Systems & Equipment			81,251			81,251	
PRJ_4657 Bldg. Area & Components - Layover			63,240			63,240	
PRJ_4658 Safety-Hazmat Systems			144,090			144,090	
PRJ_4659 Site-Property Systems			120,367			120,367	
PRJ_4805 Facilities System Masterplan	509,300					509,300	STIF Funds
PRJ_5508 Bus Stop Development		450,000	183,999	82,770		716,769	STIF Funds
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	1,895,294	6,788,752				8,684,046	STIF Funds
PRJ_5626 Electric Bus Purchases		3,945,648			252,076	4,197,724	FTA Sec 5339c, 2019 Bond, STIF
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base	144,870					144,870	Pacific Power Grant & STIF Funds
PRJ_6204 Robertson Tunnel Digital Controls			406,899			406,899	
PRJ_6402 Signal System Relay to PLC			156,600	32,000		188,600	
PRJ_6403 Track Rehab Program			3,482,447			3,482,447	
PRJ_6404 Arc Flash Implementation Program			350,000	150,000		500,000	

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2022	Comments
PRJ_7503 Light Rail Shop Equipment Repl.			204,550		3,510,000	3,714,550	2018, 2019 & 2021 Bonds
PRJ_7504 Rail Maintenance Equipment			134,478	342,391		476,869	
PRJ_7508 Type 1 LRV Decommissioning			135,246			135,246	
PRJ_7535 Light Rail Electrification & Signaling Systems			1,550,810			1,550,810	
PRJ_7559 Light Rail Track and Structures				262,678		262,678	
PRJ_7587 Rail MOW Equipment Acquisition			125,000			125,000	
PRJ_7592 Ruby Junction Expansion					6,375,022	6,375,022	2019 & 2021 Bonds
Total Maintenance Division	\$4,818,080	\$11,184,400	\$37,760,239	\$1,558,579	\$108,461,004	\$163,782,302	
Information Technology Division							
PRJ_1042 Mobile Router Replacement					2,632,355	2,632,355	2019 & 2021 Bonds
PRJ_1070 Servers Replacement			931,050	430,700		1,361,750	
PRJ_1091 Desktop Computing Replacement			1,004,072	61,470		1,065,542	
PRJ_1095 Data Communications System Replacement			1,153,110	200,000		1,353,110	
PRJ_1131 Communication Environment Replacement - capital			289,575			289,575	
PRJ_1152 Radio & Microwave Communication Systems			2,233,000		486,563	2,719,563	2019 & 2021 Bonds
PRJ_1174 NextGen Transit Signal Priority	789,792	1,135,566			3,257,734	5,183,092	State ATCMTD Grant & 2019, 2021 Bonds
PRJ_1177 DTP Fiber Betterment	449,513	313,156				762,669	City of Portland
Total Information Technology Division	\$1,239,305	\$1,448,722	\$5,610,807	\$692,170	\$6,376,652	\$15,367,656	
Public Affairs Division							
PRJ_6021 Transit Tracker Project	647,967	18,699	1,200,000			1,866,666	STIF Funds
Total Public Affairs Division	\$647,967	\$18,699	\$1,200,000			\$1,866,666	
Finance & Administrative Services Division							
PRJ_1166 TVM Refurbishment or Replacement					523,748	523,748	2018 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement				453,632		453,632	
PRJ_1176 Hop Fastpass 2.0				498,302		498,302	2018 Bond
PRJ_7544 eFare					2,797,579	2,797,579	
Total Finance & Administrative Services Division				\$951,934	\$3,321,327	\$4,273,261	
Legal Services Division							
PRJ_1147 ECM Implementation Project			660,000	208,967		868,967	2019 Bond & BRIDGE Housing
PRJ_7595 Hollywood TC TOD & Substation Replacement	1,500,000		256,853	108,292	2,014,777	3,879,922	
Total Legal Services Division	\$1,500,000		\$916,853	\$317,259	\$2,014,777	\$4,748,889	

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2022	Comments
Engineering & Construction Division							
PRJ_1146 Division Transit Project	55,873,218	16,229,078			19,807,300	91,909,596	Fed Sec 5309/Bond/Local
PRJ_1161 PMIS Upgrade			450,153			450,153	
PRJ_2045 MAX Station Optimization			359,097			359,097	
PRJ_2048 Garage, Layover, and TC Expansion		3,000,000				3,000,000	STIF Funds
PRJ_3651 Portland-Milwaukie Light Rail Project	3,410,523	782,218				4,192,741	Fed Sec 5309/New Starts
PRJ_3673 162nd Ave Pedestrian Access Improvements		452,827				452,827	Fed Sec 5307/City of Portland
PRJ_4638 Red Line Extension and Reliability Improvements	4,000,000		36,375,972		3,930,553	44,306,525	Fed Regional STBG FHWA Flex
PRJ_4639 Steel Bridge Transit Improvements					992,577	992,577	2019 Bond
PRJ_5025 Rail Reliability			894,600			894,600	
PRJ_5597 TV Highway Transit Improvements	178,357					178,357	Metro
PRJ_5621 Barber-99W Corridor Safety & Access to Transit				351,784		351,784	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit				199,643		199,643	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit		1,624,574		120,414		1,744,988	Fed Regional STBG FHWA Flex
PRJ_5624 Southwest Corridor					390,300	390,300	2018 GARVEE Bond
PRJ_7201 Third Party Recovery	1,025,000	3,487				1,028,487	Local
PRJ_7215 Enhanced Transit Concepts - Other Projects	6,864,030	2,075,749				8,939,779	STIF Funds
PRJ_7218 Enhanced Transit Concepts					1,165,111	1,165,111	2018 GARVEE Bond
PRJ_7591 Columbia Bus Base					11,243,647	11,243,647	2019 & 2021 Bonds
Total Engineering & Construction Division	\$71,351,128	\$24,167,933	\$38,079,822	\$671,841	\$37,529,488	\$171,800,212	
Total Capital Improvement Program (CIP) Requirements	\$80,648,280	\$38,569,328	\$84,984,893	\$4,816,421	\$158,885,778	\$367,904,700	

CIP - Chief Operating Officer

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1135 Learning Management System (LMS) - EBS Oracle Learning Management				95,914	30,000
PRJ_1139 Operator Training Equipment		457,380	29,500	27,060	
PRJ_1500 Enterprise Asset Management System		83,995	4,327,237	156,366	
Total Chief Operating Officer		\$541,375	\$4,356,737	\$279,340	\$30,000

CIP - Transportation

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_4049 ATP Fleet Expansion / Replacement	2,425,331	4,026,732		4,694	
PRJ_4095 LIFT Shop Equipment Replacement	29,675				
PRJ_4518 Workstations		51,675			
PRJ_4689 LIFT Automated Customer Information	3,186	296,696			
PRJ_6206 Back-up OCC	157,964	2,034			
PRJ_7563 Positive Train Control				-285	
PRJ_7585 WES Vehicle & Shop Equipment Replacement	178,490	120,758	190,000	98,500	
Total Transportation	\$2,794,646	\$4,497,896	\$190,000	\$102,909	

CIP - Safety & Security

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1112 Security Fencing			200,000		200,000
PRJ_1124 Operator Safety & Rider Awareness			208,815	3,671	205,144
PRJ_1129 Network CCTV Systems	1,096,838	950,176		2,112	
PRJ_1130 Vehicle Borne CCTV Systems	1,742,487	856,265	793,085	1,295,012	1,182,530
PRJ_1133 CCTV & Intrusion Detection					976,000
PRJ_1136 E-Citation	182,155	76,535			
PRJ_1139 Operator Training Equipment	16,599				
PRJ_1149 MAX Intrusion Dectection System	1,977				
PRJ_1150 Mobile Command Center-Elmonica	113,239				
PRJ_1151 Security Funds for Transit Enhancement			826,700	401,478	936,522
PRJ_1154 Access Control Equipment & Mapping			79,000	79,000	
PRJ_2504 Safety & Security Facility Relocation	498,941	3,539,885	3,392,415	3,400,307	
PRJ_2505 Roadway Workers Protection Plan - Technology	17,761				
PRJ_2506 Transit Police South Precinct Expansion	8,978				
PRJ_2507 Bus Operator Protective Barriers	409,066	493,551	2,534,983	1,856,701	
PRJ_4548 Master Key Schema, Development & Implementation					150,000
PRJ_4596 COVID-19 Equipment and Upgrades		411,627		163,020	
PRJ_5606 Rail Crossing Safety Enhancements	463,336	980,694	2,130,273	638,616	2,385,518
PRJ_7563 Positive Train Control		393,521			
PRJ_7589 Vehicle Intrusions	66,234	3,488			
Total Safety & Security	\$4,617,611	\$7,705,742	\$10,165,271	\$7,839,917	\$6,035,714

CIP - Maintenance

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_3687 LRV Fleet Replacement/Expansion	302,872	15,616,225	27,158,589	10,465,026	71,151,951
PRJ_4001 Non-Revenue Vehicle Replacement	713,731	1,579,320	275,000	273,791	1,593,500
PRJ_4006 Bus Shop Equipment - Center	510,260	366,182	910,079	524,436	233,490
PRJ_4058 Diesel Bus Purchases	33,888,782	38,086,776	24,309,656	23,154,578	3,423,695
PRJ_4059 Bus Refurbishments - Diesel to Diesel			6,232,500	1,499,800	4,732,701
PRJ_4060 Bus Refurbishments - Diesel to Electric		21,807	6,422,363	1,930,001	4,470,555
PRJ_4071 Hybrid Fixed Route Bus	137,096				
PRJ_4076 Powell Maintenance Facility	31,060,979	36,441,276	39,631,617	35,066,085	43,670,120
PRJ_4518 Workstations	51,675				
PRJ_4547 Hoist Equipment Rebuild/Refurbish	5,106	635,907			
PRJ_4581 Operator Layover Facilities	107,430				
PRJ_4604 HVAC Systems	82,205	124,559	231,500	76,250	301,061
PRJ_4613 Type 1 Substation Replacement					680,210
PRJ_4623 Light Rail Stations P&R TC (Park & Ride)	270				
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel				-253	
PRJ_4651 Washington park - Station Finishes & Landscaping	7,306				
PRJ_4652 Building Area/Components Replacement	286,709	116,375	240,000	240,000	302,269
PRJ_4653 Electrical Equipment & Systems Replacement	255,360	116,336	192,500	1,312,500	988,430
PRJ_4654 Lifting Equipment & Systems Replacement	20,232	27,765	137,500	137,500	354,542
PRJ_4655 Other Building Systems & Equipment	591,872	89,651	162,500	162,500	81,251
PRJ_4657 Bldg. Area & Components - Layover	125,667	3,300	75,000	75,000	63,240
PRJ_4658 Safety-Hazmat Systems	40,069		15,000	15,000	144,090
PRJ_4659 Site-Property Systems	379,059	246,041	264,746	264,746	120,367
PRJ_4662 Elevator End of Life Replacement/Refurbishment	4,070,085	4,192,437	844,332	359,667	
PRJ_4663 Facility System Remodel	2,543	44			
PRJ_4671 WES ROW Maintenance Project (Track)	20,726				
PRJ_4676 Cleveland Crew Room Renovation	2,082,762	4,769,733	2,068,873	1,801,751	
PRJ_4677 Center Admin Cooling Tower/Reserve Replacement	7,585				
PRJ_4682 Powell LIFT Relocation	1,059,250				
PRJ_4684 Blue & Red Line Stations Tactile Pavers Replacement (ADA)	1,167,665	223	60,000	73,635	
PRJ_4686 MAX Platform RP Valve Retrofits	17,956	26			
PRJ_4687 Platform Non-Skid Vault Lids Replacement	2,538				
PRJ_4688 Storeroom Master Plan, Renovation and Equipment	61,261				
PRJ_4691 Bus Maintenance Bath/Lunch Rooms Refurbishments	80,593				

CIP - Maintenance

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_4694 RJ Exterior Lighting Improvement	37,787	7,205			
PRJ_4696 Elmonica Maint. - Restroom	26,279				
PRJ_4698 HVAC Elmonica Shop Welding Area	2,203				
PRJ_4699 Building Exterior Painting	15,289				
PRJ_4700 Building Interior Painting	58,249				
PRJ_4702 Gateway Garage Stairwell Enclosure	1,348				
PRJ_4703 Heavy Concrete Maintenance Program	241,590				
PRJ_4706 Water Intrusion Analysis	128,755	115,423			
PRJ_4708 Bus Hoist Units Replacement [Merlo 29, 30]	93,268	973,826	926,364	182,631	
PRJ_4709 Center Vacuum Replacement	10,098	10,098			
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement		3,638	498,772	362,609	
PRJ_4801 Merlo Yard Lighting Replacement	26,436				
PRJ_4802 Nela LIFT Parking Lot Lighting	133,495	101			
PRJ_4803 West Portal Lighting	51,485	26			
PRJ_4804 Vintage Trolley Barn Lot Security & Lighting	21,500				
PRJ_4805 Facilities System Masterplan	19,963	476,517		431,398	509,300
PRJ_5508 Bus Stop Development		417,040	3,300,671	229,445	716,769
PRJ_5599 Lloyd District Transit Hub		15,144			
PRJ_5614 End-Of-Route Permanent Operator Restrooms	139,563	19,787		172	
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	206,856	2,217,354	10,578,927	3,303,446	8,684,046
PRJ_5626 Electric Bus Purchases	737,537	1,440,398	5,254,108	1,031,275	4,197,724
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	512,842	283,655	230,000	439,317	
PRJ_5629 Electric Vehicle Charging Infrastructure-Sunset	625,000				
PRJ_5630 Electric Vehicle Charging Infrastructure-Other	297,553	-1,150			
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base					144,870
PRJ_6204 Robertson Tunnel Digital Controls					406,899
PRJ_6205 LRV Overhaul - Travel Only		45,662		1,163	
PRJ_6402 Signal System Relay to PLC	55,681	22,959	106,600	74,192	188,600
PRJ_6403 Track Rehab Program	2,854,433	2,381,901	2,370,000	2,354,526	3,482,447
PRJ_6404 Arc Flash Implementation Program	43,218	173,174	352,000	202,000	500,000
PRJ_6405 185th/Willow Creek P&R Repair	7,779	1,125			
PRJ_6406 Platform Water Svc Restoration - Parkrose & 102nd	82,912	15,106			
PRJ_7503 Light Rail Shop Equipment Repl.	72,822	101,943	6,039,583	203,035	3,714,550
PRJ_7504 Rail Maintenance Equipment	435,813	191,211		169,691	476,869
PRJ_7508 Type 1 LRV Decommissioning					135,246

CIP - Maintenance

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_7535 Light Rail Electrification & Signaling Systems	267,958	341,470	1,755,000	1,224,627	1,550,810
PRJ_7559 Light Rail Track and Structures	471,576	1,204,783	1,137,000	1,124,322	262,678
PRJ_7561 MOW Equipment Replacement	20,344	10,319		760	
PRJ_7587 Rail MOW Equipment Acquisition		62,562	295,094	282,039	125,000
PRJ_7588 Ruby Junction Truck Shop Expansion	192,934	15,834		9,301	
PRJ_7592 Ruby Junction Expansion	514,345	1,923,403	9,020,955	5,509,312	6,375,022
PRJ_7593 WES Maintenance Pit Fall Protection	31,043	46,110			
Total Maintenance	\$85,577,597	\$114,950,607	\$151,096,829	\$94,567,274	\$163,782,302

CIP - Information Technology

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1014 Data communication - Cable Plant	59,110	2,336			
PRJ_1017 Voice Systems Replacement	50,619				
PRJ_1022 Lift Data Com Upgrade 3G to 4G	185,214	291,050	52,918	76,919	
PRJ_1042 Mobile Router Replacement			1,346,667	60,979	2,632,355
PRJ_1054 Bus Dispatch Replacement		181,727	259,611	77,884	
PRJ_1070 Servers Replacement	509,352	167,555	660,000	229,300	1,361,750
PRJ_1091 Desktop Computing Replacement	945,924	2,693	528,582	466,056	1,065,542
PRJ_1094 IT Security Systems Replacement	25,634				
PRJ_1095 Data Communications System Replacement	264,589		1,115,500	915,500	1,353,110
PRJ_1104 Inventory Management	73,932				
PRJ_1107 Open Source Multi-Modal Trip Planner	397,705				
PRJ_1108 FMIS / MMIS System	56,079	3,806			
PRJ_1131 Communication Environment Replacement - capital	162,538		265,000	265,000	289,575
PRJ_1139 Operator Training Equipment		10,456			
PRJ_1147 ECM Implementation Project		1,918			
PRJ_1152 Radio & Microwave Communication Systems	79,799	532,841	653,704	131,134	2,719,563
PRJ_1153 ROOT	228,917	42,857			
PRJ_1165 Field Operations Coordinators Event Planning	141				
PRJ_1168 Control Technology Toolset	25,089				
PRJ_1170 Turn by Turn Navigation	281,981				
PRJ_1171 Network ReDesign	2,731,087	499,138			
PRJ_1173 Fare Enforcement Administration Process-Technology Upgrades	150,849				
PRJ_1174 NextGen Transit Signal Priority	23,914		3,484,321	439,908	5,183,092
PRJ_1177 DTP Fiber Betterment		4,399	649,908	607,353	762,669
Total Information Technology	\$6,252,473	\$1,740,785	\$9,016,211	\$3,270,033	\$15,367,656

CIP - Public Affairs

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1146 Division Transit Project		-1,461			
PRJ_2044 Bike & Ride eFare Integration	67,265	594			
PRJ_2045 MAX Station Optimization	46,765	161,247	458,117	399,293	
PRJ_2046 Bus On-Street Layover Investments	6,964				
PRJ_2048 Garage, Layover, and TC Expansion		6,350	3,993,759	208,033	
PRJ_2902 Bike to Transit Facilities	35,349	-11,000			
PRJ_5012 Bike Stations	52,275				
PRJ_5023 Westside Bike & Rides : Access to Jobs	369,242				
PRJ_5621 Barber-99W Corridor Safety & Access to Transit		124,043	514,268	4,672	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		37,176	154,784	17,136	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit		137,228	1,758,659	7,756	
PRJ_6021 Transit Tracker Project	13,699	726,440	1,527,308	727,931	1,866,666
Total Public Affairs	\$591,559	\$1,180,617	\$8,406,895	\$1,364,821	\$1,866,666

CIP - Finance & Administrative Services

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1021 Accpac Accounts Receivable system		13,400			
PRJ_1104 Inventory Management		96,655			
PRJ_1138 Finance/Procurment Digital Imaging System		20,001			
PRJ_1156 Fare Revenue Equipment Replacement	23,535	8,065			
PRJ_1160 Asset Management	140,118	190,839			
PRJ_1166 TVM Refurbishment or Replacement		42,573	6,205,725	38,420	523,748
PRJ_1172 Low Income Fare Program Startup	7,292	8,072			
PRJ_1175 Fixed Route Bus Farebox Replacement		19,336	3,034,792	354,596	453,632
PRJ_1176 Hop Fastpass 2.0		28,528	943,299	44,388	498,302
PRJ_4688 Storeroom Master Plan, Renovation and Equipment		14,120			
PRJ_4705 TriMet Ticket Office Upgrades		292,471	1,881,200	1,809,290	
PRJ_7544 eFare	2,224,265	2,926,641	7,143,846	402,552	2,797,579
Total Finance & Administrative Services	\$2,395,210	\$3,660,701	\$19,208,862	\$2,649,246	\$4,273,261

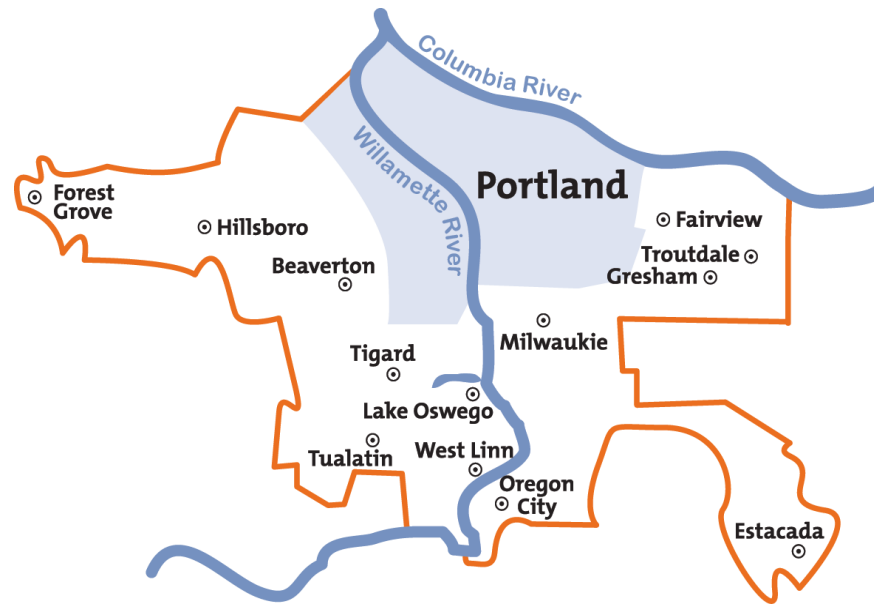
CIP - Legal Services

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1147 ECM Implementation Project	629,815	675,557	824,086	519,250	868,967
PRJ_7595 Hollywood TC TOD & Substation Replacement				225,958	3,879,922
Total Legal Services	\$629,815	\$675,557	\$824,086	\$745,208	\$4,748,889

CIP - Engineering & Construction

Expense Category	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2021 Estimate	FY2022 Budget
PRJ_1146 Division Transit Project	7,384,915	21,178,522	64,138,981	36,913,923	91,909,596
PRJ_1161 PMIS Upgrade				43,305	450,153
PRJ_2045 MAX Station Optimization					359,097
PRJ_2048 Garage, Layover, and TC Expansion					3,000,000
PRJ_3651 Portland-Milwaukie Light Rail Project	16,237,656	8,696,796	8,732,994	5,902,581	4,192,741
PRJ_3673 162nd Ave Pedestrian Access Improvements		242,612	577,180	34,345	452,827
PRJ_4075 Blue Line Station Rehab	1,802,452	173,805		-12	
PRJ_4638 Red Line Extension and Reliability Improvements	2,508,599	6,250,201	13,419,165	12,390,481	44,306,525
PRJ_4639 Steel Bridge Transit Improvements	1,051,252	7,057,201	17,915,321	12,336,400	992,577
PRJ_4676 Cleveland Crew Room Renovation		46,760			
PRJ_5025 Rail Reliability	1,058,013	693,275	1,050,693	978,157	894,600
PRJ_5508 Bus Stop Development	462,513				
PRJ_5581 Willamette Shore Trolley	34,638			9,968	
PRJ_5597 TV Highway Transit Improvements					178,357
PRJ_5599 Lloyd District Transit Hub	7,182			6,092	
PRJ_5616 Land Aquisition	2,946				
PRJ_5619 ADA Requirements/Enhancements	256,079				
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	26,307				351,784
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	25,053				199,643
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	205,325				1,744,988
PRJ_5624 Southwest Corridor	15,690,442	33,947,808	36,400,000	6,335,323	390,300
PRJ_5625 Hogan Operations Facility	36,269				
PRJ_5626 Electric Bus Purchases	3,200,264				
PRJ_5627 Hollywood Transit Center Memorial	13,523				
PRJ_7201 Third Party Recovery		62,283	125,000	321,513	1,028,487
PRJ_7202 Third Party Project Betterment				276,745	
PRJ_7215 Enhanced Transit Concepts - Other Projects		303,644	6,504,850	462,309	8,939,779
PRJ_7218 Enhanced Transit Concepts	1,218,800	1,748,716	1,252,470	772,374	1,165,111
PRJ_7563 Positive Train Control	1,309,093				
PRJ_7581 WES DMU Fleet	314,877	-3,690			
PRJ_7590 Track Geometry & Testing	49,174	572			
PRJ_7591 Columbia Bus Base	28,524,700	3,810,172	24,410,344	3,818,061	11,243,647
PRJ_7593 WES Maintenance Pit Fall Protection		12,796			
PRJ_7594 Rail Reliability Vehicle Engineering	369,786	54,999		-102	
Total Engineering & Construction	\$81,789,858	\$84,276,472	\$174,526,998	\$80,601,463	\$171,800,212

TriMet Service District Area



TriMet provides bus, light rail and commuter rail service 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:

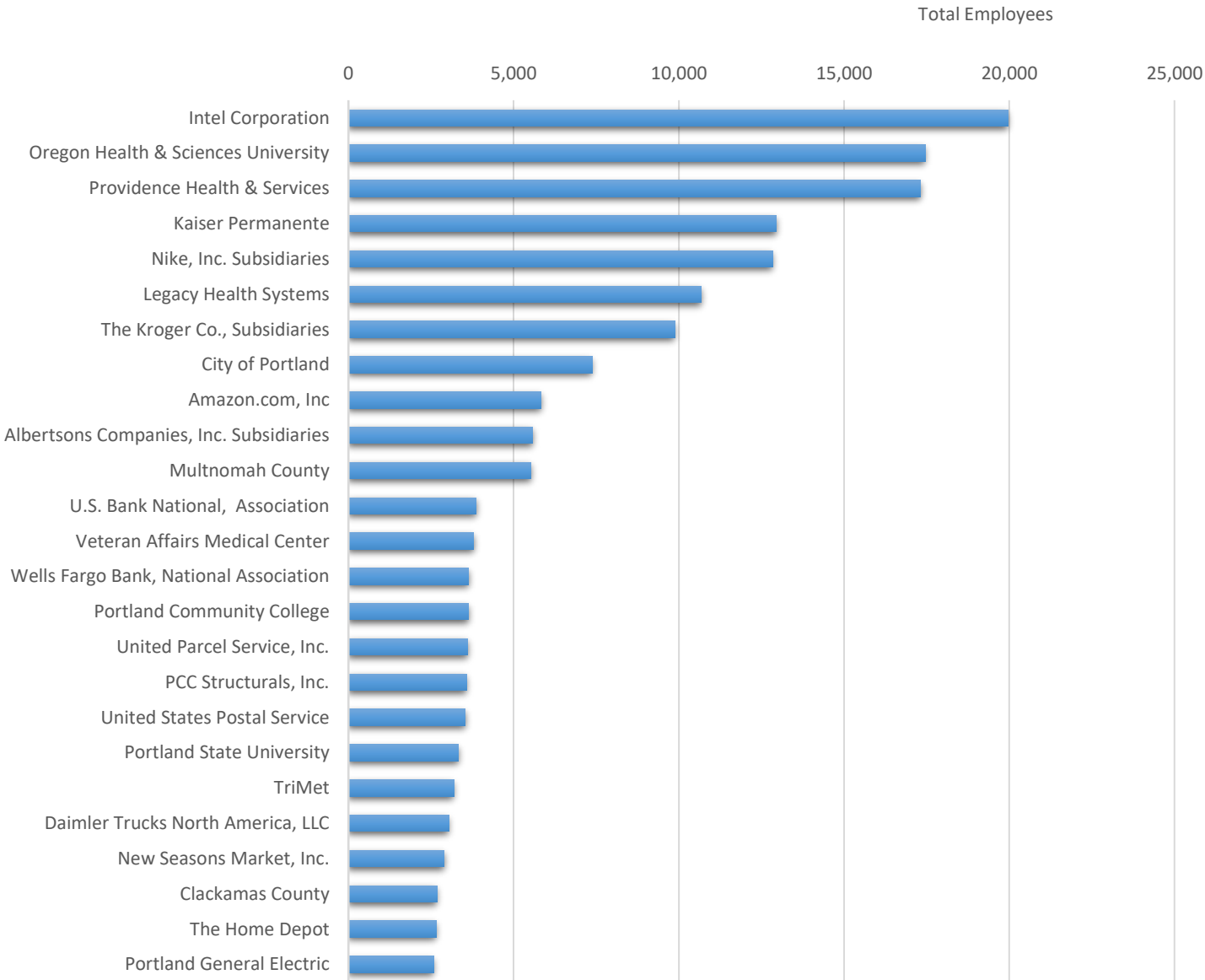
382 square miles

1,551,531 population

24 population rank out of 498 UZAs

Covering 14 cities within 3 counties

Top 25 Largest Employers in TriMet District

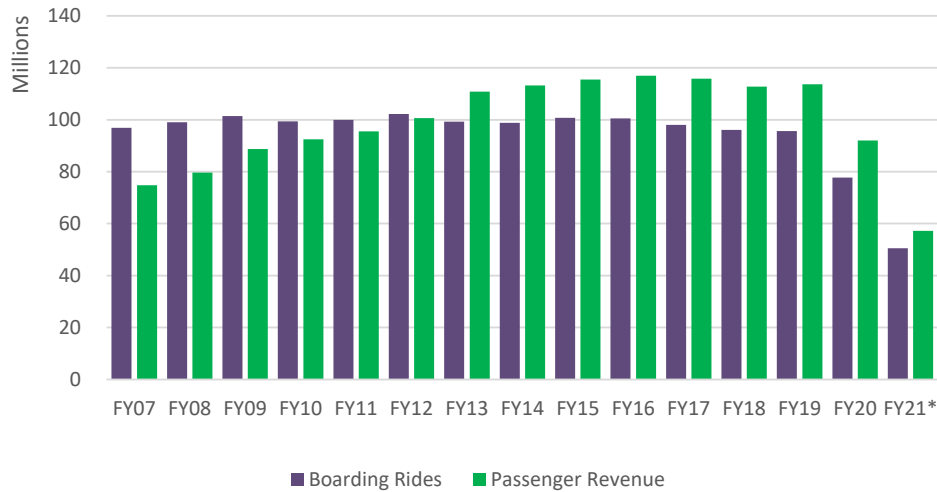


Source: 2019 Quarterly Census of Employment Wages

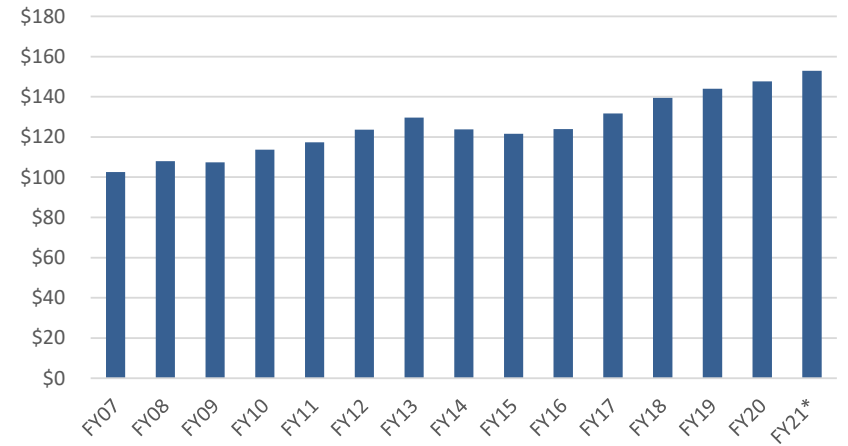
Ridership and Expense (Fixed Route)¹

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
FY07	96,918,000	1.2%	\$74,765,119	10.7%	2,206,416	0.7%	\$226,422,300	2.5%	\$103	1.8%
FY08	99,098,400	2.2%	\$79,638,881	6.5%	2,231,064	1.1%	\$240,968,164	6.4%	\$108	5.2%
FY09	101,466,746	2.4%	\$88,726,972	11.4%	2,268,049	1.7%	\$243,669,632	1.1%	\$107	-0.5%
FY10	99,337,044	-2.1%	\$92,414,344	4.2%	2,195,934	-3.2%	\$249,553,677	2.4%	\$114	5.8%
FY11	100,002,660	0.7%	\$95,529,230	3.4%	2,038,392	-7.2%	\$239,271,929	-4.1%	\$117	3.3%
FY12	102,238,070	2.2%	\$100,587,848	5.3%	2,032,908	-0.3%	\$251,220,834	5.0%	\$124	5.3%
FY13	99,246,930	-2.9%	\$110,793,086	10.1%	2,026,056	-0.3%	\$262,522,672	4.5%	\$130	4.9%
FY14	98,775,270	-0.5%	\$113,229,366	2.2%	2,083,680	2.8%	\$257,937,448	-1.7%	\$124	-4.5%
FY15	100,711,776	2.0%	\$115,466,638	2.0%	2,175,552	4.4%	\$264,442,436	2.5%	\$122	-1.8%
FY16	100,478,770	-0.2%	\$116,941,160	1.3%	2,304,516	5.9%	\$285,729,992	8.0%	\$124	2.0%
FY17	97,968,810	-2.5%	\$115,781,791	-1.0%	2,351,724	2.0%	\$309,542,723	8.3%	\$132	6.2%
FY18	96,058,592	-1.9%	\$112,743,033	-2.6%	2,424,432	3.1%	\$338,136,674	9.2%	\$139	6.0%
FY19	95,687,824	-0.4%	\$113,619,068	0.8%	2,549,652	5.2%	\$366,983,958	8.5%	\$144	3.2%
FY20	77,781,945	-18.7%	\$91,977,052	-19.0%	2,528,364	-0.8%	\$373,367,397	1.7%	\$148	2.6%
FY21*	50,490,590	-35.1%	\$57,215,073	-37.8%	2,664,584	5.4%	\$407,645,277	9.2%	\$153	3.6%

Ridership and Passenger Revenue



Operations Costs per Vehicle Hour



1) Excludes Portland Streetcar and Demand Response

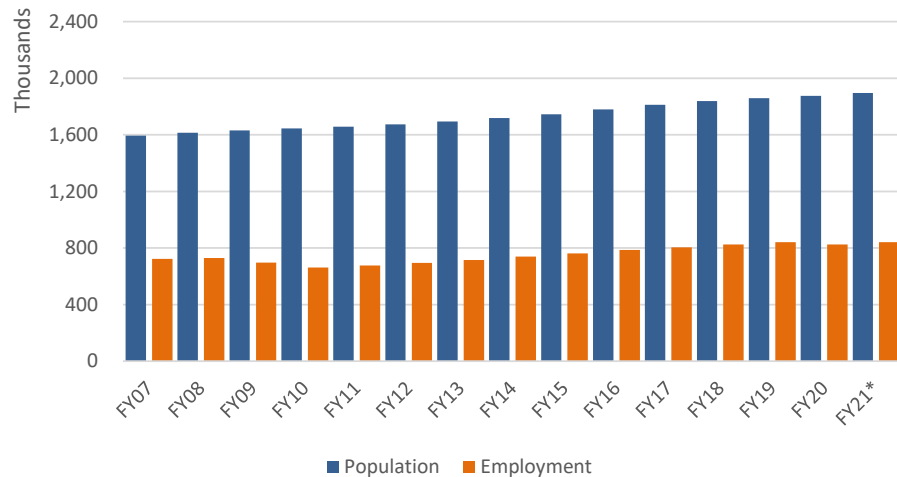
2) Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

* Data based on Adopted Budget.

Local Economic Statistics

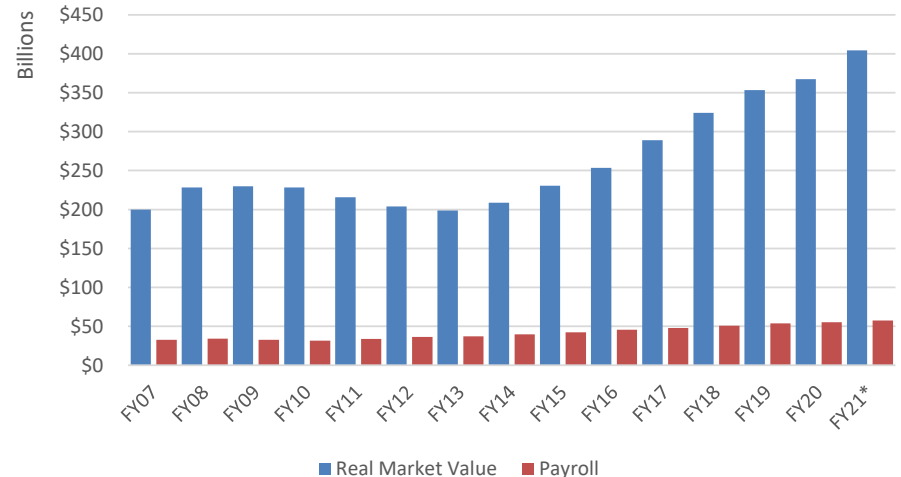
Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment ¹	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value (RMV)	Percent Change	Private Tri-County Payroll ¹	Percent Change
FY07	1,593,370	1.5%	722,409	2.6%	\$45,092	3.0%	\$199,710,358,000	16.3%	\$32,574,995,021	5.7%
FY08	1,614,465	1.3%	729,416	1.0%	\$46,938	4.1%	\$228,449,246,000	14.4%	\$34,237,622,643	5.1%
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	1,876,155	0.9%	825,175	-2.0%	\$67,068	5.3%	\$367,469,417,000	4.0%	\$55,342,563,149	3.3%
FY21*	1,894,917	1.0%	841,679	2.0%	\$68,383	2.0%	\$404,216,358,700	10.0%	\$57,556,265,675	4.0%

Tri-County Population & Employment



Sources: PSU Reseach 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	13	2.00	NU	174,719	65,896	98,844
Accountant	12	1.00	NU	81,924	60,415	90,621
Accountant	11	1.00	NU	57,343	55,343	83,016
Accountant	10	2.00	NU	131,508	50,671	76,005
Administrative Assistant	7	3.00	NU	150,113	38,682	58,024
Administrative Assistant, Executive	11	8.00	NU	590,875	55,343	83,016
Administrator	16	1.00	NU	94,332	85,121	127,682
Administrator	14	3.80	NU	341,513	71,823	107,735
Administrator	13	2.00	NU	154,617	65,896	98,844
Administrator	12	3.00	NU	212,872	60,415	90,621
Administrator	11	1.00	NU	75,012	55,343	83,016
Administrator II	11	2.00	NU	138,444	55,343	83,016
Administrator III	13	4.00	NU	336,388	65,896	98,844
Analyst	15	8.00	NU	768,613	78,233	117,350
Analyst	14	1.00	NU	95,535	71,823	107,735
Analyst	13	8.00	NU	592,168	65,896	98,844
Analyst	12	7.00	NU	536,253	60,415	90,621
Analyst	11	5.00	NU	355,551	55,343	83,016
Analyst, Senior	17	3.00	NU	347,582	92,563	138,844
Analyst, Senior	16	1.00	NU	112,250	85,121	127,682
Analyst, Senior	15	3.00	NU	298,079	78,233	117,350
Analyst, Senior	14	7.00	NU	661,199	71,823	107,735
Analyst, Senior	13	3.00	NU	214,858	65,896	98,844
Analyst, Senior	12	1.00	NU	61,623	60,415	90,621
Apprentice Mechanic	0934	21.00	U	1,257,606	48,838	68,453
Apprentice Plant Maint Mech	0572	10.00	U	694,240	48,838	68,453
Architect	16	1.00	NU	106,401	85,121	127,682
Assistant Manager	15	22.00	NU	2,122,968	78,233	117,350
Assistant Manager	14	3.00	NU	268,791	71,823	107,735
Assistant Manager	13	1.00	NU	82,370	65,896	98,844
Assistant Manager	12	2.00	NU	151,036	60,415	90,621
Assistant Storekeeper	0371	6.00	U	493,362	77,002	77,002
Assistant Supervisor	0964	3.00	U	269,266	84,261	84,261

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Assistant Supervisor	0872	3.00	U	276,546	84,261	84,261
Assistant Supervisor	0736	1.00	U	79,625	58,947	78,582
Assistant Supervisor	0590	2.00	U	196,019	92,435	92,435
Assistant Supervisor	0566	13.00	U	1,180,654	92,435	92,435
Assistant Supervisor	0564	2.00	U	184,608	88,234	88,234
Assistant Supervisor	0556	3.00	U	278,368	88,234	88,234
Assistant, Administrative	11	1.00	NU	70,395	55,343	83,016
Assistant, Administrative	9	1.00	NU	57,927	46,342	69,512
Assistant, Administrative	8	1.00	NU	45,487	42,359	63,538
Assistant, Administrative	7	11.75	NU	558,039	38,682	58,024
Assistant, Senior Administrative	13	1.00	NU	88,209	65,896	98,844
Assistant, Senior Administrative	9	13.00	NU	770,807	46,342	69,512
Business Analyst	16	1.00	NU	131,883	85,121	127,682
Business Analyst	14	2.00	NU	192,390	71,823	107,735
Business Analyst	12	1.00	NU	85,579	60,415	90,621
Business Process Analyst	16	1.00	NU	109,998	85,121	127,682
Buyer	0432	2.00	U	145,156	60,653	80,870
Chief Information Officer	26	1.00	NU	200,000	189,916	284,874
Chief Operating Officer	26	1.00	NU	227,425	189,916	284,874
Chief Station Agent	0830	4.00	U	378,990	67,995	90,667
Claims Adjuster	11	2.00	NU	161,814	55,343	83,016
Cleaner	0945	124.00	U	5,781,051	39,562	57,283
Cleaner	0940	4.00	U	181,543	31,616	49,421
Commuter Rail Vehicle Maint. Technician	0888	7.00	U	545,599	73,278	73,278
Commuter Rail Vehicle Maint. Technician	0875	1.00	U	74,241	73,278	73,278
Coordinator	0819	4.00	U	370,774	67,995	90,667
Coordinator	0437	1.00	U	83,166	62,213	82,950
Coordinator	15	1.00	NU	104,635	78,233	117,350
Coordinator	14	3.00	NU	263,842	71,823	107,735
Coordinator	13	3.00	NU	254,733	65,896	98,844
Coordinator	12	2.00	NU	174,133	60,415	90,621
Coordinator	11	16.00	NU	1,024,331	55,343	83,016
Coordinator	10	3.00	NU	203,164	50,671	76,005

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Coordinator	9	2.00	NU	106,398	46,342	69,512
Coordinator	8	1.00	NU	51,640	42,359	63,538
Coordinator, Senior	14	1.00	NU	89,779	71,823	107,735
Coordinator, Senior	13	4.00	NU	309,130	65,896	98,844
Coordinator, Senior	12	1.00	NU	76,500	60,415	90,621
Cost Estimator	12	1.00	NU	79,549	60,415	90,621
Cost Estimator II	14	1.00	NU	89,809	71,823	107,735
Customer Experience Agent	0714	11.00	U	552,838	40,477	53,581
Customer Safety Supervisor	0342	19.00	U	1,647,189	64,771	86,362
Customer Service Representative	0731	5.00	U	368,270	54,434	72,571
Database Architect	18	2.00	NU	252,077	100,571	150,857
Deputy General Counsel	19	1.00	NU	133,620	109,195	163,794
Deputy General Counsel	18	3.00	NU	340,472	100,571	150,857
Deputy General Counsel, Senior	20	3.00	NU	445,015	118,457	177,684
Designer, Graphics	10	1.00	NU	63,338	50,671	76,005
Designer, Web/Developer	11	2.00	NU	142,461	55,343	83,016
Director	22	2.00	NU	341,976	139,093	208,641
Director	21	9.00	NU	1,493,756	128,420	192,631
Director	20	8.00	NU	1,144,804	118,457	177,684
Director	19	12.00	NU	1,663,293	109,195	163,794
Director	18	3.00	NU	391,460	100,571	150,857
Dispatcher	0836	21.00	U	1,853,147	64,771	86,362
Document Svcs Operator/Mail Svcs Clerk	4	1.00	NU	36,619	29,328	43,992
Electronic Survey Developer & Analyst	14	1.00	NU	87,327	71,823	107,735
Engineer	17	3.00	NU	324,968	92,563	138,844
Engineer Structural - Agency	18	1.00	NU	133,618	100,571	150,857
Engineer, Senior	15	2.00	NU	180,585	78,233	117,350
Executive Assistant, Senior	13	1.00	NU	89,787	65,896	98,844
Executive Assistant, Senior	12	1.00	NU	67,340	60,415	90,621
Executive Director	26	2.00	NU	485,337	189,916	284,874
Executive Director	25	1.00	NU	210,222	175,847	263,771
Executive Director	24	2.00	NU	378,328	162,823	244,235
Executive Director	23	1.00	NU	188,193	150,554	225,832

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Executive Director	22	2.00	NU	379,786	139,093	208,641
Facilities Maintenance Trainer	0915	1.00	U	86,843	84,261	84,261
Fare Revenue Specialist	0733	9.00	U	622,614	53,872	71,822
Field Technician	0591	18.00	U	1,510,937	80,371	80,371
Field Technician Apprentice	0592	5.00	U	247,397	48,838	68,453
Finance Clerk	0323	6.00	U	433,903	54,142	72,176
General Manager	30	1.00	NU	332,039	265,630	398,447
Graphics Designer	10	2.00	NU	130,399	50,671	76,005
Helper	0533	21.00	U	1,468,394	68,453	68,453
HR Business Partner	17	1.00	NU	111,504	92,563	138,844
HR Generalist	12	3.00	NU	218,222	60,415	90,621
HR Investigator/Diversity, Equity & Inclusion Partner	17	1.00	NU	115,704	92,563	138,844
Inspector, REM	14	1.00	NU	89,779	71,823	107,735
Internal Auditor, Senior	15	1.00	NU	92,820	78,233	117,350
Journeyman Mechanic	0931	195.00	U	15,039,987	73,278	73,278
Landscaper	0974	5.00	U	321,504	52,354	69,805
Lead Customer Safety Supervisor	0341	1.00	U	94,565	67,995	90,667
Lead Supervisor	0489	6.00	U	556,315	67,995	90,667
LMS Admin	9	2.00	NU	111,009	46,342	69,512
LMS Program Manager	14	2.00	NU	175,644	71,823	107,735
LRV Apprentice	0573	19.00	U	1,158,648	48,838	68,453
LRV Mechanic	0551	115.00	U	8,934,396	73,278	73,278
LRV Vehicle Body & Paint Technician	0553	4.00	U	302,339	57,158	73,278
Mail Services Clerk	0356	1.00	U	63,535	45,386	60,507
Maintenance Mechanic	0532	11.00	U	746,751	39,728	69,805
Maintenance of Way Laborer	0561	11.00	U	804,802	40,934	71,843
Maintenance Technician	0965	5.00	U	358,414	69,805	69,805
Maintenance Trainer	0918	7.00	U	622,464	84,261	84,261
Manager	20	1.00	NU	142,703	118,457	177,684
Manager	19	6.00	NU	837,636	109,195	163,794
Manager	18	5.00	NU	668,229	100,571	150,857
Manager	17	11.00	NU	1,258,562	92,563	138,844
Manager	16	43.00	NU	4,592,452	85,121	127,682

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Manager	15	13.00	NU	1,266,076	78,233	117,350
Manager	14	3.00	NU	286,416	71,823	107,735
Manager	13	2.00	NU	166,012	65,896	98,844
Manager, Senior	18	1.00	NU	113,585	100,571	150,857
Manager, Senior	16	2.00	NU	203,285	85,121	127,682
Mini Run Operator	0881	238.50	U	14,266,707	35,360	68,453
MMIS Clerk	0543	13.00	U	778,315	36,338	67,246
Moneyroom Clerk	0331	3.80	U	319,688	64,771	86,362
Moneyroom Supervisor	0330	1.20	U	106,450	66,789	89,045
Network Engineer	16	4.00	NU	400,299	85,121	127,682
Network Engineer, Senior	18	3.00	NU	362,894	100,571	150,857
Operator	0880	1104.00	U	73,313,074	37,669	68,453
Oracle Developer	17	6.00	NU	789,447	92,563	138,844
Overhead Traction Apprentice	0569	2.00	U	138,693	49,067	68,453
Paralegal Investigator	13	1.00	NU	83,740	65,896	98,844
Partsman	0376	19.00	U	1,351,554	68,453	73,341
Planner I	9	1.00	NU	57,927	46,342	69,512
Planner II	12	3.00	NU	214,210	60,415	90,621
Planner III	13	3.00	NU	253,190	65,896	98,844
Plant Maintenance Mechanic	0557	27.00	U	2,063,736	73,278	73,278
Power Maintainer	0531	21.00	U	1,740,293	80,371	80,371
Production Coordinator	10	1.00	NU	68,474	50,671	76,005
Program Administrator	12	1.00	NU	82,310	60,415	90,621
Program Manager	18	1.00	NU	132,600	100,571	150,857
Program Manager	17	1.00	NU	108,063	92,563	138,844
Program Manager	15	1.00	NU	97,791	78,233	117,350
Program Manager	14	2.00	NU	192,177	71,823	107,735
Program Scheduler	17	1.00	NU	124,944	92,563	138,844
Project Coordinator	11	4.00	NU	270,672	55,343	83,016
Project Manager	17	3.00	NU	360,470	92,563	138,844
Project Manager	16	3.00	NU	315,684	85,121	127,682
Project Manager	15	23.00	NU	2,271,985	78,233	117,350
Project Manager, Assistant	14	14.00	NU	1,251,872	71,823	107,735

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Project Manager, Senior	17	4.00	NU	454,178	92,563	138,844
Public Information Officer	13	2.00	NU	164,980	65,896	98,844
Rail Controller	0538	31.00	U	2,728,246	86,362	86,362
Rail Operator	0580	196.00	U	14,156,167	53,102	70,886
Rail Supervisor	0536	37.00	U	3,262,416	86,362	86,362
Receptionist	4	1.00	NU	41,711	29,328	43,992
Recruiter	12	2.00	NU	141,433	60,415	90,621
Recruiter	11	1.00	NU	63,338	55,343	83,016
Recruiter, Associate	10	2.00	NU	126,676	50,671	76,005
Representative	0715	5.25	U	230,922	35,131	43,930
Representative	12	4.50	NU	318,432	60,415	90,621
Representative	10	2.00	NU	128,674	50,671	76,005
Representative, Senior	15	1.00	NU	90,311	78,233	117,350
Right-of-Way Surveyor	14	1.00	NU	91,575	71,823	107,735
Road Supervisor	0834	35.00	U	3,108,171	64,771	86,362
Schedule Data Technician	0867	3.00	U	269,081	64,771	86,362
Schedule Writer II	0874	5.00	U	443,225	64,771	86,362
Senior Accounts Payable Clerk	0322	1.00	U	83,202	60,590	80,787
Senior Analyst, Business Process	16	1.00	NU	105,348	85,121	127,682
Senior Buyer	0373	4.00	U	355,393	84,718	84,718
Senior Partsman	0372	4.00	U	303,160	73,341	73,341
Senior Payroll Clerk	0340	2.00	U	163,700	60,590	80,787
Senior Storekeeper	0368	1.00	U	81,939	80,870	80,870
Service Worker	0947	8.00	U	487,814	39,562	57,283
Service Worker	0946	4.00	U	252,269	39,562	57,283
Service Worker	0944	174.00	U	9,134,729	39,562	57,283
Signal Maintainer Apprentice	0568	7.00	U	445,692	48,838	68,453
Signals Maintainer	0541	25.00	U	1,962,191	76,731	76,731
Software Engineer	15	7.00	NU	721,121	78,233	117,350
Software Engineer, Senior	18	7.00	NU	889,208	100,571	150,857
Specialist	0732	4.00	U	335,977	61,672	82,222
Specialist	13	9.00	NU	727,389	65,896	98,844
Specialist	12	6.00	NU	457,845	60,415	90,621

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Specialist	11	2.00	NU	127,322	55,343	83,016
Specialist	10	1.00	NU	58,734	50,671	76,005
Specialist	9	16.80	NU	1,010,778	46,342	69,512
Specialist	8	1.00	NU	52,948	42,359	63,538
Specialist, Senior	14	1.00	NU	102,597	71,823	107,735
Specialist, Senior	12	2.00	NU	149,780	60,415	90,621
Spotter	0936	4.00	U	291,744	69,805	69,805
Station Agent	0835	26.00	U	2,281,022	64,771	86,362
Streetcar Journeyman Mechanic	0451	10.00	U	784,844	73,278	73,278
Streetcar Maintenance Training Technician	0182	1.00	U	77,578	73,278	73,278
Streetcar Operator	0488	56.00	U	4,041,042	53,102	70,886
Streetcar Superintendent	0146	2.00	U	208,774	103,043	103,043
Supervisor	0840	3.00	U	278,289	67,995	90,667
Supervisor	0716	1.00	U	85,944	63,627	84,822
Supervisor	0710	2.00	U	173,863	63,627	84,822
Supervisor	14	50.00	NU	4,513,981	71,823	107,735
Supervisor	13	16.00	NU	1,387,563	65,896	98,844
Supervisor	12	5.00	NU	389,403	60,415	90,621
Supervisor	9	7.00	NU	411,282	46,342	69,512
Systems Engineer	18	2.00	NU	257,378	100,571	150,857
Systems Engineer	16	2.00	NU	203,240	85,121	127,682
Systems Engineer	15	1.00	NU	94,949	78,233	117,350
Systems Engineer	13	1.00	NU	82,139	65,896	98,844
Systems Engineer, Associate	13	1.00	NU	83,787	65,896	98,844
Systems Engineer, Senior	18	6.00	NU	714,465	100,571	150,857
Systems Engineer, Senior	16	6.00	NU	561,551	85,121	127,682
Technical Support Assistant	11	1.00	NU	58,380	55,343	83,016
Technical Writer	14	1.00	NU	89,779	71,823	107,735
Technician	11	1.00	NU	71,837	55,343	83,016
Technician	10	1.00	NU	69,591	50,671	76,005
Technician	9	1.00	NU	61,802	46,342	69,512
Telecommunications Engineer	16	2.00	NU	193,182	85,121	127,682
Timekeeper	0336	1.50	U	125,395	90,667	90,667

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Tireman	0941	5.00	U	375,932	72,363	72,363
Track Maintainer	0540	18.00	U	1,423,453	76,731	76,731
Traction Substation Technician	0779	10.00	U	837,832	80,371	80,371
Traction Substation Technician Apprentice	0570	2.00	U	119,048	49,067	68,453
Training Supervisor	0832	27.00	U	2,393,327	64,771	86,362
Training Supervisor	0775	13.00	U	1,144,943	64,771	86,362
Wayside Cleaner	0537	6.00	U	429,314	69,805	69,805
Wheel True Technician	0552	8.00	U	633,875	75,962	75,962
Total		3,486.10		255,291,516		

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.

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: A self-supporting government fund that sells goods and services to the public for a fee.

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.

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:** The General Fund includes resources for all general purpose activities of the Agency that are supported by payroll tax and other discretionary resources.

FULL-TIME EQUIVALENT POSITION (FTE): One FTE equates to 2,080 working hours in a year; excluded overtime hours.

FUND BALANCE: The balance of funds including beginning fund balance plus resources less requirements. 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.

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 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.

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	CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act
ADA	Americans with Disabilities Act	CSC	Customer Support Center
AIM CCS	Advanced Information Management Command Control Signaling	CY	Current Year
AME	Approvals Management Engine	DB	Defined Benefit (pension)
ATCMTD	Advanced Transportation and Congestion Management Technologies Deployment	DBE	Disadvantaged Business Enterprise
APTA	American Public Transportation Association	DC	Defined Contribution (pension)
ATP	Accessible Transportation Programs Department	DCD	Design & Construction Department
ATU	Amalgamated Transit Union	DEI	Diversity, Equity and Inclusion
BEB	Battery-Electric Bus	DMAP	Division of Medical Assistance Programs
BETC	Business Energy Tax Credit	DMU	Diesel Multiple Unit
BGA	Budget & Grants Administration Department	DTP	Division Transit Project
BH	Benefits & HRIS Department	EAMS	Enterprise Asset Management System
BM	Bus Maintenance Department	EAP	Employee Assistance Program
BOD	Board of Directors	ECA	Engineering & Construction Administration Department
BOLI	Bureau of Labor and Industries (Oregon)	ECM	Enterprise Content Management System
BPAM	Business Planning & Asset Management Department	EEO	Equal Employment Opportunity
BRT	Bus Rapid Transit (Rapid Bus Lines)	eFare	Electronic fare payment system
BT	Bus Transportation Department	ePOS	Electronic Point of Sale at TriMet's Ticket Office
C	Compensation Department	ES	Enterprise Systems Department
C.A.R.E.S	Customer Automated Ride Experience System	FAS	Finance & Administrative Services Department
CARES Act	Communication, Accountability, Responsiveness, Empathy, Solution Act	FAST	Fixing America's Surface Transportation Act
CAT	Committee on Accessible Transportation	FEIS	Final Environmental Impact Statement
CBO	Community Based Organization	FEMA	Federal Emergency Management Administration
CCTV	Closed Circuit Television (security cameras)	FHWA	Federal Highway Administration
CDL	Commercial Driver's License	FICA	Federal Insurance Contributions Act
CIO	Chief Information Officer	FMBR	Facilities Management Bus-Rail Department
CIP	Capital Improvement Program or Plan	FMLA	Family and Medical Leave Act
CIS	Customer Information Services Department	FO	Field Operations
CM	Communications & Marketing Department	FRA	Federal Railroad Administration
CMAQ	Congestion Mitigation & Air Quality Program	FRAS	Fare Revenue & Administrative Services Department
CMMS	Computerized Maintenance Management System	FS	Financial Services Department
CMS	Competency Management System	FTA	Federal Transit Administration
COVID-19	Coronavirus Disease (noting year when outbreak occurred)	FTE	Full-Time Equivalent
CPC	Capital Program Committee	FY	Fiscal Year
CPTED	Crime Prevention through Environmental Design	GAAP	Generally Accepted Accounting Principles
CR	Commuter Rail Department	GASB	Government Accounting Standards Board

GC General Counsel
GED General Education Development
GFOA Government Finance Officers Association
GIS Geographic Information System
GSPA Government Services and Public Affairs Department
HB2017 House Bill 2017 Keep Oregon Moving
HR Human Resources
HRA Human Resources Administration Department
HRIS Human Resources Information System
HVAC Heating, Ventilation and Air Conditioning
IA Internal Audit Department
IGA Intergovernmental Agreement
IOI IT Operations & Infrastructure Department
IS Information Security Department
IT Information Technology
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
NRV Non Revenue Vehicle
NTD National Transit Database
NU Non-Union
O&M Operations and Maintenance
OCC Operations Command and Control Facility
OCOO Office of Chief Operating Officer Department
ODOT Oregon Department of Transportation
OFLA Oregon Family Leave Act
OGM Office of General Manager Department
OMF Operations and Maintenance Facility
OPD Operations Planning & Development Department
OPEB Other Post Employment Benefits
OPM Oracle Performance Management Module
ORS Oregon Revised Statutes
OTA Oregon Transit Association
OTP Operations Training & Planning Department
P&R Park & Ride
P&W Portland & Western Railroad
PAA Public Affairs Administration Department
PC Personal Computer
P-Card Purchasing Card
PCM Predicted Compensation Model
PIC Portland International Center
PI/PD Personal Liability and Property Damage
PMO Project Management Oversight
PNWR Pacific Northwestern Railroad
PP Policy & Planning Department
PPO Preferred Provider Organization
PRT Payroll Tax
PS Portland Streetcar Department
PSCM Procurement & Supply Chain Management Department
QA Quality Assurance
QC Quality Control
RCA Revolving Credit Agreement
REM Rail Equipment Maintenance Department

RM Risk Management Department
ROW Right of Way
RT Rail Transportation Department
RTOD Real Estate & Transit Oriented Development Department
SD Service Delivery Department
SEM Security & Emergency Management Department
SES Safety & Environmental Services Department
SGR State of Good Repair
SIP Service Improvement Process
SME Subject Matter Expert
SMS Safety Management System
SOAR Security Operations Automation Response
SOP Standard Operating Procedure
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
TAM Transit Asset Management
TC Transit Center
TEAC Transit Equity Advisory Committee
TEICA Transit Equity, Inclusion & Community Affairs Department
TM Talent Management Department
TOD Transit Oriented Development
TrAP Track Access Program
TriP\$ TriMet Procurement System
TSCC Tax Supervising & Conservation Commission
TSP Transit Signal Priority
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)



[This Page Left Intentionally Blank]

AD#: 0009890629

State of Oregon,) ss
County of Multnomah)

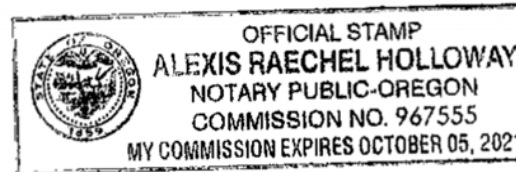
Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 02/26/2021


Principal Clerk of the Publisher

Sworn to and subscribed before me this 5th day of March 2021


Notary Public



TRIMET

**NOTICE OF BUDGET
COMMITTEE MEETING**

A public meeting of the Board of Directors, acting in their capacity as the Budget Committee (per ORS 294.423), of the Tri-County Metropolitan Transportation District of Oregon (TriMet), Clackamas, Multnomah and Washington Counties, State of Oregon, will take place during the regular Board Meeting on Wednesday, March 24, 2021 at 9:00 A.M. The purpose of this meeting is to receive the budget message and Proposed Budget for the fiscal year July 1, 2021 to June 30, 2022, and to receive public comment. This notice will also be published on TriMet's website at www.trimet.org.

In light of continuing public health concerns related to COVID-19, under the provisions of ORS 192.670 the virtual meeting will be conducted online, rather than in person. The meeting will be streamed live at www.trimet.org/meetings/board/. Individuals who wish to testify in public forum can register at www.trimet.org/meetings/board/. Registration will be open from 8:30 A.M. to 9:00 A.M. on the day of the public meeting. Written testimony can be sent to BoardTestimony@trimet.org. Testimony received by noon on Tuesday, March 23, 2021 will be provided to the Budget Committee in advance of this public meeting.

A copy of the budget document may be viewed on or after March 10, 2021 on TriMet's website at www.trimet.org.

Dee Brookshire
Budget Officer

RESOLUTION NO. 21-03-10

**RESOLUTION NO. 21-03-10 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET), ACTING AS
TRIMET'S BUDGET COMMITTEE, TO APPROVE THE PROPOSED FISCAL
YEAR 2022 ANNUAL BUDGET FOR SUBMISSION TO THE MULTNOMAH
COUNTY TAX SUPERVISING AND CONSERVATION COMMISSION**

WHEREAS, TriMet develops and approves its Budget pursuant to ORS chapter 294; and

WHEREAS, pursuant to ORS 294.423, TriMet's Board of Directors constitutes TriMet's Budget Committee (Committee); and

WHEREAS, pursuant to ORS 294.331, TriMet's Chief Financial Officer serves as Budget Officer and primary liaison with the Multnomah County Tax Supervising and Conservation Commission (TSCC); and

WHEREAS, ORS 294.428 provides that the Committee shall approve the Budget as submitted by the Budget Officer or as revised by the Committee; and

WHEREAS, ORS 294.431 requires TriMet to submit its Budget to the TSCC;

NOW, THEREFORE, BE IT RESOLVED:

That the Fiscal Year 2022 Proposed Budget totaling \$1.64 billion as submitted, including technical corrections and revisions, is approved by the Committee and shall be submitted to the Multnomah County Tax Supervising and Conservation Commission.

Dated: March 24, 2021



Presiding Officer



Recording Secretary

Approved as to Legal Sufficiency:

Gregory E. Skillman

Legal Department



**The Oregonian
LEGAL AFFIDAVIT**

AD#: 0009941498

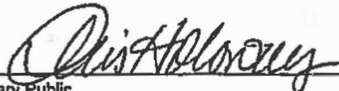
State of Oregon,) ss
County of Multnomah)

Brian Maly being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 04/12/2021


Principal Clerk of the Publisher

Sworn to and subscribed before me this 19th day of April 2021


Notary Public



TRIMET

**TSCC
NOTICE OF BUDGET HEARING**

NOTE: Due to COVID-19 guidelines the Tax Supervising and Conservation Commission (TSCC) Public Hearing on the budget approved by the Budget Committee for the Tri-County Metropolitan Transportation District of Oregon (TriMet), Multnomah County, State of Oregon, for the fiscal year July 1, 2021 to June 30, 2022 will take place virtually on Wednesday, April 28th, 2021 at 8:00 A.M. The virtual meeting will also be streamed live at www.trimet.org/meetings/board/.

Individuals who wish to testify in public forum can register at www.trimet.org/meetings/board/. Registration will be open from 7:30 A.M. to 8:00 A.M. on the day of the Public Hearing. Written testimony can be sent to BoardTestimony@trimet.org. Testimony received by noon on Tuesday, April 27th will be provided to the TSCC in advance of this Public Hearing.

A copy of the budget document is posted on TriMet's website (www.trimet.org).

The Public Hearing is open to the public and any member of the public may testify, and to the extent possible, the Public Hearing will be accessible electronically to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours prior to the Public Hearing. Please contact Craig Gibbons at 503-988-4131 or Craig.gibbons@multco.us to make a request for an interpreter or other accommodations for persons with disabilities.

**Total Budget Requirements:
\$1,540,426.916**



808 SW 3rd Ave, Suite 540
 Portland, Oregon, 97204
 (503) 988-3054
 TSCC@multco.us
 tscmultco.com

April 28, 2021

Board of Directors
 Tri-County Metropolitan Transportation District
 1800 SW 1st Avenue, Suite 300
 Portland, Oregon 97201

RE: Fiscal Year 2021-22 Approved Budget Certification

Dear President Warner and Directors:

The Tax Supervising and Conservation Commission met on April 28, 2021 to review, discuss and conduct a public hearing on the TriMet’s 2021-22 Approved Budget. This hearing was conducted pursuant to ORS 294.605 to 294.705 to confirm compliance with applicable laws and to determine the adequacy of estimates to support efficient and economical administration of the district.

The budget was filed timely on March 25, 2021. The Commission hereby certifies by a majority vote of the Commission members that it has no objections to make concerning the budget.

We congratulate TriMet’s Finance & Administrative Service division on receiving the GFOA’s Distinguished Budget Presentation Award for their first time for the FY20 budget. We would also like to recognize your Budget Staff for the changes made to the budget document annually, making it very user-friendly and including considerable information about the financial-health of TriMet.

We would also like to acknowledge decade of service to TriMet, President Warner, and note that you have led the organization through ten years of truly remarkable challenges and changes. Thank you for your service.

For 2021-22, estimates were judged to be reasonable for the purpose shown and the document was found to be in substantial compliance with Local Budget Law. The budget estimates and levy amounts are shown on the following page.

TriMet			
Total FY22 Approved Budget			
	Appropriations	Unappropriated Fund Balance	Total Budget
General Fund	1,089,558,102	550,904,814	1,640,462,916

Please file a complete copy of the adopted budget with the Commission no later than July 15, 2021. If extra time is needed for filing the adopted budget, please request an extension in writing.

We appreciate having the opportunity to discuss this budget with you.

Yours very truly,

David Barringer, Chair

James Ofsink, Vice Chair

Harmony Quiroz, Commissioner

Margo Norton, Commissioner

Dr. Mark Wubbold, Commissioner

Commissioners David Barringer, Chair | Harmony Quiroz | Margo Norton | James Ofsink | Dr. Mark Wubbold

APPROPRIATION SCHEDULE

	Operating	Capital	Other	Total
Office of the General Manager Division	1,031,376			1,031,376
Chief Operating Officer Division	12,633,761	30,000		12,663,761
Transportation Division	271,706,176	-		271,706,176
Safety & Security Division	32,498,809	6,035,714		38,534,523
Maintenance Division	164,761,942	163,782,302		328,544,244
Information Technology Division	24,510,616	15,367,656		39,878,272
Public Affairs Division	13,716,363	1,866,666		15,583,029
Finance & Administrative Services Division	30,178,609	4,273,261		34,451,870
Labor Relations & Human Resources Division	7,115,468			7,115,468
Legal Services Division	6,186,899	4,748,889		10,935,788
Engineering & Construction Division	9,570,356	171,800,212		181,370,568
Other Post Employment Benefits	54,022,404			54,022,404
Other Non-Operating Requirements			32,504,497	32,504,497
Debt Service	126,509,190			126,509,190
Contingency			22,633,259	22,633,259
Total Appropriation	\$754,441,969	\$367,904,700	\$55,137,756	\$1,177,484,425
Excludes Ending Fund Balance of				\$741,705,510

RESOLUTION NO. 21-06-34

RESOLUTION NO. 21-06-34 OF THE TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON (TRIMET) ADOPTING THE FISCAL YEAR 2022 ANNUAL BUDGET AND APPROPRIATING FUNDS

WHEREAS, at a public meeting on March 24, 2021, the TriMet Board of Directors (Board) approved budget estimates for the period July 1, 2021 through June 30, 2022, for submission to the Multnomah County Tax Supervising and Conservation Commission (TSCC) for its review and recommendations; and

WHEREAS, the TSCC held a public hearing on April 28, 2021, to review the TriMet budget with the directors and staff of TriMet and to provide the public with an opportunity to ask questions and express views concerning such budget estimates; and

WHEREAS, the TSCC certified the budget with no objections or recommendations; and

WHEREAS, the aggregate sum of budget requirements for all funds is \$1,919,189,935.

NOW, THEREFORE, BE IT RESOLVED:

1. That TriMet's Budget Officer is authorized to make adjustments within, but not between, appropriations during the budget period.
2. That the budget as approved by the Board on March 24, 2021, certified by the Multnomah County TSCC on April 28, 2021, and herein amended, is hereby adopted.

////

////

////

////

////

3. For the period July 1, 2021 through June 30, 2022, funds are appropriated as follows:

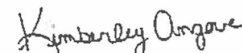
Office of the General Manager Division	\$1,031,376
Chief Operating Officer Division	12,663,761
Transportation Division	271,706,176
Safety & Security Division	38,534,523
Maintenance Division	328,544,244
Information Technology Division	39,878,272
Public Affairs Division	15,583,029
Finance & Administrative Services Division	34,451,870
Labor Relations & Human Resources Division	7,115,468
Legal Services Division	10,935,788
Engineering & Construction Division	181,370,568
Other Post-Employment Benefits	54,022,404
Other Non-Operating Requirements	32,504,497
Debt Service	126,509,190
Contingency	22,633,259
Total Appropriation	\$1,177,484,425
Fund Balance	741,705,510
Total Adopted Budget	\$1,919,189,935

Dated: June 23, 2021



Presiding Officer

Attest:



Recording Secretary

Approved as to Legal Sufficiency:

Gregory E. Skillman
Legal Department

