



Adopted Budget

2023–2024

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

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TABLE OF CONTENTS

	<u>Page</u>		<u>Page</u>
Overview			
Board of Directors.....	6	Summary of Debt Service Principal and Interest	72
TriMet Officials	6	TriMet Continuing Revenues and Calculation	
TriMet Budget Organization Chart	7	of Payroll Tax Debt Service Ratio	73
GFOA Distinguished Budget Presentation Award	8	Other Post Employment Benefits	
Budget Message	9	Other Post Employment Benefits Overview	74
Financial Summary			
Summary of Financial Resources & Requirements	38	Other Post Employment Benefits	75
Resource Summary	39	General Manager Division	
Requirement Summary	40	General Manager Overview	76
CIP Resource Summary	44	General Manager Performance Metrics	77
CIP Requirement Summary	45	Division Summary	78
Summary of Fund History	46	Office of the General Manager	79
Pass through Revenues and Requirements	47	Inclusion, Diversity, Equity & Accessibility.....	81
Resources			
Resources Graph.....	48	Internal Audit.....	83
Resource Summary	49	Personnel Profile.....	85
Resource Summary by Source	50	Chief Operating Officer Division	
Federal & State/Local Grant Summary	51	Chief Operating Officer Overview.....	86
Requirements			
Requirements Graph.....	54	Chief Operating Officer Performance Metrics	87
Requirement Summary	55	Division Summary	88
Requirements by Object Class	59	Office of the Chief Operating Officer	89
Personnel Services Schedule	60	Operations Planning & Development	91
Materials & Services Schedule.....	61	Service Planning & Delivery Department.....	93
Summary of Employees	62	Operations Training & Planning.....	95
Summary of Fixed Route Service	66	Personnel Profile.....	97
Summary of Fixed Route and Accessible		Transportation Division	
Transportation Vehicles	67	Transportation Overview.....	98
Debt Service			
Debt Service Overview.....	68	Transportation Performance Metrics	99
Bond Purpose & Bond Ratings	69	Division Summary	100
Principal & Interest Payments through Maturity	70	Transportation Administration	101
Summary of Debt Service	71	Bus Transportation	103
		Operations Command Center	106
		Service Delivery	108
		Accessible Transportation Programs	110
		Rail Transportation	113
		Commuter Rail	115

	<u>Page</u>
Portland Streetcar.....	118
Personnel Profile.....	120
Safety & Security Division	
Safety & Security Overview	124
Safety & Security Performance Metrics.....	125
Division Summary	126
Safety & Security Administration.....	127
Safety & Environmental Services	129
Security & Emergency Management	131
Personnel Profile.....	133
Maintenance Division	
Maintenance Overview.....	136
Maintenance Performance Metrics.....	137
Division Summary	138
Maintenance Administration.....	139
Bus Maintenance	141
Facilities Management Bus-Rail.....	144
Rail Maintenance of Way.....	148
Rail Equipment Maintenance	151
Personnel Profile.....	154
Transit System & Asset Support Division	
Transit System & Asset Support Overview	158
Transit System & Asset Support Performance Metrics.....	159
Division Summary	160
Transit System & Asset Support Administration.....	161
Transit System Support Services.....	163
Transit Training & Development.....	165
Transit Asset & Maintenance Support.....	167
Personnel Profile.....	169
Information Technology Division	
Information Technology Overview	172
Information Technology Performance Metrics	173
Division Summary	174
Information Technology Administration	175
Operations & Infrastructure	177
Information Security	179

	<u>Page</u>
Enterprise Systems	181
Intelligent Transportation Systems.....	183
Personnel Profile.....	185
Public Affairs Division	
Public Affairs Overview	188
Public Affairs Performance Metrics	189
Division Summary	190
Public Affairs Administration	191
Policy & Planning	193
Community Affairs & Engagement	195
Government Services and Public Affairs.....	197
Communications & Marketing.....	199
Customer Information Services	202
Personnel Profile.....	204
Finance & Administrative Services Division	
Finance & Administrative Services Overview	208
Finance & Administrative Services Performance Metrics.....	209
Division Summary	210
Finance & Administrative Services.....	211
Financial Services	213
Budget & Forecasting	215
Risk Management	217
Procurement & Supply Chain Management	219
Fare Revenue & Administrative Services	221
Grants Development & Compliance.....	224
Personnel Profile.....	226
Labor Relations & Human Resources Division	
Labor Relations & Human Resources Overview	230
Labor Relations & Human Resources Performance Metrics.....	231
Division Summary	232
Human Resources Administration	233
Benefits & HRIS.....	235
Talent Management	237
Labor Relations	239
Compensation.....	241
Personnel Profile.....	243

	<u>Page</u>
Legal Services Division	
Legal Services Overview.....	246
Legal Services Performance Metrics.....	247
Division Summary.....	248
Legal Services Administration.....	249
Litigation.....	251
Real Estate & Transit Oriented Development.....	253
Personnel Profile.....	255
Engineering & Construction Division	
Engineering & Construction Overview.....	258
Engineering & Construction Performance Metrics.....	259
Division Summary.....	260
Engineering & Construction Administration.....	261
Policy & Planning.....	263
Design & Construction.....	265
Major Projects.....	267
Project Development & Permitting.....	269
Personnel Profile.....	271
Capital Program (CIP)	
Capital Program Overview.....	274
CIP Resource Summary.....	281
CIP Requirement Summary.....	282
CIP Detail.....	283
CIP Division Summary.....	286
Trends	
TriMet Service District Area.....	298
Top 25 Largest Employers in TriMet District.....	299
Ridership and Expense (Fixed Route).....	300
Local Economic Statistics.....	301
Personnel Profile.....	302
Glossary & Acronyms	
Glossary.....	310
Acronyms.....	316

	<u>Page</u>
Appendix	
Notice of Budget Committee Meeting.....	320
Resolution Approving FY2023-2024 Budget.....	321
Affidavit of Publication, Tax Supervising & Conservation Commission Hearing.....	322
Tax Supervising & Conservation Commission Letter.....	323
Appropriation Schedule.....	324
Resolution Adopting FY2023-2024 Budget.....	325



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TriMet Board of Directors



Dr. Linda Simmons
Board President
District 3: SW Portland

All Board meetings are open to the public. For more information, dates and agendas of meetings, visit trimet.org/meetings/board
To learn more about the Board of Directors, and their roles on the board, visit trimet.org/about/board

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District 7: Clackamas
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TriMet Officials



Sam Desue, Jr.
General Manager



Nancy Young-Oliver
CFO/Budget Officer

Mailing Addresses:

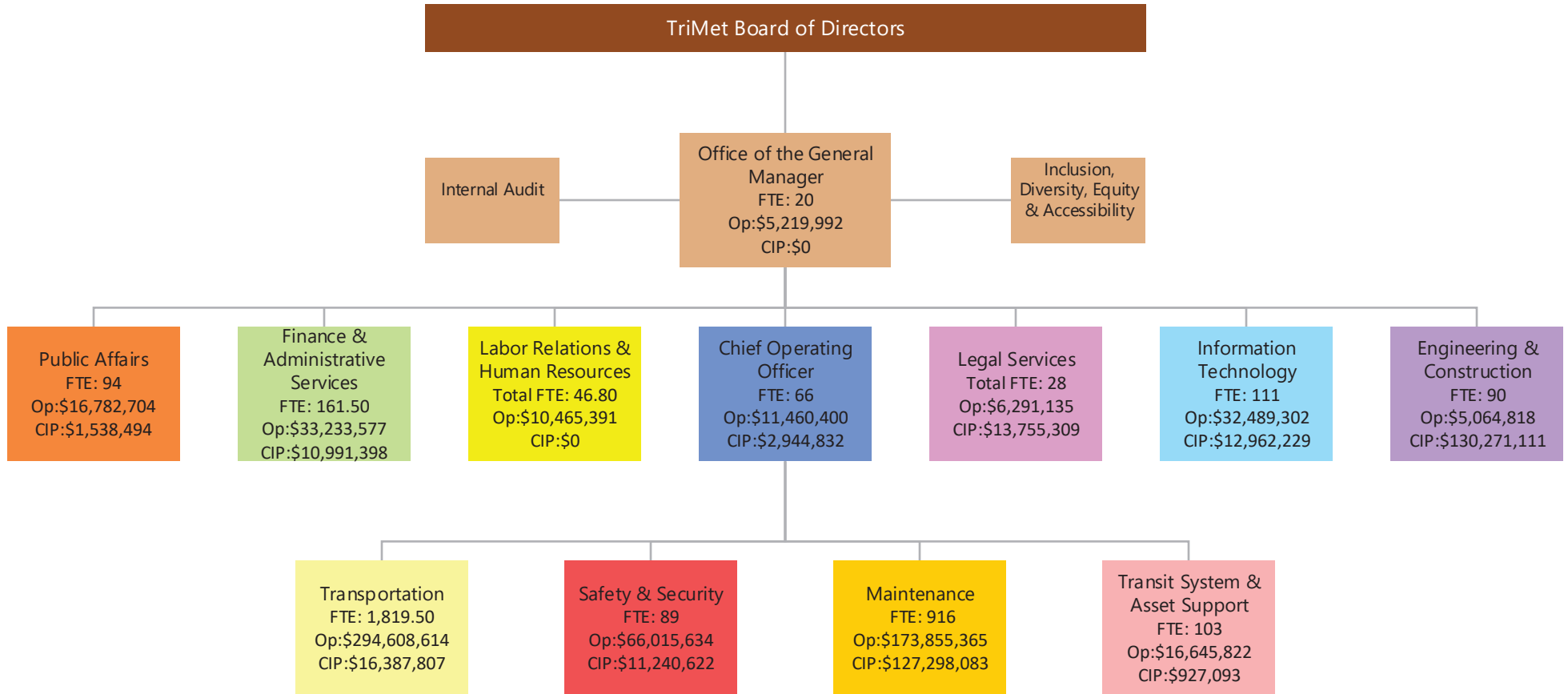
TriMet Board of Directors
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Portland, Oregon 97204

TriMet

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



Budget Organization Chart
FY2024





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**TRIMET
Oregon**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

May 2023

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

Re: FY2024 Adopted Budget

Budget Overview

In FY2024 TriMet continues to provide essential transit service to the tri-county area while recovering from the pandemic. For the first time in over a decade, TriMet will be increasing the adult fares by \$0.30 and the honored citizen and student fares by \$0.15. As in previous years, the FY2024 budget cycle also lends itself to an intensive capital project period. FY2024 will also have its challenges as we continue to implement initiatives, restore ridership and address operator shortages.

The TriMet Adopted Budget for FY2024 outlines a resource and expenditure plan for July 1, 2023 through June 30, 2024.

The FY2024 Adopted Budget totals \$1.93 billion and includes:

- Resources supporting FY2024 total \$1.93 billion including \$76.6 million in operating revenue, \$515.8 million in tax revenues, and \$156.8 million in Federal funding.
- Day-to-day Operating Requirements of \$825.4 million including \$468.5 million to operate the system, \$203.7 million in general and administrative costs, \$87.6 million for pension and other post-employment benefits (OPEB), and \$65.6 million for debt service.
- Capital Improvement Program (CIP) Requirements of \$328.3 million.
- Pass Through Requirements (under which TriMet receives funds required to be provided to other governmental agencies), Funding Exchange Payments (TriMet exchanges its general funds with another governments federal funds) and Special Payments (one time agreements to fund projects for which TriMet benefits) totaling \$20.9 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. FY2024 contingency totals \$24.8 million.
- Ending Fund Balance totals \$728.3 million and is unappropriated and not available for spending in FY2024. Fund balance includes \$100.3 million in restricted bond proceeds and other restrictions to be spent after FY2024; \$43.8 million restricted for future debt service payments; and \$584.2 million in unrestricted fund balance, which for FY2024 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in near-term and future years.

Significant Budgetary Items

Inclusion, Diversity, Equity & Accessibility: In July 2018, TriMet introduced reduced fares for riders with low-incomes. Riders with qualifying incomes can ride for as little as \$28 per month. To date, we have saved riders more than \$12.7 million since the low-income fare program began. Through the span of six years, we have provided more than \$8.4 million worth of subsidized fare to 105 non-profits and community-based organizations through our Access Transit Programs, and \$6 million dollars in free fares through our Summer Pass initiative. We have also provided more than \$1.3 million in reduced fares to 60 non-profits and government entities during the same period.

Transit Service: In September 2022, TriMet introduced the new FX Line [Frequent Express], the agency's first high-capacity bus service. The line has succeeded in improving ridership, on-time performance, and travel times. TriMet will begin to restore bus service throughout FY2024 starting in September 2023 as part of TriMet's Forward Together Plan.

Capital Investments: Substantial completion of the Better Red Project, adding two floors to the Park Avenue Park-n-Ride, and replacing Ticket Vending Machines are three of the major projects in process at TriMet. Other projects include regular replacements of equipment, track and signal infrastructure, and rail crossing safety enhancements.

Electrification: During FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition from diesel-fueled buses toward battery-electric buses (BEB). In FY2020, TriMet began testing its first five short-range battery electric buses. Electrification infrastructure has been the focus of FY2021 through FY2023 to ensure Merlo and Powell garages are ready to support an expanded fleet of long-range battery electric buses. Five BEB entered service in FY2022 with an additional 24 BEB set to arrive in FY2024.

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 (in Millions)	FY2021 Actual	FY2022 Actual	FY2023 Estimated	FY2024 Adopted	Trend Analysis
Revenues					
Passenger Revenues	\$39.4	\$49.2	\$51.3	\$ 56.3	The pandemic continues to have a profound impact on the passenger revenues. Our trending of ridership and service expects a 6% increase over FY2023. FY2024 includes a fare increase of \$0.30 for adult and \$0.15 for honored citizen and youth. The increase is over the base \$2.50/\$1.25 fares respectfully and will be implemented January 2024.
Payroll Taxes	\$415.5	\$463.5	\$483.9	\$515.8	Payroll taxes continue to perform well. Although down from pre-pandemic forecasts, the tax revenue is expected to grow 6.2% over FY2022 and 4.8% over FY2023.
Federal Operating Grants	\$302.6	\$241.4	\$152.8	\$156.8	Federal operating grants have been influenced by federal stimulus acts and are shown as one-time resources during FY2021-24.
Expenditures					
Personnel Services (not including OPEB)	\$346.4	\$341.8	\$367.4	\$441.3	Average cost increases in personnel services [wages & benefits] are about 10%. FY2023 and FY2024 include vacancies while FY2021 and FY2022 are the actual for the year.
Materials & Services (not including OPEB)	\$139.8	\$157.5	\$182.6	\$230.8	In FY2021 and FY2022, materials and services for regular operations spending came in significantly less due to reduced spending. FY2023 while higher it is still below the budget of \$202.0 million. FY2024 has increases in security services, diesel fuel, and contracted services for accessible transportation.
Ridership (Fixed Route)	39.9	49.5	56.9	59.0	Ridership is expected to grow nearly 50% over FY2022 through FY2026 then taper off to more moderate growth of 5% for the next several years.
Employment (Tri-County)	784,400	824,200	857,200	882,900	In an economic report from the State of Oregon it was recently stated nearly all of the job loss from the pandemic has been recovered. Job growth will flatten a bit, but we may escape a recession despite the high inflation rates.

Differences between the Proposed and Adopted Budget

Changes in resources and requirements are summarized in the chart below. Of most significance is an increase to the Capital Program due to carryover of some projects from FY2023 into FY2024. In addition, changes in the following as a result of updated forecasting and new information include:

- Revenue projections
- Federal funding
- Pass Through/Fund Exchanges/Special Payments
- Capital projects
- Contingency

The net cumulative effect of all FY2024 budget changes between the Proposed and Adopted budgets result in an increase in Resources and Requirements totaling \$10.6 million. These changes are within the limit allowed by Local Budget Law (ORS 294.450), and are summarized in the table below.

Resource Budget Changes: FY2024 Proposed to Adopted Budget			
Description of Change	Proposed	Adopted	Change
Increased the Beginning Fund Balance restricted bond proceeds & restricted debt service due to the final reconciliation of capital projects.	\$ 197,620,457	\$ 201,925,840	\$ 4,305,383
Increased the Unrestricted Budgetary Fund Balance as a result of updated projections for FY2023 (capital and operating projects carryover).	\$ 717,175,139	\$ 725,624,891	\$ 8,449,752
Decreased Transit Advertising and ATP Service Contract Revenue to reflect most recent projection.	\$ 77,055,000	\$ 76,565,500	\$ (489,500)
Increased Other Federal/State/Local Operating Grants to reflect most recent projection.	\$ 204,447,800	\$ 206,534,600	\$ 2,086,800
Decreased Other Non-Operating Resources using updated projection.	\$ 22,716,700	\$ 16,316,500	\$ (6,400,200)
Increased CIP Resources as a result of updated cash flows and adjustments to carryover projects.	\$ 129,817,748	\$ 132,608,414	\$ 2,790,666
Decreased Light Rail Program Resources (no capital carryover).	\$ 8,225,595	\$ 8,100,000	\$ (125,595)
Total	\$ 1,357,058,439	\$ 1,367,675,745	\$ 10,617,306
Requirement Budget Changes: FY2024 Proposed to Adopted Budget			
Description of Change	Proposed	Adopted	Change
Increased funds mainly due to addition of new positions and final adjustments to salary program in Personnel Services.	\$ 438,676,762	\$ 441,348,154	\$ 2,671,392
Increased Materials & Services for updated PI/PD projection in Bus and Rail Transportation Departments.	\$ 225,356,800	\$ 230,784,600	\$ 5,427,800
Increased CIP due to the carryover of some projects from FY2023 into FY2024.	\$ 322,347,071	\$ 328,316,978	\$ 5,969,907
Decreased Pass Through/Fund Exchanges/Special Payments using updated projection.	\$ 27,317,400	\$ 20,917,200	\$ (6,400,200)
Increased Contingency primarily to reflect changes in Personnel Services, Materials & Services and Other Post Employment Benefits.	\$ 24,519,804	\$ 24,760,753	\$ 240,949
Decreased Other Post Employment Benefits due to additional positions budgeted in Capital Program.	\$ 87,681,386	\$ 87,613,832	\$ (67,554)
Increased Restricted Bond Proceeds & Other Restricted primarily for Capital Program projects being pushed beyond FY2024.	\$ 97,803,616	\$ 100,281,521	\$ 2,477,905
Increased unrestricted ending fund balance due to increased expenses on Personnel Services, Materials & Services and Capital.	\$ 583,887,473	\$ 584,184,580	\$ 297,107
Total	\$ 1,807,590,312	\$ 1,818,207,618	\$ 10,617,306

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, goals, purpose, and primary roles in the region that set the strategic framework for our actions. The graphic below illustrates the twelve Goals within each Goal Category.

TriMet has made progress on and substantially completed many of the FY2023 Business Plan Key Strategic Actions. Major accomplishments include:

- ✓ Reimagining safety and security process improvements underway with new positions now operating on the system and substantial hiring completed.
- ✓ Forward Together concepts developed and shared with public and stakeholders for engagement and feedback.
- ✓ More than doubled target for hiring operators.
- ✓ Training on de-escalation techniques.
- ✓ Training on micro-aggressions provided to all non-union employees and union employees in Maintenance and Rail Operations.
- ✓ Substantial increases in presence on the system for safety and security.
- ✓ Climate Action Plan completed and in implementation stages for various actions.
- ✓ Training procedures in place for operators signing battery electric bus service blocks.
- ✓ FX2-Division began public service, completing multiple years of public engagement, engineering, and construction.
- ✓ TriMet became the first transit agency in the North America to install and operate new generation cloud-based transit signal priority system with bus-only lanes and bus-only signals.
- ✓ TriMet and the Amalgamated Transit Union (ATU) reach agreement to extend the Working and Wage Agreement into 2024. The current agreement is in effect December 1, 2019 to November 30, 2024.
- ✓ Implemented organization recommendation to create office of inclusion, diversity, equity, and access.
- ✓ On track to meet all six Strategic Financial Plan guidelines for FY2023.



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 FY2024, the goals will be achieved through 32 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 for the year. These are developed and refined with TriMet staff, executive leadership, and with public meetings 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. The table below provides excerpts from TriMet’s Strengths, Weaknesses, Opportunities, and Challenges.

Strengths	Weaknesses
<ul style="list-style-type: none"> • System safety is a value at TriMet • Mission-driven work • Overall positive public support of TriMet • Taking clear steps to reduce greenhouse gas and other emissions • Ability to maintain highest bond ratings • High Hop Fastpass® use 	<ul style="list-style-type: none"> • Have not yet fully achieved a consistent culture of safety • Shortage of operators • Human resources challenges in competitive hiring environment • Employee recruitment, engagement, and retention risks • Capital asset maintenance and replacement needs • Still developing succession planning and technical capacity
Opportunities	Challenges
<ul style="list-style-type: none"> • Increase safety and security community partnerships and strategies • Autonomous vehicle technology • Further transit-oriented development leveraging • Further expand diversity of TriMet employees and contractors • Advances in battery and hydrogen technology 	<ul style="list-style-type: none"> • Need to increase ridership • Community economic issues negatively impacting urban and transit experience • Camping near or in TriMet right-of-ways and service corridors • Enhancing safety of employees who provide direct service to customers • Increased vandalism to passenger facilities and vehicles

FY2024 Strategic Priorities include:

- Rebuild and earn new **Ridership**
- Enhance our focus on **Safety** for riders and employees
- Emphasize **Inclusion, Diversity, Equity, and Access** for riders, employees and community members
- Create a welcoming environment for **Employees and Enhance the Employee Experience**
- Seek opportunities to earn trust with **Community and Partnerships**
- Support priorities through **Financial Stewardship and Capacity**

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](https://www.trimet.org/plan) on trimet.org. The following two pages provide an excerpt of the key strategic actions, by category and objective, over the next five years, showing how the goals will be accomplished.

Excerpted Objectives	Excerpted Key Strategic Actions	FY24	FY25	FY26	FY27	FY28
Customers						
Goal 1: Satisfied Riders						
1A. Provide safe service	Train, recertify and coach operators to support safe operations and customer service	◆	◆	◆	◆	◆
1B. Increase ridership	Implement Forward Together through engagement with riders, public, and other partners	◆	◆	◆	◆	◆
1C. Improve customer experience, information, and services	Analyze causes of stops and delays in service, develop mitigations, and implement	◆	◆	◆	◆	◆
1D. Ensure equitable distribution of services and resources	Actively encourage accessibility improvements by jurisdictions, including supporting search for grants or other funding sources		◆	◆	◆	◆
Goal 2: Satisfied community stakeholders and employers						
2A. Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint	Deliver actions and changes called for in TriMet's Climate Action Plan	◆	◆	◆	◆	◆
2B. Advance mobility for those with limited options	Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity & Title VI Update, low income fare, fare policy, and others.	◆	◆	◆	◆	◆
2C. Support economic opportunity for all by expanding employee access to jobs and customer access to businesses and services	Continue to provide and enhance service that provides access to economic opportunity	◆	◆	◆	◆	◆
2D. Help shape the future of cities and our region in line with Metro 2040 Growth Concept	Complete project development and construction of HollywoodHUB project including TriMet infrastructure changes necessary for project and affordable housing	◆	◆	◆	◆	
2E. Ease congestion by providing attractive travel options during peak periods	Continue to seek opportunities with jurisdictions to implement transit priority to reduce delays during peak traffic periods	◆	◆	◆	◆	◆
Goal 3: Supportive broader community						
3A. Ensure strong support for transit and TriMet	Plan for and create more opportunities and venues for GM and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies	◆	◆	◆	◆	◆
3B. Increase funding for regional mobility expansion	Manage the HB2017 funds to support enhanced service and meet all regulatory requirements	◆	◆	◆	◆	◆
Internal Business Practices						
Goal 4: Deliver safe, efficient and equitable service						
4A. Increase personal safety	Train for and use crime prevention and security through environmental design enhancements	◆	◆	◆	◆	◆
4B. Provide reliable performance	Hire and retain service workers and mechanics to preserve and expand service	◆				
4C. Improve service delivery	Implement rail operation optimization technology (ROOT)	◆	◆			
4D. Increase resiliency	Implement cybersecurity roadmap	◆				
Goal 5: Design and deliver successful projects						
5A. Develop higher capacity bus services	Complete bus rapid transit master plan	◆	◆			
5B. Develop partnerships to support faster and more reliable bus service	Develop and deliver enhanced transit bus priority projects with regional and local partners	◆	◆	◆	◆	◆
5C. Improve existing MAX infrastructure for ongoing reliability and capacity	Deliver budget-approved state of good repair projects on-time and on budget	◆	◆	◆	◆	◆
Goal 6: Business practices that create value and spur innovation and continuous improvement						
6A. Grow business inclusion and diversity efforts	Use equity lens framework in support of TriMet projects and programs	◆	◆	◆	◆	◆
6B. Increase financial resources	Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan	◆	◆	◆	◆	◆

Excerpted Objectives	Excerpted Key Strategic Actions	FY24	FY25	FY26	FY27	FY28
People and Innovation						
Goal 7: Ensure a culture of safety						
7A. Successfully implement the Safety Management System (SMS) across the organization	Begin implementation of safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety	◆	◆	◆		
Goal 8: TriMet is where diverse and talented people want to come, stay, and thrive						
8A. Invest wisely in people	Engage with ATU and other stakeholders to develop initiatives to cover in negotiations for new Working and Wage Agreement	◆	◆			
8B. Ensure open and honest communication between management and direct-customer-serving employees	Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public	◆	◆	◆	◆	◆
8C. Foster sense of community and cross-functional camaraderie	Conduct and act on results from employee engagement survey	◆	◆	◆	◆	◆
8D. Achieve agency Affirmative Action goals	Continue to develop Affirmative Action Plan, track performance, and implement actions	◆	◆	◆	◆	◆
8E. Recruit a talented workforce	Continue recruiting activities appropriate for vacant positions as needed	◆	◆	◆	◆	◆
8F. Pursue professional growth for employees	Develop and implement succession program	◆	◆	◆		
Goal 9: Foster service excellence and innovation						
9A. Foster employee innovation, including process improvements and partnerships	Develop regional trip planning capability to support more seamless transfers with other transit providers	◆	◆			
Financial						
Goal 10: Fiscally sound and compliant						
10A. Manage financial performance within Strategic Financial Plan guidelines	Manage and align financial performance and decision-making with the Strategic Financial Plan	◆	◆	◆	◆	◆
Goal 11: Manage assets to ensure safety and optimize value, performance, and resiliency						
11A. Meet or exceed state of good repair targets for all identified asset classes	Commission and begin service with Type 6 light rail vehicles as they are delivered by the manufacturer and replace and retire Type 1 light rail vehicles	◆	◆			
Goal 12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan						
12A. Manage financial capacity to deliver regional expectations for service growth	Complete a fiscally sustainable five-year internally agreed upon Capital Improvement Plan	◆				
12B. Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost	If adopted by the TriMet Board of Directors, implement fare increase in FY2024	◆				

*The Business Plan was approved prior to the May Board approval of the fare increase, therefore, not reflected in this table.

Priorities & Issues: The following table identifies the key principal issues and actions in developing the FY2024 Budget.

Priorities & Issues	Actions	Business Plan Goal & Objective
Internal Policy		
Meet or exceed strategic financial goals	<p>The FY2024 Budget has been developed to meet or exceed all strategic financial guidelines including the following: fiscal policies, unrestricted fund balance and contingency policy, debt management policy, fare policy, capital improvement plan, and pension and OPEB funding plans.</p> <p>The FY2024 includes consideration of the first fare increase in over a decade.</p>	<p>Category: Financial</p> <ul style="list-style-type: none"> ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> • Objective #10A: Manage financial performance within Strategic Financial Plan guidelines; ➤ Goal #12: Financial capacity of advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> • Objective #12A: Manage financial capacity to deliver regional expectations for service growth
Economic		
Recover lost ridership and passenger revenues	<p>TriMet ridership and therefore passenger revenues are down over 50% due to the continuing effects of the pandemic and slow to return to in-person work. The FY2024 Budget includes funding to recover ridership through marketing efforts, continued cleanliness of vehicles and service delivery changes.</p>	<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #1B: Increase ridership; • Objective #1D: Ensure equitable distribution of services and resources
Regulatory		
Reduce Carbon Emissions	<p>In adherence with the Clean Air Act and Oregon’s Climate Smart Strategies, in FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition away from diesel fuel for buses and a move toward battery-electric buses. In FY2022, TriMet authorized the purchase of 24 battery electric buses which are expected to arrive in FY2024. In FY2024 TriMet will dedicate funding to complete purchase and implementation of charging infrastructure.</p>	<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> • Objective#2A: Improve environmental sustainability and stewardship and reduce TriMet’s carbon footprint • Objective #2E: Ease congestion by providing attractive travel options during peak periods
Meet Transit Asset Management (TAM) requirements	<p>The FTA requires the development and implementation of a TAM plan to ensure assets are maintained in a State-of-Good-Repair. The FY2024 Budget includes continued replacement of Type I light rail vehicles, farebox replacements and other capital improvement projects to maintain existing assets in a state of good repair.</p>	<p>Category: Financial</p> <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> • Objective #11A: Meet or exceed state of good repair targets for all identified asset classes
Legislative		
Meet HB2017 – Statewide Transportation Improvement Fund requirements	<p>HB2017 moneys are to finance public transportation services including creation and continuation of new systems and services, planning and development. In FY2024, TriMet has dedicated funding to preserving existing service, the low-income fare program, and capital improvements such as bus stop amenities, ADA improvements, and other improvements.</p>	<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #1A: Provide safe service • Objective #1D: Ensure Equitable distribution of services and resources

Differences from Prior Year

While the pandemic continues to influence budget development, much of the FY2024 Adopted Budget is similar in comparison to the FY2023 Adopted Budget. There have been improvements in ridership; however, the agency has a long way to go before it can report a “fully recovered” status. A few of the major differences in comparison to FY2023 include:

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

Operator Shortages: The agency has been challenged, similar to many other agencies and industries, with a labor shortage amongst its operators. TriMet has taken measures such as increasing the starting wage, initiating hiring and referral bonuses to hire more operators. This will remain a major focus area in FY2024, as the effect of not having operators has affected service delivery.

Capital Improvement Projects: FY2024 will see extensive work completed on the *Better Red* Project [Red Line Extension]; farebox replacements; and adding parking capacity to the Park Avenue parking facility.

IDEA Strategy: During FY2023, TriMet took a big step supporting the Strategic Priority to “Emphasize **Inclusion, Diversity, Equity, and Access** for riders, employees and Community members.” In 2023, TriMet’s General Manager established TriMet’s first ever Office of Inclusion, Diversity, Equity & Accessibility (IDEA). The new office is being led by TriMet’s Chief Inclusion, Diversity, Equity & Accessibility Officer who will lead a team responsible for establishing the agency’s first ever Diversity, Equity, Inclusion, and Accessibility Plan, and continue to grow and develop new and existing initiatives in support of TriMet’s riders, employees and community.

New Division: FY2024 also includes the establishment of the Transit System & Asset Support Division. The division has the overall responsibility to develop and ensure implementation of effective programs related to the overall support and active management and monitoring of the transit system and its assets.

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

TriMet has not experienced any major changes to tax revenue receipts. However, the passenger fares are down significantly compared to pre-pandemic levels by nearly 50%, which is a direct reflection of current ridership. TriMet cut service starting in March 2020 due to the pandemic and the various stay-at-home and social distancing requirements. Service was partially restored on Bus in September 2021, however was reduced again in January 2022 due to operator shortages.

Service hours in FY2024 are 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. However, as stated above, operator shortages will put extensive pressure on the ability to add back any service. The service improvements come from TriMet’s Forward Together Plan and include the following changes:

- 6 new frequent service lines
- New and improved service to OHSU and the VA hospital
- Improved service around high schools
- Increased frequency on non-frequent service lines, and
- Some route changes and service discontinuations

The status of service compared to pre-pandemic:

- Bus, Metropolitan Area Express (MAX), and Westside Express Service (WES) service combined currently running 9,256 or 18% weekly vehicle hours below pre-pandemic levels
 - Bus service down 19.5%.
 - MAX service down 7.8%.
- WES service down 33.6%.
- Accessible Transportation (LIFT) continues as a demand service, however, current fiscal year has operated at 38% below the pre-pandemic level (February 2020).

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



FINANCIAL STRUCTURE, POLICY, and PROCESS

Budgetary Fund Description/Structure & Basis of Budgeting

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

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

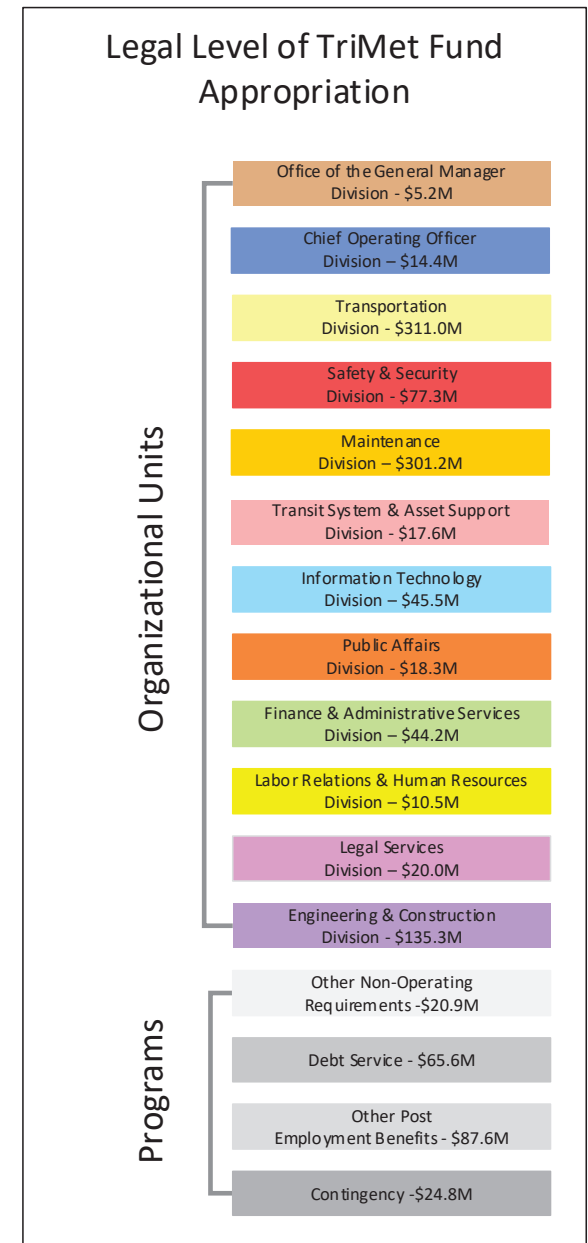
Basis of Budgeting: TriMet budgets on the cash basis whereas TriMet's financials are issued on the full accrual basis of accounting or Generally Accepted Accounting Principles (GAAP). Differences in revenues and expenses from budgetary basis to full accrual (GAAP) include:

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

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

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







Organizational Units: TriMet utilizes twelve different organizational units to manage its goals as an agency. New in FY2024 is the Transit System & Asset Support Division which will embark on providing the overall strategy for Transportation, Maintenance, Safety & Security and Information Technology Divisions to efficiently and cohesively work together to obtain better results on the system and improving infrastructure.



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 FY2024 Budget document complies with the following strategic financial policies to help guide financial decision making.

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

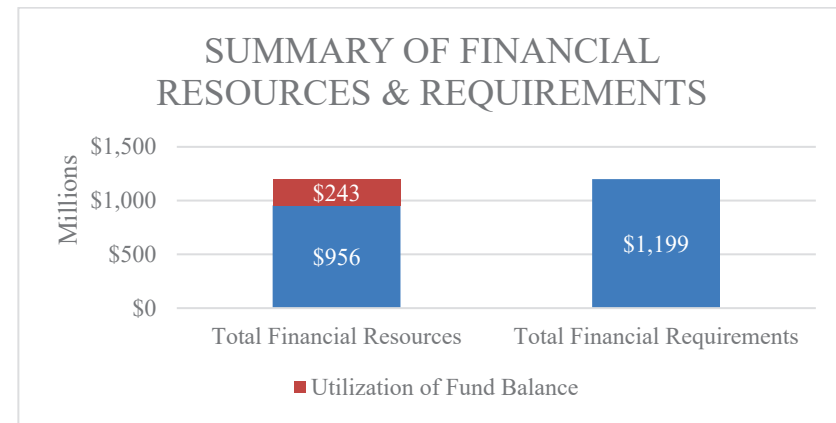
Balanced Budget

In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2024 Budget:

- Maintain between 2.0 and 2.5 months operating reserves.
- Maintain a minimum contingency of 3% adjusted upwards as needed to address significant impacts, such as negotiations on the WWA.
- Ensure one-time-only expenditures are balanced with one-time-only revenues.
- Utilize continuing revenues to fund continuing and one-time expenditures.
- Make contributions of \$62.4M to the management and union pension plans and/or OPEB.
- Materials and services were held in alignment with the previous year. Items driven by rate setters outside the agency's control (i.e., diesel fuel, utilities, etc.) were adjusted accordingly.

TriMet then considers the budget balanced each year under three scenarios 1) when total revenues are equal to total expenditures resulting in no change to fund balance, 2) total revenues exceed total expenditures resulting in increases to ending fund balance, and 3) expenditures exceed revenues and spending from previous year's excess fund balance occurs resulting in a decrease in fund balance.

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



For FY2024, TriMet's Budget is balanced under **scenario three**; expenditures are greater than resources resulting in a decreased ending fund balance. Although TriMet's projected fund balance is declining over that of FY2023, it is well above 2.5 months of operating reserves. Management's plan is to end the year with excess ending fund balance in order to address forecasted funding shortfalls in near-term and future years resulting from the loss of revenues during the pandemic.

Budget Process

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

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

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

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

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

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

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

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

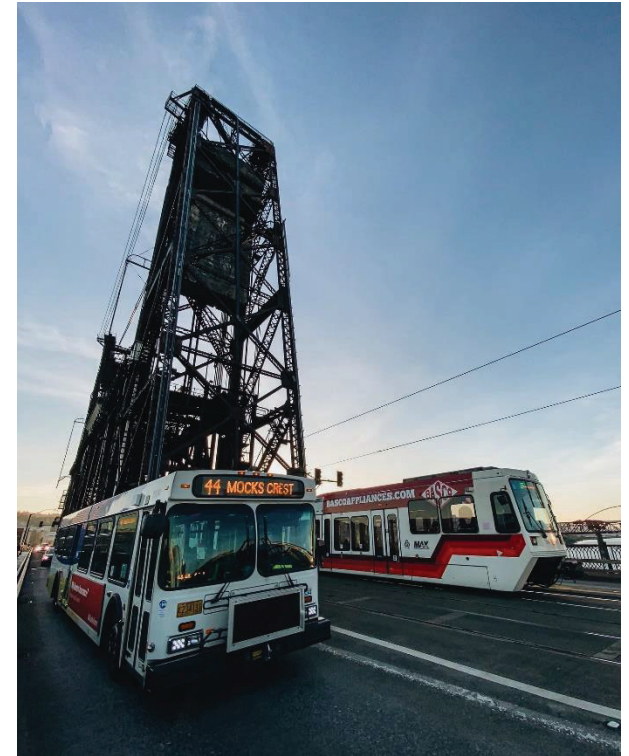
TriMet maintains a community budget web page: www.trimet.org/about/accountability.htm#financial. The site contains TriMet’s Proposed, Approved and Adopted Budgets, along with TriMet’s audited financial statements, Strategic Financial Plan, Pension/OPEB Valuations, and Board approved policies.

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

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

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

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



IMPLEMENTATION PHASE

JULY

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

ADOPTION PHASE

APRIL TO JUNE

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

APPROVAL PHASE

MARCH

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



PREPARATION PHASE

SEPTEMBER TO DECEMBER

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

REVIEW & DECISION PHASE

JANUARY TO FEBRUARY

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

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

FINANCIAL SUMMARIES

Fund Balance

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

Unappropriated fund balance includes the following three categories:

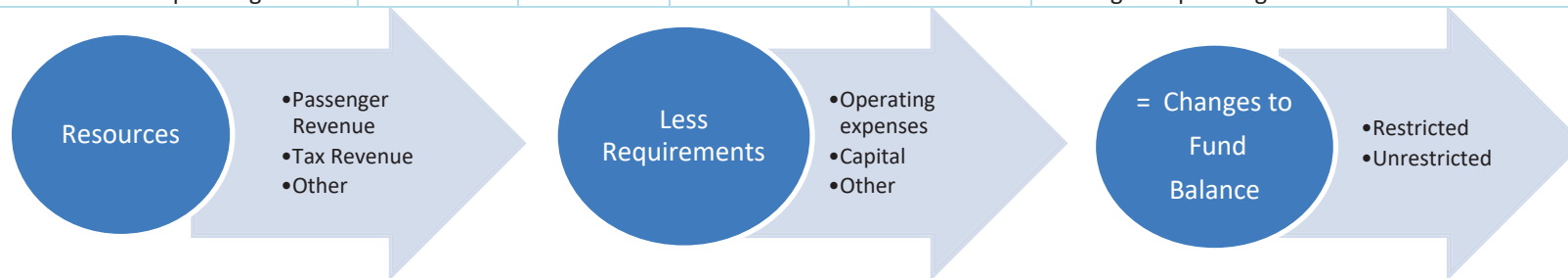
- Restricted Bond Proceeds & Other Restricted funds including funds held for major capital project spending in a subsequent year.
- Restricted Debt Service includes funds held to pay debt obligations in a subsequent year.
- Unrestricted Fund Balance includes cash, investments, receivables, prepaid expenses,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

Beginning fund balance	\$971.7
+ All increases (resources)	\$956.0
- All Decreases (requirements)	(\$1,199.4)
= Ending Fund Balance	\$728.3

Causes & consequences of changes in fund balance: Differences in fund balance may occur due to differences from budget to actual results in either revenues or expenditures. TriMet forecasts passenger and tax revenues based on historical trends, service changes, and growth in the region, which may be different than actual results. In addition, TriMet's expenditures may be less than budgeted due to vacancies in approved positions, unscheduled overtime (often caused by inclement weather), and delays in major capital project development. However, TriMet is reducing fund balance by 25% in FY2024 largely in part to utilization of bond proceeds on projects and the cost of operations.

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

Fiscal Year Ending	FY2023 Est. Actual	FY2024 Budget	\$ Change	% Change	Explanation
Restricted For Bond Proceeds	\$201.9	\$100.3	(\$101.6)	(49.7%)	TriMet is expected to spend down and utilize existing bond proceeds.
Restricted for Debt Service	\$44.1	\$43.8	(\$0.3)	(0.7%)	Future obligation for debt service.
Unrestricted Fund Balance	\$725.6	\$584.2	(\$141.4)	(19.5%)	Utilizing stimulus proceeds to meet service needs.
Operating Requirements	\$674.0	\$825.4	\$151.4	22.5%	Higher than previous year due to agency reorganization and restructuring effort.
Budgeted Months of Operating	12.9	8.5			The higher operating months reserve will address future deficit.



Revenues and Requirements Discussion

The TriMet Adopted Budget for FY2024 outlines a resource and expenditure plan for July 1, 2023 through June 30, 2024. Following is a discussion on short-term factors, presented by resources and requirements, which have guided the development of this annual budget.

Revenues

Approximately 91% of TriMet’s operating resources come from three sources; payroll tax revenues, passenger revenues and federal funds [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 FY2024 resources is \$1.93 billion, a \$3.6 million decrease over the FY2023 Budget. Following is a discussion on each revenue source and the chart to the right provides a high-level summary of resources by source.

Operating Revenues

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

Passenger Revenue - The revenue TriMet earns from passenger fares is forecast to cover \$56.3 million in current annual operating costs, or 8.4% of our operating expenses (less Other Post-Employment Benefits and Debt Service). The FY2024 Adopted Budget assumes the first base fare increase in a decade of \$0.30 for an adult fare and \$0.15 for honored citizens and youth. FY2024 passenger revenues are forecasted based on ridership activity since the pandemic began and is estimated to be \$6.1 million lower than the adopted FY2023 Budget, although 47.3% lower than FY2019 [pre-pandemic level]. The continuation of the Low-Income Fare Program, Hop Fastpass® market penetration, and continued on-time performance will have positive effects on returning ridership.

Hop Fastpass® – In Fiscal Year 2018, Hop Fastpass® launched, bringing the region’s riders a state-of-the-art fare collection system, serving TriMet, C-TRAN and Portland Streetcar customers. Since then, adoption of the electronic fare system has increased dramatically. Now more than 86% of TriMet’s passenger revenues flow through the Hop system.

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

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

Budgeted Resources (millions)				
Source	FY2023	FY2024	Increase (Decrease)	% Change
Operating	\$78.8	\$76.6	(\$2.2)	(2.8%)
P/R Taxes	\$470.1	\$515.8	\$45.7	9.7%
Federal	\$164.5	\$156.8	(\$7.7)	(4.7%)
Other	\$40.2	\$49.8	\$9.6	23.9%
CIP/Light Rail	\$96.5	\$140.7	\$44.2	45.8%
Non-Operating	\$16.4	\$16.3	(\$0.1)	(0.6%)
Beg. Fund Balance	\$1,064.7	\$971.7	(\$93.0)	(8.7%)
Total Resources	\$1,931.2	\$1,927.6	(\$3.6)	(0.2%)

Note: Numbers have been rounded

Accessible Transportation Contract Revenues - State and federal sources dedicated to LIFT Paratransit Service revenues are estimated at \$6.5 million for FY2023 and expected to rebound in FY2024 to \$7.0 million.

Service Contract Revenues - This category contains only Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. In FY2024, these revenues are projected to be \$9.2 million.

Advertising Revenues - This category contains transit advertising revenue from local vendors advertising on TriMet buses and light rail vehicles. In FY2024, these revenues are projected to be \$4.0 million.

Non-Operating Revenues

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

Payroll Taxes

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

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

The Board of Directors 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 has helped or will help pay for additional service such as the Division Transit Project, Better Red project and other new service-related projects identified in TriMet's Service Enhancement Plans and the Capital Improvement Program (CIP).

TriMet is projecting stable payroll tax revenue growth through FY2024, with an underlying growth rate of 3.6%. By comparison, average annual growth of underlying employer payroll tax has been 6.0% over the last five years, inclusive of recovery from pandemic and inflation impacts.

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

Self-employment Tax Revenues – The underlying growth from self-employment tax revenues is expected to increase 2.4% over FY2023. The five-year average growth has been 3.2%. FY2023 is expected to finish about 20.3% higher than FY2022 (inclusive of growth from the tax rate increase, inflation, and job growth), with FY2024 budgeted to be approximately 11.2% lower than FY2023. This fluctuation is due the timing of payments associated with Self-Employment Tax Revenues and some stagnant growth that has been experienced. Self-employment tax revenues make up 4.1% of payroll tax revenue.

Federal Resources

Federal Grants - Federal operating funds total \$156.8 million or 19.6% of TriMet's resources for operations. This includes the American Rescue Plan (ARP) of \$104.5 million, Section 5337 State of Good Repair of \$23.3 million, 5310 Enhanced Mobility of Seniors & Individuals with Disabilities of \$1.3 million, and other smaller federal grants of \$5.9 million. Additionally, TriMet receives \$21.8 million dollars a year in federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional rail program debt service.

The Bipartisan Infrastructure Law that was signed by the President in November 2021 reauthorized surface transportation programs for FY2022-2026. This replaced the Fixing America’s Surface Transportation (FAST) Act that was in effect for five years (FY2016-2020) but was extended one year (FY2021), until the new law was enacted.

CARES Act, CRRSAA, and ARP Federal Funds – TriMet received \$184.9 million in CARES Act funding during FY2020 through FY2021 and as a result of the CRRSAA federal award, TriMet received an additional \$195.4 million through the end of FY2022. The American Rescue Plan (ARP) will provide TriMet with an additional \$289.1 million which the agency began drawing in FY2022, and will last through FY2024. These Federal funds are a one-time-only resource used to prevent, prepare for and respond to the pandemic and allows TriMet to continue providing service that would otherwise need to be cut due to overall lost revenues resulting from the pandemic and orders to work-from-home.

State & Local Operating Grants

HB2017: The passage of House Bill 2017 Keep Oregon Moving (HB2017) by the Oregon Legislature in summer 2017 to address many different transportation issues across the state, established a statewide employee payroll tax of 1 tenth of 1 percent, that dedicates funds for public transportation. TriMet received its first allocation of grant funds in May 2019 and has since received regular quarterly allocations. TriMet is budgeted to utilize \$42.8 million in HB2017 funding in FY2024 for operating programs.

Other Revenues

In FY2024, other revenues are budgeted at \$5.4 million including interest revenue, revenue sale of fuel credits and other miscellaneous revenue, which is 0.9% of TriMet’s operating revenues.

Capital Resources

Capital Resources total \$328.3 million, including \$58.0 million in State, Local government & Private Contributions; \$82.8 in Federal Transit Administration Grants; \$101.6 in Revenue Bond Proceeds; and \$86.0 in Operating Resources Dedicated for Capital.

Requirements

TriMet’s requirements total \$1.93 billion for FY2024. 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.

FY2024 requirements total \$1.93 billion (including fund balance), a \$3.6 million decrease over the prior year or 0.2% lower.

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	FY2023	FY2024	Increase (Decrease)	% Change
Personnel Services	\$484.5	\$528.7	\$44.2	9.2%
Materials & Services	\$202.3	\$231.1	\$28.8	14.2%
CIP	\$304.1	\$328.3	\$24.2	8.0%
Pass Through	\$22.2	\$20.9	(\$1.3)	(5.9)%
Debt	\$63.1	\$65.6	\$2.5	4.0%
Contingency	\$34.7	\$24.8	(\$9.9)	(28.5%)
Fund Balance	\$820.4	\$728.3	(\$92.1)	(11.2%)
Total Requirements	\$1,931.2	\$1,927.6	(\$3.6)	(0.2%)

Note: Numbers have been rounded.

Operating Requirements

HB2017 – The FY2024 Budget commits HB2017 funds to pay for preserving and expanding service, operation of a Transit Assistance Program, student fare programs, the enhanced transit corridor program, senior & disabled transportation and bus stop improvements.

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

Compensation, Pension Funding & Benefit Costs – The FY2024 Adopted Budget includes a non-union merit increase of up to 6% of baseline salaries. Management and the ATU agreed to a two-year extension of the existing Working and Wage Agreement that was set to expire November 30, 2022. The current agreement is now extended through November 30, 2024. The extension includes a union wage increase of 7.5% effective December 1, 2022 and 4.0% wage increase effective December 1, 2023.

The FY2024 Budget includes funding of the TriMet Defined Benefit (DB) pension plans for both union and non-union, both of which are closed and new hires now participate in a Defined Contribution (DC) pension plan. Such contributions will continue until the plans are fully funded which is defined as 93% funded or greater. Whereas at the end of FY2021 both DB plans were considered fully funded at 93% or greater, due to the downturn in market conditions, the funds fell below 93%. As reported in the FY2022 audited financial statements, the non-union plan is 92.3% funded and the union plan 76.7% funded. The FY2024 Adopted Budget is consistent with the pension policies within the Strategic Financial Plan, approved by the Board of Directors on February 26, 2014 and amended November 23, 2019. The policy states that once the DB pension plans are fully funded, the same level of funding would annually be directed to fund the OPEB liability plan.

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

Diesel Fuel - The cost of bus diesel fuel has decreased over the past five years. From a high in FY2015 at \$3.15 per gallon to a low in FY2020 at \$0.62 per gallon (onset of pandemic). The average in FY2021 was around \$1.95 per gallon and FY2022 was \$2.67 per gallon. Year-to-date FY2023 reflects an average of \$3.60 per gallon, a bit lower than the budgeted \$4.25 per gallon, whereas FY2024 Budget reflects \$4.29 per gallon. On average TriMet pays a 3% to 5% premium for the change to renewable diesel, however, cleaner emissions is an active goal for the agency.

Non-Operating Requirements

Capital Maintenance and Replacement – The FY2024 Budget includes just over \$328.3 million towards capital projects including, light rail maintenance of way, light rail vehicle maintenance, facilities modernization, technology changes and station upgrades. The capital investments are further described in the Capital Improvement Program (CIP) section.

Debt Service – In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2024 debt service is \$65.6 million, of which \$44.1 million is senior lien debt or 5.8% of continuing revenues, meeting the goal set by the Board.

Pass Through & Special Payments – TriMet will pass-through to sub-recipients \$16.3 million, participate in Regional funding exchanges totaling \$3.7 million with Metro, and special payments of \$0.9 million with the City of Portland.

Contingency – Contingency is an appropriated amount of a minimum of 3% of operating requirements and adjusted for risks and those activities unknown at the time of budget adoption. FY2024 contingency totals \$24.8 million.

Long Range Planning

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

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

Financial Forecast Summary (millions)										
Fiscal Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenues	\$ 836	\$ 899	\$ 948	\$ 985	\$ 1,008	\$ 1,033	\$ 1,078	\$ 1,124	\$ 1,171	\$ 1,224
Expenditures	\$ 845	\$ 910	\$ 969	\$ 1,025	\$ 1,070	\$ 1,123	\$ 1,178	\$ 1,239	\$ 1,210	\$ 1,222
Revenues over Expenditures	\$ (9)	\$ (11)	\$ (21)	\$ (40)	\$ (62)	\$ (90)	\$ (99)	\$ (115)	\$ (39)	\$ 2
Beg./Unrestricted Budgetary Fund Balance	\$ 707	\$ 698	\$ 686	\$ 666	\$ 626	\$ 564	\$ 474	\$ 374	\$ 259	\$ 220
End./Unrestricted Budgetary Fund Balance	\$ 698	\$ 686	\$ 666	\$ 626	\$ 564	\$ 474	\$ 374	\$ 259	\$ 220	\$ 222
Months Unrestricted Budgetary Fund Balance	10.40	9.47	8.60	7.63	6.57	5.25	3.95	2.59	2.26	2.25

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

Passenger Revenue ¹	15.8%	12.1%	8.5%	5.2%	5.2%	5.2%	5.1%	1.6%	1.8%	6.4%
Fixed Route Ridership ¹	11.7%	12.4%	8.8%	5.3%	5.2%	5.3%	5.2%	1.8%	1.8%	6.2%
Payroll Tax Base (underlying growth)	2.9%	4.0%	4.9%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Payroll Tax Base (growth w/ increment) ²	15.4%	12.5%	4.9%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Federal Formula Funds ³	466.9%	3.7%	3.7%	3.7%	-11.8%	-12.1%	3.0%	3.0%	3.0%	3.0%
Personnel Services - Salary/Wages	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Personnel Services - Medical Dental	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Personnel Services - Other	4.3%	4.1%	4.1%	4.1%	4.2%	4.2%	4.2%	4.3%	4.3%	4.4%
Materials & Services	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Diesel Fuel & Utilities ⁴	16.6%	7.2%	7.0%	3.9%	3.9%	4.0%	4.0%	3.9%	4.2%	4.2%
Funding of Pension OPEB/UAAL (incl. Normal Cost)	3.0%	2.8%	2.4%	2.4%	2.2%	2.0%	2.0%	1.8%	1.5%	1.1%
Sr. Lien Debt as a % of Revenue	7.5%	7.3%	6.9%	7.5%	7.3%	7.1%	6.8%	7.5%	7.2%	6.9%
Fixed Route Service Hours (MAX & Bus) ⁵	8.4%	8.0%	6.5%	2.7%	2.6%	2.7%	2.6%	2.2%	2.3%	3.9%
Bus Service Hours	8.8%	8.1%	7.5%	2.6%	2.5%	2.7%	2.6%	2.5%	2.6%	2.6%
MAX Service Hours	6.2%	8.0%	0.0%	3.0%	2.9%	2.8%	2.7%	0.0%	0.0%	14.4%

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

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

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

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

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

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

The following assumptions used in the long-range financial plan were developed in accordance with the strategic goals as identified in the FY2024 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.

<p>Customers</p> <p><u>Expansion Projects</u>: The Red Line MAX extension will be the next major project along with continuing replacement of light rail replacements.</p> <p><u>Service expansion</u>: The Division Transit Project (DTP) began revenue service September 2022, with an estimated 400 bus weekly vehicle hours. The shortage in operators has impacted the number of weekly vehicles hours. Red Line Extension is the next planned service expansion other than service restoration.</p> <p><u>Low-Income Fare Program</u>: Since FY2018, more than 49,300 Oregonians, living on a low income of up to 200% of the federal poverty level, signed up for TriMet’s Honored Citizen reduced fare. Those enrolled through the program have taken over 167,000 rides on average per month (post pandemic).</p>	<p>Business Plan Goal & Objective</p> <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #1D: Ensure equitable distribution of services and resources ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> • Objective #2E: Ease congestion by providing attractive travel options during peak periods
<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 no longer purchasing diesel buses. Additionally, the agency has transitioned our MAX light rail system and all TriMet-owned facilities to run on 100% renewable energy. TriMet also converted our fleet of nearly 700 fixed-route buses to cleaner burning R99 renewable diesel. The batter-electric fleet has also expanded to a fleet of 36 by the end of FY2024.</p>	<p>Business Plan Goal & Objective</p> <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> • Objective #2A: Improve environmental sustainability and stewardship and 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 July 1, 2022, the non-union plan is 92.3% funded with a net pension liability of \$12.3 million. The union plan is 76.7% funded, with a net pension liability of \$201.9 million as of July 1, 2022. Both non-union and union plans will be considered fully funded at 93%, as the anticipated normal growth in the account will continue to fund the account to meet all obligations. The FY2024 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 FY2021 National Association of State Retirement Administrators (NASRA), Summary of Findings, the national average pension funding level for governmental plans is 74.9%.</p>	<p>Business Plan Goal & Objective</p> <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> • Objective #8A: Invest wisely in people

Financial	Business Plan Goal & Objective
<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>	<ul style="list-style-type: none"> ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> ○ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ● Objective #11A: Meet or exceed state of good repair targets for all identified asset classes ➤ Goal #12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> ● Objective #12A: Manage financial capacity to deliver regional expectations for service growth
<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 to three years but not exceeding 7.5% debt capacity limit. Borrowing is also evaluated for need by reviewing project timelines and cash flows. As the infrastructure continues to age the debt issuances of the agency become even more critical.</p>	
<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 FY2024 Capital Improvement Program (CIP) Adopted Budget totals \$328.3 million, the details of which are included in the CIP tab. In the long range financial planning beyond FY2024, TriMet is preserving up to \$30 million per year for general fund contributions for CIP projects to address needs of the agency.</p>	

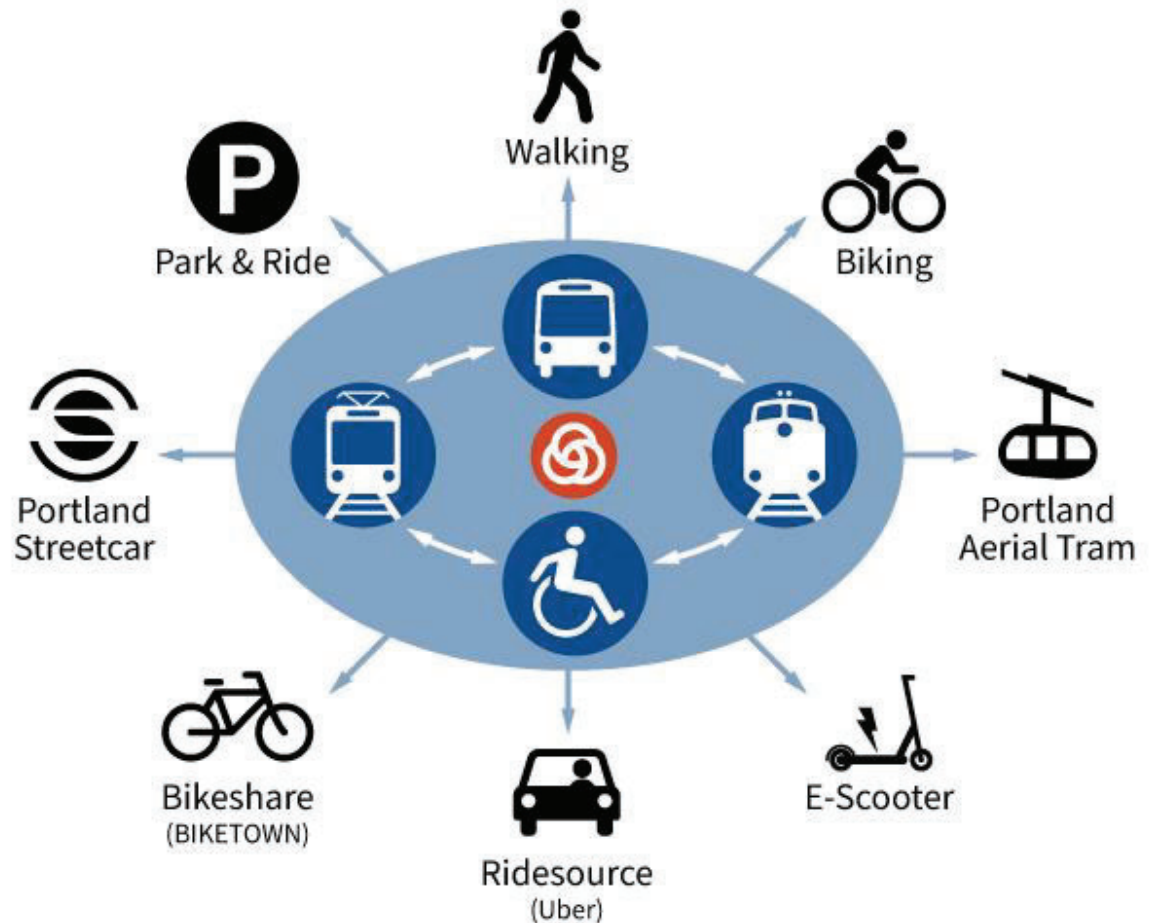


SUPPLEMENTAL INFORMATION

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

Organization, Service and Background

- TriMet was created by the State of Oregon to serve over 1.58 million people in a 524-UZA (urbanized area) square-mile area across three counties.
- By using renewable electricity for our MAX trains and electric buses, and renewable diesel to fuel or fixed-route buses, we're expecting to reduce more than 155 million pounds of greenhouse gas emissions every year—the equivalent of taking more than 15,000 cars off the road.
- Transportation and land use efficiency GHG savings related to MAX were 551,794 million metric tons of CO₂-equivalent in 2018.
- Nearly 70% of our ridership state the primary purpose for their trip is for either recreation or work [2018 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- TriMet riders can save up to \$10,000 per year in transportation costs.
- More than 1,275 employer worksites offer transit passes as an employee benefit.
- TriMet's Disadvantaged Business Enterprise (DBE) program serves as a national model for creating opportunities for women and people of color.
- There are more than 8,000 security cameras on our transit system, on board every bus and MAX train and at many stops, stations and transit centers.
- Bus Service
 - 84 bus lines; 6,247 stops
 - 96,125 average weekday rides [182,837 rides pre-pandemic]
 - 30.8 million rides [FY2022]



- MAX Service
 - 5 MAX Lines; 94 stations
 - 54,789 average weekday rides [120,923 rides pre-pandemic]
 - 18.6 million rides [FY2022]
- WES Service
 - 1 commuter rail line; 5 stations
 - 406 average weekday rides [1,485 rides pre-pandemic]
- LIFT Service
 - Door to door demand service
 - 1,434 average weekday rides [3,288 riders pre-pandemic]

Community

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

Close to eight in ten riders (78%) value the benefits TriMet provides in the region while close to 6 of 10 non-riders (58%) also value the benefits provided by the agency. Additionally, the majority of riders feel buses and MAX are safe to ride. (Riders who felt safe to ride bus is 62% and safe to ride MAX is 54%). Over three-fourths (77%) of riders feel they get a good value for the fare paid.

Bus and MAX are rated as reliable by riders (73% and 82% respectively). In the survey conducted in 2018, 70% of our ridership stated the primary purpose for their trip was for either recreation or work. In 2022, that percentage dropped to 57% as many people continue to work from home. According to our most recent Hop Fastpass® report (January 2022), adults account for 54% the regional taps (includes C-TRAN & Streetcar), while closely followed by Honored Citizens at 33%. Youth and LIFT taps account for 11% and 2%, respectively. The Hop Fastpass® adoption rate (% of rides being tapped) is approximately 48.5%.

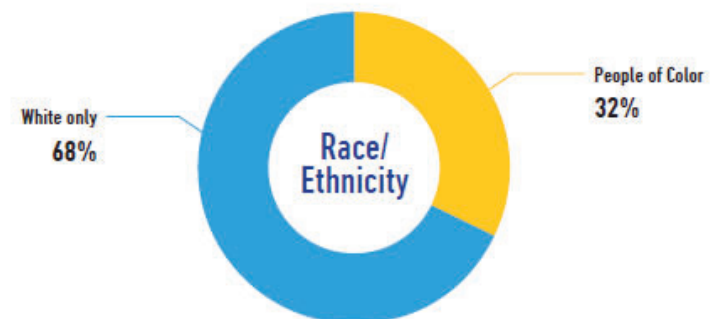
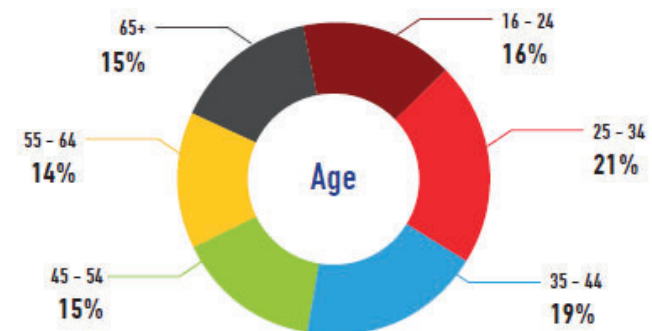
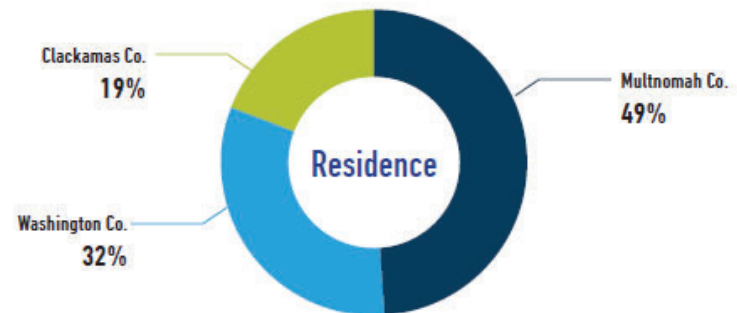
The economy was greatly impacted by the pandemic and TriMet like many others observed significant drops in ridership. The unemployment rate in the Portland region skyrocketed to 14% in Spring 2020, but leveled off to 3.4% as of July 2022.

The top five largest employers in the TriMet District:

- Intel Corporation [21,140 employees]
- Oregon Health & Sciences University [18,613 employees]
- Providence Health & Services [17,387 employees]
- Nike, Inc. Subsidiaries [13,957]
- Kaiser Permanente [11,938 employees]

OUR RIDERS

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



Source: 2022 TriMet Attitude & Awareness Survey

The Tri-County Property Value [Real Market Value] has continued to increase much faster than inflation, averaging 7.4% over the last five years, even with the high inflation rates the last couple of years. FY2021 was 4.7% over the previous year, FY2022 was 6.9%, with FY2023 expected to come in higher yet.

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

A small piece of TriMet history...

1978

A new organization, Vintage Trolley Inc., now had the attention of some prominent business leaders who saw the potential of the trolley to attract more shoppers. Meier & Frank, Zell Brothers, McCormick and Schmick's, Melvin Mark, U.S. Bank and Lloyd Center stepped forward as sponsors. The trolleys would run between downtown and the Lloyd Center across the river, a distance of 2.3 miles. Operating costs were to be split between TriMet and sponsorship revenues. Funds from a local improvement district promoted by Bill Naito, matched by a \$2 million grant from the Federal Transit Administration, paid for construction of four faithful replicas of the 1904 Council Crest streetcars by GOMACO of Ida Grove, Iowa. TriMet's Pat Maloney and Thomas Heilig were instrumental in preparing specifications and overseeing production and testing. While faithful in appearance, the cars were built with modern propulsion and safety systems. A streetcar barn was constructed beneath I-5 in the Rose Quarter. A terminus tail track was constructed as part of the Banfield project at Holladay Park near the Lloyd Center.

The first replica trolley arrived in August of 1991, and service started in November 1991. Service ran daily during the first month, reduced to weekends and holidays from 1992 through May 1994. Weekday midday service operated during the December holiday season. From mid-1994 through 1999 service operated 10 a.m. to 3 p.m. on weekdays (and until 6 p.m. on weekends), March through December. With the introduction of new MAX service on the line and the depletion of Vintage Trolley Inc. trust funds, service was reduced to Sundays in 2000. In September 2009, operation was shifted to the new MAX tracks on the Southwest Fifth and Sixth Avenue Portland Transit Mall.

The operation of the vintage trolleys had to fit between regular MAX runs. This sequencing became increasingly difficult as new MAX lines added trips between downtown Portland and the Lloyd Center. As budget pressures mounted, Sunday operations finally ended in December 2013 (other than two trips made later in 2014). Streetcars 511 and 512 were sent to St. Louis on a long-term lease to run on the Delmar Loop trolley line. The other two cars, 513 and 514, have been retained for operation on the Oregon Electric Railway Historical Society's Willamette Shore Trolley Line between Lake Oswego and Portland's South Waterfront District.



Vintage Trolley near Skidmore Fountain

In Summary

The FY2024 Adopted Budget totals just over \$1.93 billion. TriMet continues to provide essential transit service to the tri-county area while recovering from the pandemic. For the first time in over a decade TriMet is increasing fares. Fares will increase by \$0.30 for adult fares and \$0.15 for honored citizen and student fares. As in previous years, the FY2024 budget cycle also lends itself to an intensive capital project period. FY2024 will also have its challenges as we continue to implement initiatives, restore ridership and address operator shortages.

The TriMet Adopted Budget for FY2024 outlines a resource and expenditure plan for July 1, 2023 through June 30, 2024, and focuses on continuing to increase ridership and recover from the pandemic while ensuring customers and employees are safe. Additionally, the agency will continue:

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

Operator shortages, cleanliness of buses, trains and platforms, as well as safety will remain paramount in FY2024.

FY2024 Strategic Priorities include:

- Rebuild and earn new **Ridership**
- Enhance our focus on **Safety** for riders and employees
- Emphasize **Inclusion, Diversity, Equity, and Access** for riders, employees and community members
- Create a welcoming environment for **Employees and Employee Experience**
- Seek more opportunities by earning trust with **Community and Partnerships**
- Support ability to deliver on priorities through **Financial Stewardship and Capacity**

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

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

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

HELPFUL LINKS

About TriMet

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

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



Financial

Budget Document – <https://trimet.org/about/accountability.htm#financial>
TriMet Business Plan - <https://trimet.org/businessplan/index.htm>
Payroll and Self-Employment Tax - <https://trimet.org/taxinfo/>
Financial Statements - <https://trimet.org/about/accountability.htm#financial>
Audit Report – <https://trimet.org/about/accountability.htm#audits>

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

Regional

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



Transportation

Regional Transportation Plan - www.oregonmetro.gov/regional-transportation-plan
Statewide Transportation Improvement Fund - <https://www.oregon.gov/odot/RPTD/Pages/STIF.aspx>
FTA - www.transit.dot.gov/
TAM Plan - www.transit.dot.gov/TAM/TAMPlans

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

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



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Summary of Financial Resources & Requirements

Revenue Category	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Financial Resources							
Operating Revenue	48,980,250	66,339,091	78,809,700	70,625,000	77,055,000	77,055,000	76,565,500
Total Tax Revenue	415,529,147	463,534,200	470,087,000	483,931,000	515,827,000	515,827,000	515,827,000
Federal Operating Grants	302,647,316	241,448,490	164,527,800	152,807,700	157,305,200	157,305,200	156,769,900
State Funding	18,305,551	52,768,154	32,041,000	34,163,700	39,072,000	39,072,000	42,880,100
Local Funding	2,091,616	2,739,779	1,875,800	1,828,100	1,526,000	1,526,000	1,487,500
Interest	-5,582,674	-9,247,437	508,900	8,240,222	475,000	475,000	475,000
Miscellaneous	10,545,621	9,197,271	5,737,000	3,077,980	6,069,600	6,069,600	4,922,100
CIP Resources	38,339,296	128,012,678	90,801,696	65,248,285	129,817,748	129,817,748	132,608,414
Bond Proceeds		429,524,241					
Light Rail Program Resources	10,324,519		5,700,000	1,577,267	8,225,595	8,225,595	8,100,000
GASB Statement No 87 Leasing Adjustment	3,567,172						
Other Non-Operating Resources	10,700,516	6,685,738	16,392,450	14,068,200	22,716,700	22,716,700	16,316,500
Total Financial Resources	\$855,448,330	\$1,391,002,205	\$866,481,346	\$835,567,454	\$958,089,843	\$958,089,843	\$955,952,014
Financial Requirements							
Personnel Services	346,364,224	341,783,975	400,210,449	367,339,486	438,676,762	438,676,762	441,348,154
Materials & Services	139,765,405	157,465,663	201,990,600	182,570,864	225,356,800	225,356,800	230,784,600
Other Post Employment Benefits	52,693,482	25,487,491	84,544,748	61,602,181	87,681,386	87,681,386	87,613,832
Capital Improvement Program (CIP)	190,229,526	251,123,521	304,059,046	196,735,179	322,347,071	322,347,071	328,316,978
Pass Through/Fund Exch/Special Payments	12,600,516	24,938,614	22,150,850	19,826,600	27,317,400	27,317,400	20,917,200
Debt Service	60,604,055	290,024,032	63,140,226	62,497,726	65,611,863	65,611,863	65,611,863
Contingency			34,707,909		24,519,804	24,519,804	24,760,753
Total Financial Requirements	\$802,257,208	\$1,090,823,296	\$1,110,803,828	\$890,572,036	\$1,191,511,086	\$1,191,511,086	\$1,199,353,380
Surplus (Deficit)	\$53,191,122	\$300,178,909	-\$244,322,482	-\$55,004,582	-\$233,421,243	-\$233,421,243	-\$243,401,366
Fund Balance							
Beginning Balance	673,306,610	726,496,717	1,064,741,634	1,026,675,626	958,915,909	958,915,909	971,671,044
Ending Balance	726,497,732	1,026,675,626	820,419,152	971,671,044	725,494,666	725,494,666	728,269,678
Change in Balance	53,191,122	300,178,909	-244,322,482	-55,004,582	-233,421,243	-233,421,243	-243,401,366
Percent Change	7.90%	41.32%	-22.95%	-5.36%	-24.34%	-24.34%	-25.05%
Total Resources (includes beginning fund balance)	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058
Total Requirements (includes ending fund balance)	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

Resource Summary

Revenue Category	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,880,451	197,802,778	299,733,717	293,013,007	197,620,457	197,620,457	201,925,840
Restricted Fund Adjustment		-1,015					
Restricted Debt Service	44,022,850	43,685,902	41,621,174	52,360,833	44,120,313	44,120,313	44,120,313
Unrestricted Budgetary Fund Balance	335,403,309	485,009,052	723,386,743	681,301,786	717,175,139	717,175,139	725,624,891
Total Beginning Fund Balance	\$673,306,610	\$726,496,717	\$1,064,741,634	\$1,026,675,626	\$958,915,909	\$958,915,909	\$971,671,044
Operating Revenue							
Passenger	39,375,693	49,244,880	62,400,000	51,300,000	56,200,000	56,200,000	56,300,000
Transit Advertising	1,688,750	3,523,958	3,626,700	3,900,000	4,491,200	4,491,200	4,017,000
ATP Serv - Contract Rev	152,901	4,696,138	4,400,000	6,500,000	7,322,400	7,322,400	7,020,000
Service Contracts	7,762,906	8,874,115	8,383,000	8,925,000	9,041,400	9,041,400	9,228,500
Total Operating Revenue	\$48,980,250	\$66,339,091	\$78,809,700	\$70,625,000	\$77,055,000	\$77,055,000	\$76,565,500
Tax Revenue **							
Payroll Tax Rev-Employer	395,168,997	440,796,964	444,827,000	456,797,000	491,249,000	491,249,000	491,249,000
Payroll Tax Rev-Self Empl	17,516,786	19,666,025	22,218,000	23,663,000	21,002,000	21,002,000	21,002,000
Payroll Tax Rev-State In-Lieu	2,843,364	3,071,211	3,042,000	3,471,000	3,576,000	3,576,000	3,576,000
Total Tax Revenue	\$415,529,147	\$463,534,200	\$470,087,000	\$483,931,000	\$515,827,000	\$515,827,000	\$515,827,000
Other Revenue							
Federal Operating Grants	302,647,316	241,448,490	164,527,800	152,807,700	157,305,200	157,305,200	156,769,900
State STIF-Discretionary	450,329	115,992	248,000	232,000	400,000	400,000	150,000
State STIF-Formula	17,004,927	50,762,513	30,668,000	32,807,100	38,672,000	38,672,000	42,695,200
State Operating Grants	850,295	1,889,649	1,125,000	1,124,600			34,900
Local Operating Grants	481,451	1,255,092	379,200	430,100	101,000	101,000	62,500
Local Operating Revenue	1,610,165	1,484,687	1,496,600	1,398,000	1,425,000	1,425,000	1,425,000
Interest	-5,582,674	-9,247,437	508,900	8,240,222	475,000	475,000	475,000
Miscellaneous	10,545,621	9,197,271	5,737,000	3,077,980	6,069,600	6,069,600	4,922,100
Total Other Revenue	\$328,007,430	\$296,906,257	\$204,690,500	\$200,117,702	\$204,447,800	\$204,447,800	\$206,534,600
Total Operating Resources(Excluding Beginning Fund Balance)	\$792,516,827	\$826,779,548	\$753,587,200	\$754,673,702	\$797,329,800	\$797,329,800	\$798,927,100
CIP Resources	38,339,296	128,012,678	90,801,696	65,248,285	129,817,748	129,817,748	132,608,414
Bond Proceeds		429,524,241					
Light Rail Program Resources	10,324,519		5,700,000	1,577,267	8,225,595	8,225,595	8,100,000
GASB Statement No 87 Leasing Adjustment	3,567,172						
Other Non-Operating Resources	10,700,516	6,685,738	16,392,450	14,068,200	22,716,700	22,716,700	16,316,500
Total Resources	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

* 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	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	563,233	714,552	1,078,373	785,304	1,881,805	1,881,805	1,996,376
Inclusion Diversity Equity & Accessibility Department			1,591,719	774,838	2,653,086	2,653,086	2,703,568
Internal Audit Department	319,933	300,175	346,764	372,084	520,048	520,048	520,048
Total Office of the General Manager Division	\$883,166	\$1,014,727	\$3,016,856	\$1,932,226	\$5,054,939	\$5,054,939	\$5,219,992
Chief Operating Officer Division							
Office of Chief Operating Officer Department	646,472	831,836	1,295,605	950,557	1,354,057	1,354,057	1,322,750
Operations Planning & Development Department	1,217,466	1,279,334	2,161,036	2,039,542			
Service Planning & Delivery Department	903,002	558,421	433,013	430,223	13,696,911	13,696,911	10,137,650
Operations Training & Planning Department	8,355,414	8,451,399	9,857,703	8,787,789			
Total Chief Operation Officer Division	\$11,122,354	\$11,120,990	\$13,747,357	\$12,208,111	\$15,050,968	\$15,050,968	\$11,460,400
Transportation Division							
Transportation Administration Department	760,082	1,076,713	1,502,797	914,768	2,016,664	2,016,664	2,020,905
Bus Transportation Department	150,250,827	148,992,080	168,078,182	154,604,644	169,201,219	169,201,219	170,998,102
Operations Command Center Department					9,043,908	9,043,908	9,069,613
Service Delivery Department	2,307,620	2,182,289	2,324,926	2,470,707			
Accessible Transportation Programs Department	19,209,751	29,220,008	40,942,606	37,989,991	42,886,525	42,886,525	49,679,665
Rail Transportation Department	34,867,853	33,997,421	37,090,826	34,972,946	33,286,007	33,286,007	34,629,319
Commuter Rail Department	5,977,544	7,009,792	7,971,771	7,175,483	8,266,293	8,266,293	8,268,411
Portland Streetcar Department	18,151,472	17,348,675	18,849,638	18,714,823	19,947,906	19,947,906	19,942,599
Total Transportation Division	\$231,525,149	\$239,826,978	\$276,760,746	\$256,843,362	\$284,648,522	\$284,648,522	\$294,608,614
Safety & Security Division							
Safety & Security Administration Department	581,051	770,210	1,132,915	810,088	1,638,802	1,638,802	1,646,004
Safety & Environmental Services Department	2,791,611	2,837,286	3,619,115	3,730,700	5,896,618	5,896,618	5,769,921
Security & Emergency Management Department	17,106,422	17,043,936	40,087,209	26,939,073	58,387,241	58,387,241	58,599,709
Total Safety & Security Division	\$20,479,084	\$20,651,432	\$44,839,239	\$31,479,861	\$65,922,661	\$65,922,661	\$66,015,634
Maintenance Division							
Maintenance Administration Department	1,201,056	935,477	2,468,552	1,108,992	2,563,266	2,563,266	2,264,367
Bus Maintenance Department	63,714,793	64,485,170	78,181,194	70,200,462	83,006,948	83,006,948	82,572,199
Facilities Management Bus-Rail Department	24,291,489	26,997,081	24,530,047	26,817,067	26,221,985	26,221,985	26,873,637
Rail Maintenance Of Way Department	17,800,543	16,516,791	21,381,359	20,441,904	22,874,723	22,874,723	22,906,992
Rail Equipment Maintenance Department	44,451,079	39,179,032	37,515,662	38,938,290	39,273,089	39,273,089	39,238,170
Total Maintenance Division	\$151,458,960	\$148,113,551	\$164,076,814	\$157,506,715	\$173,940,011	\$173,940,011	\$173,855,365

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department					1,311,621	1,311,621	1,643,886
Transit System Support Services Department					2,992,120	2,992,120	3,003,923
Transit Training & Development Department					9,827,335	9,827,335	10,913,014
Transit Asset & Maintenance Support Department					1,066,205	1,066,205	1,084,999
Total Transit System & Asset Support Division					\$15,197,281	\$15,197,281	\$16,645,822
Information Technology Division							
IT Administration Department	8,771,569	9,817,092	14,954,353	12,414,315	17,576,388	17,576,388	17,565,549
IT Operations & Infrastructure Department	3,291,849	3,870,636	3,764,182	4,180,522	4,391,916	4,391,916	4,425,937
Information Security Department	619,506	749,487	1,278,484	1,173,733	1,151,176	1,151,176	1,173,161
Enterprise Systems Department	4,581,707	5,113,394	4,673,067	4,941,503	5,394,579	5,394,579	5,449,024
Intelligent Transportation Systems Department	2,823,075	2,859,288	3,651,207	3,394,359	3,815,609	3,815,609	3,875,631
Total Information Technology Division	\$20,087,706	\$22,409,897	\$28,321,293	\$26,104,432	\$32,329,668	\$32,329,668	\$32,489,302
Public Affairs Division							
Public Affairs Administration Department	948,506	851,918	1,126,535	752,323	1,319,076	1,319,076	1,313,116
Policy & Planning Department	4,475,231						
Community Affairs & Engagement Department	1,412,202	1,435,291	2,306,080	2,149,671	1,418,559	1,418,559	1,425,671
Government Services and Public Affairs Department	981,444	723,751	918,776	968,147	1,211,754	1,211,754	1,220,348
Communications & Marketing Department	3,601,026	5,497,683	5,832,740	6,441,510	8,203,095	8,203,095	8,227,192
Customer Information Services Department	3,560,859	3,358,373	4,140,032	3,932,367	4,593,388	4,593,388	4,596,377
Total Public Affairs Division	\$14,979,268	\$11,867,016	\$14,324,163	\$14,244,018	\$16,745,872	\$16,745,872	\$16,782,704
Finance & Administrative Services Division							
Finance & Administrative Services Department	799,259	675,723	1,575,450	781,372	1,791,101	1,791,101	1,870,334
Financial Services Department	3,209,993	3,450,670	3,928,997	3,762,295	4,308,859	4,308,859	4,296,445
Budget & Forecasting Department	1,198,723	1,569,894	1,943,556	1,506,247	2,011,531	2,011,531	1,547,582
Risk Management Department	4,365,826	5,274,407	5,887,967	5,227,178	5,957,215	5,957,215	5,435,739
Procurement & Supply Chain Management Department	5,242,989	5,344,728	6,431,231	6,086,823	6,986,967	6,986,967	6,800,095
Fare Revenue & Administrative Services Department	7,820,052	8,058,703	12,858,922	10,508,362	12,364,595	12,364,595	12,278,943
Grants Development & Compliance Department							1,004,439
Total Finance & Administrative Services Division	\$22,636,842	\$24,374,125	\$32,626,123	\$27,872,277	\$33,420,268	\$33,420,268	\$33,233,577
Labor Relations & Human Resources Division							
Human Resources Administration Department	541,976	674,755	1,894,574	1,241,274	2,339,544	2,339,544	2,344,658
Benefits & HRIS Department	1,338,008	1,478,065	1,842,704	1,760,614	1,921,711	1,921,711	1,922,755
Talent Management Department	1,845,028	2,520,854	3,260,784	3,055,086	3,824,151	3,824,151	3,980,128
Labor Relations Department	772,965	885,923	1,120,255	1,094,277	1,382,900	1,382,900	1,441,791
Compensation Department	521,175	583,020	732,133	780,021	753,541	753,541	776,059
Total Labor Relations & Human Resources Division	\$5,019,152	\$6,142,617	\$8,850,450	\$7,931,272	\$10,221,847	\$10,221,847	\$10,465,391

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Division							
Legal Services Administration Department	1,295,225	1,418,743	2,046,372	1,722,998	2,337,098	2,337,098	2,281,904
Litigation Department	977,103	987,752	1,095,070	1,123,874	1,139,105	1,139,105	1,168,052
Real Estate & Transit Oriented Development Department	3,115,106	3,435,118	3,617,363	3,730,080	2,791,307	2,791,307	2,841,179
Total Legal Services Division	\$5,387,434	\$5,841,613	\$6,758,805	\$6,576,952	\$6,267,510	\$6,267,510	\$6,291,135
Engineering & Construction Division							
Engineering & Construction Administration Department	1,115,361	1,542,289	1,518,353	1,362,529	2,198,453	2,198,453	2,166,862
Policy & Planning Department		5,269,497	6,202,156	4,969,435			
Design & Construction Department	655,459	497,550	790,168	382,498	1,956,805	1,956,805	1,796,384
Major Projects Department	447,316	577,356	368,526	496,662	1,078,757	1,078,757	1,101,572
Project Development & Permitting Department	332,378						
Total Engineering & Construction Division	\$2,550,514	\$7,886,692	\$8,879,203	\$7,211,124	\$5,234,015	\$5,234,015	\$5,064,818
Other Post Employment Benefits	52,693,482	25,487,491	84,544,748	61,602,181	87,681,386	87,681,386	87,613,832
Debt Service (1)	60,604,055	290,024,032	63,140,226	62,497,726	65,611,863	65,611,863	65,611,863
Total Operating Requirements	\$599,427,166	\$814,761,161	\$749,886,023	\$674,010,257	\$817,326,811	\$817,326,811	\$825,358,449
Capital Improvement Program (CIP)							
Chief Operating Officer Division	181,623				2,422,731	2,422,731	2,944,832
Transportation Division	-19,353	480	8,279,709	1,914,404	15,486,941	15,486,941	16,387,807
Safety & Security Division	8,010,050	5,068,164	8,513,429	4,711,910	11,127,791	11,127,791	11,240,622
Maintenance Division	91,372,284	100,453,585	124,151,297	66,730,204	121,178,796	121,178,796	127,298,083
Transit System & Asset Support Division					927,093	927,093	927,093
Information Technology Division	4,223,160	8,748,939	14,656,134	9,793,709	16,344,836	16,344,836	12,962,229
Public Affairs Division	1,140,945	644,833	1,820,003	1,363,328	1,277,800	1,277,800	1,538,494
Finance & Administrative Services Division	2,950,701	705,718	4,864,185	629,292	13,871,464	13,871,464	10,991,398
Legal Services Division	592,842	965,344	11,250,879	10,999,824	13,152,881	13,152,881	13,755,309
Engineering & Construction Division	81,777,274	134,536,458	130,523,410	100,592,508	126,556,738	126,556,738	130,271,111
Total Capital Improvement Program (CIP)	\$190,229,526	\$251,123,521	\$304,059,046	\$196,735,179	\$322,347,071	\$322,347,071	\$328,316,978
Pass Through Revenues & Requirements	10,700,516	6,685,738	16,392,450	14,068,200	22,716,700	22,716,700	16,316,500
Regional Fund Exchange Payments		12,652,499	3,600,400	3,600,400	3,708,400	3,708,400	3,708,400
Special Payments	1,900,000	5,600,377	2,158,000	2,158,000	892,300	892,300	892,300
Total Other Non-Operating Requirements	\$12,600,516	\$24,938,614	\$22,150,850	\$19,826,600	\$27,317,400	\$27,317,400	\$20,917,200

(1) Included in the actuals line item of \$290,024 for debt service is a refunding in the amount of \$229,841. Per ORS, debt refunding are not subject to Oregon Budget law. Therefore, this over-expenditure is not a budget violation.

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Contingency			34,707,909		24,519,804	24,519,804	24,760,753
Ending Fund Balance as of June 30 (2)							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	142,677,404	201,925,840	97,803,616	97,803,616	100,281,521
Restricted Debt Service	43,685,902	52,360,833	43,924,759	44,120,313	43,803,577	43,803,577	43,803,577
Unrestricted Funds	485,009,052	681,301,786	633,816,989	725,624,891	583,887,473	583,887,473	584,184,580
Total Ending Fund Balance	\$726,497,732	\$1,026,675,626	\$820,419,152	\$971,671,044	\$725,494,666	\$725,494,666	\$728,269,678
Total Requirements	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

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

CIP Resources

Revenue Category	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	15,144,166	28,428,795	27,525,302	16,804,700	63,127,565	63,127,565	57,909,765
Federal Transit Administration Grants, Programmed	33,519,649	99,583,883	68,976,394	50,020,852	74,915,778	74,915,778	82,798,649
Revenue Bond Proceeds	125,600,787	102,081,926	157,056,313	91,087,168	99,816,841	99,816,841	101,644,318
Operating Resources Dedicated for Capital*	15,964,924	21,028,917	50,501,037	38,822,459	84,486,887	84,486,887	85,964,246
Total CIP Resources	\$190,229,526	\$251,123,521	\$304,059,046	\$196,735,179	\$322,347,071	\$322,347,071	\$328,316,978

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

CIP Requirements

Division	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division	181,623				2,422,731	2,422,731	2,944,832
Transportation Division	-19,353	480	8,279,709	1,914,404	15,486,941	15,486,941	16,387,807
Safety & Security Division	8,010,050	5,068,164	8,513,429	4,711,910	11,127,791	11,127,791	11,240,622
Maintenance Division	91,372,284	100,453,585	124,151,297	66,730,204	121,178,796	121,178,796	127,298,083
Transit System & Asset Support Division					927,093	927,093	927,093
Information Technology Division	4,223,160	8,748,939	14,656,134	9,793,709	16,344,836	16,344,836	12,962,229
Public Affairs Division	1,140,945	644,833	1,820,003	1,363,328	1,277,800	1,277,800	1,538,494
Finance & Administrative Services Division	2,950,701	705,718	4,864,185	629,292	13,871,464	13,871,464	10,991,398
Legal Services Division	592,842	965,344	11,250,879	10,999,824	13,152,881	13,152,881	13,755,309
Engineering & Construction Division	81,777,274	134,536,458	130,523,410	100,592,508	126,556,738	126,556,738	130,271,111
Total CIP Requirements	\$190,229,526	\$251,123,521	\$304,059,046	\$196,735,179	\$322,347,071	\$322,347,071	\$328,316,978

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Summary of Fund History

FY2021 Actual	FY2022 Actual	FY2023 Budget	Fund	FY2024		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
673,306,610	726,496,717	1,064,741,634	Beginning Fund Balance-Restricted & Unrestricted	958,915,909	958,915,909	971,671,044
39,375,693	49,244,880	62,400,000	Passenger Revenue	56,200,000	56,200,000	56,300,000
9,604,557	17,094,211	16,409,700	Other Operating Revenue	20,855,000	20,855,000	20,265,500
415,529,147	463,534,200	470,087,000	Tax Revenue	515,827,000	515,827,000	515,827,000
328,007,430	296,906,257	204,690,500	Other Revenue	204,447,800	204,447,800	206,534,600
3,567,172			GASB Statement No 87 Leasing Adjustment			
10,700,516	6,685,738	16,392,450	Other Non-Operating Resources	22,716,700	22,716,700	16,316,500
	429,524,241		Bond Proceeds			
10,324,519		5,700,000	Light Rail Funds Restricted for Debt Service	8,225,595	8,225,595	8,100,000
\$1,490,415,644	\$1,989,486,244	\$1,840,421,284	Total Operating Program Resources	\$1,787,188,004	\$1,787,188,004	\$1,795,014,644
			B. Requirements			
398,831,549	367,170,472	484,455,197	Personnel Services	526,058,148	526,058,148	528,661,986
139,991,562	157,566,657	202,290,600	Materials & Services	225,656,800	225,656,800	231,084,600
60,604,055	290,024,032	63,140,226	Debt Service	65,611,863	65,611,863	65,611,863
12,600,516	24,938,614	22,150,850	Other Non-Operating Requirements	27,317,400	27,317,400	20,917,200
		34,707,909	Contingency	24,519,804	24,519,804	24,760,753
726,497,732	1,026,675,626	820,419,152	Ending Fund Balance-Restricted & Unrestricted	725,494,666	725,494,666	728,269,678
\$1,338,525,414	\$1,866,375,401	\$1,627,163,934	Total Operating Program Requirements	\$1,594,658,681	\$1,594,658,681	\$1,599,306,080
			II. CIP			
			A. Resources			
15,144,166	28,428,795	27,525,302	State, Local Government & Private Contributions	63,127,565	63,127,565	57,909,765
23,195,130	99,583,883	63,276,394	Federal Transit Administration Grants	66,690,183	66,690,183	74,698,649
\$38,339,296	\$128,012,678	\$90,801,696	Total CIP Resources	\$129,817,748	\$129,817,748	\$132,608,414
			B. Requirements			
190,229,526	251,123,521	304,059,046	Projects	322,347,071	322,347,071	328,316,978
\$190,229,526	\$251,123,521	\$304,059,046	Total CIP Requirements	\$322,347,071	\$322,347,071	\$328,316,978
\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	Total Resources	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058
\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	Total Requirements	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Special Transportation Fund Formula	4,129,538	3,326,698	4,231,850	3,326,700	4,632,300	4,632,300	2,005,100
State STIF-Discretionary		100,624	350,000				
State STIF-Formula Regional Coordination			4,323,300	5,282,800	6,706,000	6,706,000	5,276,900
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet	6,570,977	3,258,416	7,487,300	5,458,700	11,378,400	11,378,400	9,034,500
Total Pass Through Revenues & Requirements	\$10,700,516	\$6,685,738	\$16,392,450	\$14,068,200	\$22,716,700	\$22,716,700	\$16,316,500

REGIONAL FUND EXCHANGE PAYMENTS

	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Metro Program Fund Exchanges		12,652,499	3,600,400	3,600,400	3,708,400	3,708,400	3,708,400
Total Regional Fund Exchanges		\$12,652,499	\$3,600,400	\$3,600,400	\$3,708,400	\$3,708,400	\$3,708,400

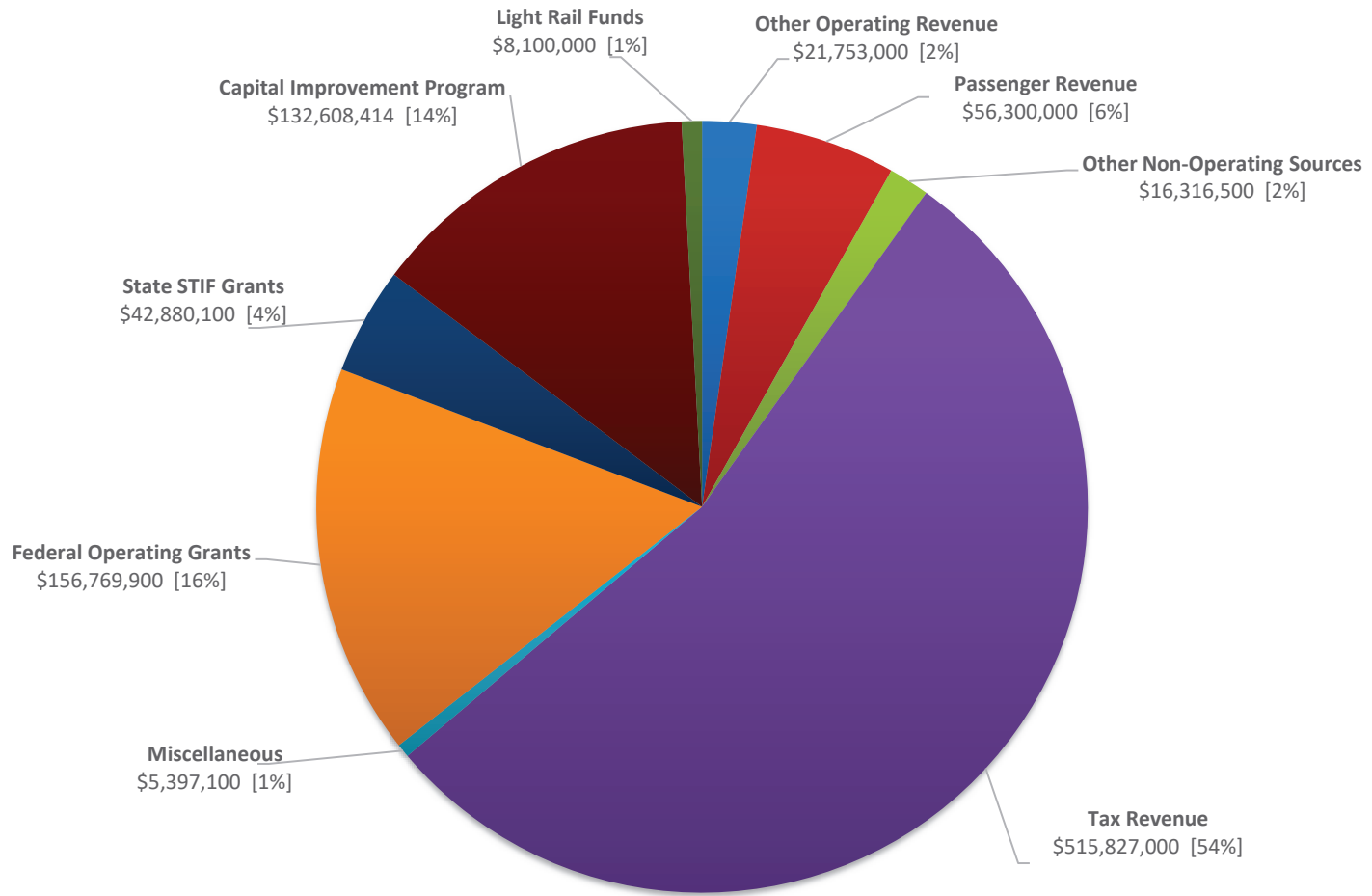
SPECIAL PAYMENTS

	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
City of Portland/Portland Streetcar (Stimulus Credit)	1,900,000	5,600,377	2,158,000	2,158,000	892,300	892,300	892,300
Total Special Payments	\$1,900,000	\$5,600,377	\$2,158,000	\$2,158,000	\$892,300	\$892,300	\$892,300

PASS THROUGH/FUND EXCHANGES/SPECIAL PAYMENTS

	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Total Pass Through/Fund Exchanges/Special Payments	\$12,600,516	\$24,938,614	\$22,150,850	\$19,826,600	\$27,317,400	\$27,317,400	\$20,917,200

TOTAL RESOURCES Budget FY2024



Total Resources = \$955,952,014*

*Total Resources excludes Beginning Fund Balance of \$971,671,044

Resource Summary

Revenue Category	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,880,451	197,802,778	299,733,717	293,013,007	197,620,457	197,620,457	201,925,840
Restricted Fund Adjustment		-1,015					
Restricted Debt Service	44,022,850	43,685,902	41,621,174	52,360,833	44,120,313	44,120,313	44,120,313
Unrestricted Budgetary Fund Balance	335,403,309	485,009,052	723,386,743	681,301,786	717,175,139	717,175,139	725,624,891
Total Beginning Fund Balance	\$673,306,610	\$726,496,717	\$1,064,741,634	\$1,026,675,626	\$958,915,909	\$958,915,909	\$971,671,044
Operating Revenue							
Passenger	39,375,693	49,244,880	62,400,000	51,300,000	56,200,000	56,200,000	56,300,000
Transit Advertising	1,688,750	3,523,958	3,626,700	3,900,000	4,491,200	4,491,200	4,017,000
ATP Serv - Contract Rev	152,901	4,696,138	4,400,000	6,500,000	7,322,400	7,322,400	7,020,000
Service Contracts	7,762,906	8,874,115	8,383,000	8,925,000	9,041,400	9,041,400	9,228,500
Total Operating Revenue	\$48,980,250	\$66,339,091	\$78,809,700	\$70,625,000	\$77,055,000	\$77,055,000	\$76,565,500
Tax Revenue **							
Payroll Tax Rev-Employer	395,168,997	440,796,964	444,827,000	456,797,000	491,249,000	491,249,000	491,249,000
Payroll Tax Rev-Self Empl	17,516,786	19,666,025	22,218,000	23,663,000	21,002,000	21,002,000	21,002,000
Payroll Tax Rev-State In-Lieu	2,843,364	3,071,211	3,042,000	3,471,000	3,576,000	3,576,000	3,576,000
Total Tax Revenue	\$415,529,147	\$463,534,200	\$470,087,000	\$483,931,000	\$515,827,000	\$515,827,000	\$515,827,000
Other Revenue							
Federal Operating Grants	302,647,316	241,448,490	164,527,800	152,807,700	157,305,200	157,305,200	156,769,900
State STIF-Discretionary	450,329	115,992	248,000	232,000	400,000	400,000	150,000
State STIF-Formula	17,004,927	50,762,513	30,668,000	32,807,100	38,672,000	38,672,000	42,695,200
State Operating Grants	850,295	1,889,649	1,125,000	1,124,600			34,900
Local Operating Grants	481,451	1,255,092	379,200	430,100	101,000	101,000	62,500
Local Operating Revenue	1,610,165	1,484,687	1,496,600	1,398,000	1,425,000	1,425,000	1,425,000
Interest	-5,582,674	-9,247,437	508,900	8,240,222	475,000	475,000	475,000
Miscellaneous	10,545,621	9,197,271	5,737,000	3,077,980	6,069,600	6,069,600	4,922,100
Total Other Revenue	\$328,007,430	\$296,906,257	\$204,690,500	\$200,117,702	\$204,447,800	\$204,447,800	\$206,534,600
Total Operating Resources(Excluding Beginning Fund Balance)	\$792,516,827	\$826,779,548	\$753,587,200	\$754,673,702	\$797,329,800	\$797,329,800	\$798,927,100
CIP Resources	38,339,296	128,012,678	90,801,696	65,248,285	129,817,748	129,817,748	132,608,414
Bond Proceeds		429,524,241					
Light Rail Program Resources	10,324,519		5,700,000	1,577,267	8,225,595	8,225,595	8,100,000
GASB Statement No 87 Leasing Adjustment	3,567,172						
Other Non-Operating Resources	10,700,516	6,685,738	16,392,450	14,068,200	22,716,700	22,716,700	16,316,500
Total Resources	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

* 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	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,880,451	197,802,778	299,733,717	293,013,007	197,620,457	197,620,457	201,925,840
Restricted Fund Adjustment		-1,015					
Restricted Debt Service	44,022,850	43,685,902	41,621,174	52,360,833	44,120,313	44,120,313	44,120,313
Unrestricted Budgetary Fund Balance	335,403,309	485,009,052	723,386,743	681,301,786	717,175,139	717,175,139	725,624,891
Total Beginning Fund Balance	\$673,306,610	\$726,496,717	\$1,064,741,634	\$1,026,675,626	\$958,915,909	\$958,915,909	\$971,671,044
Operating Revenue							
Passenger	39,375,693	49,244,880	62,400,000	51,300,000	56,200,000	56,200,000	56,300,000
Transit Advertising	1,688,750	3,523,958	3,626,700	3,900,000	4,491,200	4,491,200	4,017,000
ATP Serv - Contract Rev	152,901	4,696,138	4,400,000	6,500,000	7,322,400	7,322,400	7,020,000
Service Contracts	7,762,906	8,874,115	8,383,000	8,925,000	9,041,400	9,041,400	9,228,500
Local Operating Revenue	1,610,165	1,484,687	1,496,600	1,398,000	1,425,000	1,425,000	1,425,000
Total Operating Revenue	\$50,590,415	\$67,823,778	\$80,306,300	\$72,023,000	\$78,480,000	\$78,480,000	\$77,990,500
Non-Operating Resources							
Interest	-5,582,674	-9,247,437	508,900	8,240,222	475,000	475,000	475,000
Miscellaneous	10,545,621	9,197,271	5,737,000	3,077,980	6,069,600	6,069,600	4,922,100
Total Non-Operating Resources	\$4,962,947	-\$50,166	\$6,245,900	\$11,318,202	\$6,544,600	\$6,544,600	\$5,397,100
Tax Revenue **							
Payroll Tax Rev-Employer	395,168,997	440,796,964	444,827,000	456,797,000	491,249,000	491,249,000	491,249,000
Payroll Tax Rev-Self Empl	17,516,786	19,666,025	22,218,000	23,663,000	21,002,000	21,002,000	21,002,000
Payroll Tax Rev-State In-Lieu	2,843,364	3,071,211	3,042,000	3,471,000	3,576,000	3,576,000	3,576,000
Total Tax Revenue	\$415,529,147	\$463,534,200	\$470,087,000	\$483,931,000	\$515,827,000	\$515,827,000	\$515,827,000
Grants							
Federal Operating Grants	302,647,316	241,448,490	164,527,800	152,807,700	157,305,200	157,305,200	156,769,900
State STIF-Discretionary	450,329	115,992	248,000	232,000	400,000	400,000	150,000
State STIF-Formula	17,004,927	50,762,513	30,668,000	32,807,100	38,672,000	38,672,000	42,695,200
State Operating Grants	850,295	1,889,649	1,125,000	1,124,600			34,900
Local Operating Grants	481,451	1,255,092	379,200	430,100	101,000	101,000	62,500
Capital Grants	33,519,649	99,583,883	68,976,394	50,020,852	74,915,778	74,915,778	82,798,649
Total Grants	\$354,953,967	\$395,055,619	\$265,924,394	\$237,422,352	\$271,393,978	\$271,393,978	\$282,511,149
Other Resources							
Capital Assistance	15,144,166	28,428,795	27,525,302	16,804,700	63,127,565	63,127,565	57,909,765
Bond Proceeds		429,524,241					
GASB Statement No 87 Leasing Adjustment	3,567,172						
Other Non-Operating Resources	10,700,516	6,685,738	16,392,450	14,068,200	22,716,700	22,716,700	16,316,500
Total Other Resources	\$29,411,854	\$464,638,774	\$43,917,752	\$30,872,900	\$85,844,265	\$85,844,265	\$74,226,265
Total Resources	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

* 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	FY2024		
		Proposed	Approved	Adopted
Federal Operating Grants				
FTA Section 5307 Urbanized Area Formula(CARES Act)	Preventive Maintenance & Operating Assistance	104,464,900	104,464,900	104,480,900
FTA Section 5337 State of Good Repair	Preventive Maintenance	23,296,200	23,296,200	23,296,200
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service & Preventive Maintenance	21,800,000	21,800,000	21,800,000
Regional STBG FHWA Flex Funds	Metro Program Fund Exchanges	3,708,400	3,708,400	3,708,400
Regional STBG FHWA Flex Funds	Regional Transp Options Program	400,000	400,000	412,000
FTA Section 20005b Pilot Program	Transit Oriented Development & Eastside Park & Ride	365,000	365,000	286,300
FTA Section 5312 Human Trafficking Awareness & Pub Safety	Project Management and Advertising	7,900	7,900	7,900
Transit Security Operating Funds	Anti-Terrorism Transit Security			14,700
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	2,020,600	2,020,600	1,272,900
Homeland Security Funds	Safety & Security-Canine/Tactical Training	1,242,200	1,242,200	1,464,600
FTA Section 5307/CMAQ FHWA Flex Funds	Open Street Map Data Maintenance			26,000
Total Federal Operating Grants		\$157,305,200	\$157,305,200	\$156,769,900
Federal CIP Grants				
FEMA Transit Security Grant Program	CCTV & Intrusion Detection	849,934	849,934	964,852
FTA Section 5309 CIG New Starts	Portland-Milwaukie Light Rail Project	8,225,595	8,225,595	8,100,000
FTA Section 5309 CIG Small Starts	Division Transit Project	1,868,087	1,868,087	2,294,548
FTA Sec 5339(a), 5339(c) NEV, & ODOT STBG FHWA Flex	Electric Bus Purchases	9,577,146	9,577,146	9,577,146
FTA Section 5312 Public Transp Innovation Prog	Operator Safety & Rider Awareness	123,972	123,972	123,972
FTA Section 5309 CIG Small Starts	Red Line Extension and Reliability Improvement	38,998,799	38,998,799	42,766,386
FTA Section 5312 Public Transp Innovation Prog	Rail Crossing Safety Enhancements	147,201	147,201	140,664
FTA Sec 5312 Human Trafficking Awareness & Pub Safety	Transit Tracker Project	116,607	116,607	116,607
FTA Comm Proj Funding/Congressionally Directed Spending	Blue Line Station Rehab.	3,000,000	3,000,000	3,000,000
FTA Sec 5339(a) Discr & FTA Comm Proj Funding/Congress	Garage, Layover & TC Expansion	2,164,951	2,164,951	1,925,612
FTA Comm Proj Funding/Congressionally Directed Spending	Electric Vehicle Charging Infrastructure-Merlo			105,262
FTA Comm Proj Funding/Congressionally Directed Spending	Willamette Shore Trolley	1,727,083	1,727,083	1,727,083
FRA Corridor Identification & Development Program	185th Avenue MAX Overcrossing Project-Design Only	2,398,563	2,398,563	2,398,563
USDOT Rebuild America Infra/Sustain & Equity Grant Prog	Columbia Bus Base	5,000,000	5,000,000	7,682,719
FTA Section 5310 Enhanced Mobility of Sr. & Indv w/Disab.	ATP Technology Grant			688,809
Regional STBG FHWA Flex Funds	Powell-Division Corridor Safety & Access to Transit	717,840	717,840	1,186,426
Total Federal CIP Grants		\$74,915,778	\$74,915,778	\$82,798,649
Total Federal Grants		\$232,220,978	\$232,220,978	\$239,568,549
State Operating Grants				
State STIF-Formula	Service and Fare Programs	38,672,000	38,672,000	38,974,100
State STIF-Discretionary	Spot Improvement Program & Market Study	400,000	400,000	150,000
OEM Hazard Mitigation Grant Program	Hazard Mitigation Plan			34,900
Total State Operating Grants		\$39,072,000	\$39,072,000	\$39,159,000

Federal & State Grant/Local Contribution Summary

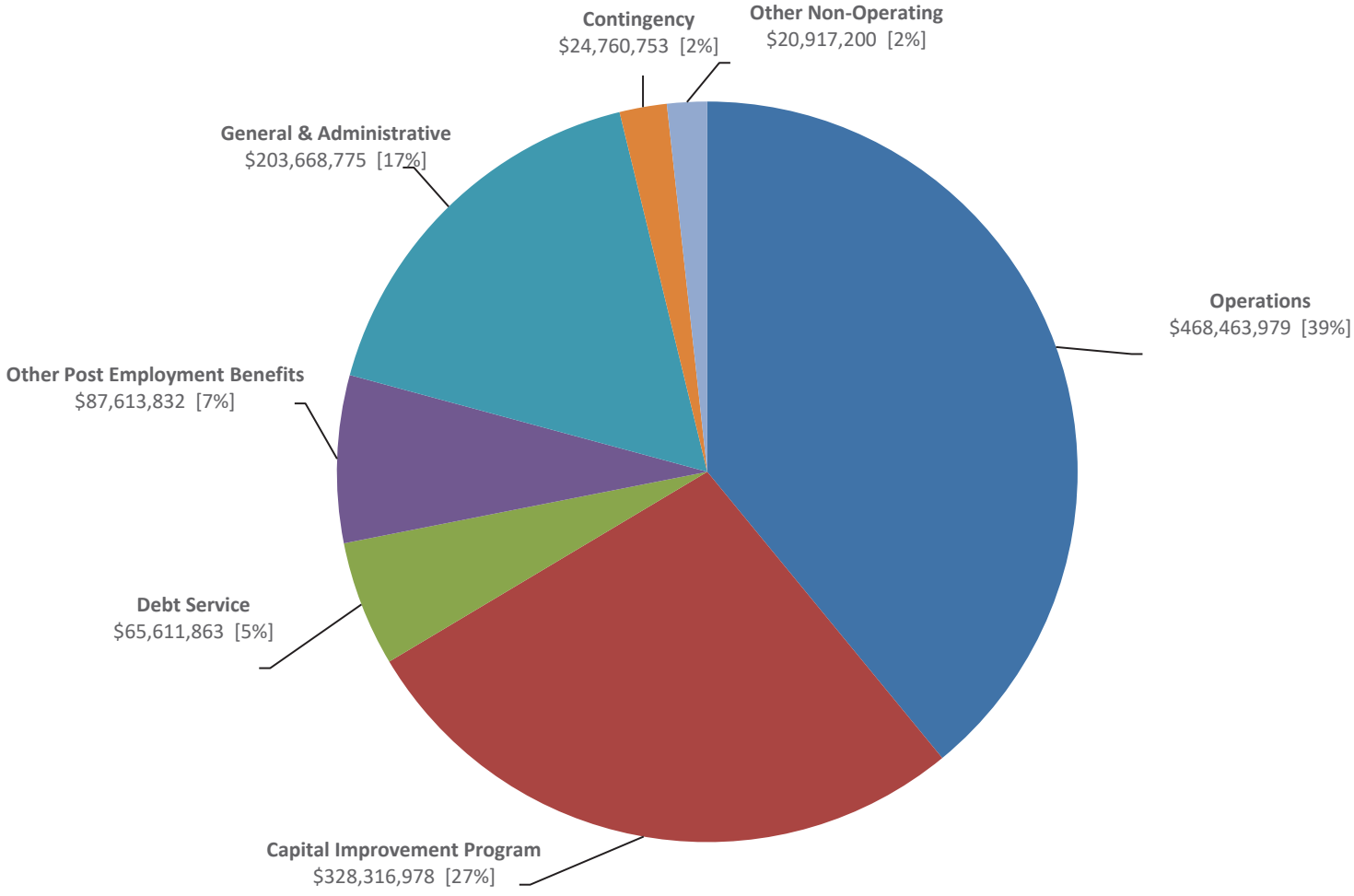
Type of Funding	Purpose	FY2024		
		Proposed	Approved	Adopted
State CIP Grants				
State STP/5310, 5339(a) & STF	ATP Fleet Expansion / Replacement	5,814,502	5,814,502	5,981,791
State, Sec 5310 Enhanced Mobility of Seniors w/Disabilities	Transit Tracker Display	230,274	230,274	230,274
State STIF Formula	Columbia Bus Base	4,239,753	4,239,753	2,171,082
State STIF Formula	Electric Vehicle Charging Infrastructure-Merlo			94,738
State STIF Formula	Electric Bus Purchases	17,596,886	17,596,886	17,596,886
State STIF Formula	BRT System & Implementation Plan	322,677	322,677	322,677
State STIF Formula	Security Funds for Transit Enhancement	1,200,000	1,200,000	1,200,000
State STIF Formula	Regional Mobility Planner	1,122,492	1,122,492	1,122,492
State STIF Formula	Scheduling Software Upgrades	1,502,247	1,502,247	1,502,247
State ATCMTD Grant	NextGen Transit Signal Priority	2,901,734	2,901,734	1,434,115
State STIF Formula	Garage, Layover and TC Expansion	2,252,804	2,252,804	2,063,929
State STIF Formula	Facilities System MasterPlan	492,648	492,648	492,648
State STIF Formula	Transit Tracker Project	458,930	458,930	458,930
State STIF Formula	ATP Technology Grant			19,726
State, Sec 5310 Enhanced Mobility of Sr. & Indiv. w/Disab	ATP Technology Grant	250,000	250,000	230,274
State STIF Formula	Bus Stop Development	692,500	692,500	692,500
State STIF Formula	Electric Vehicle Charging Infrastructure-Powell	5,100,000	5,100,000	5,100,000
State STIF Formula	Enhanced Transit Concepts-Better Bus	6,337,875	6,337,875	6,190,427
Total State CIP Grants		\$50,515,322	\$50,515,322	\$46,904,736
Total State Grants		\$89,587,322	\$89,587,322	\$86,063,736
Local Operating Grants				
Metro	Open Street Map Data Maintenance	26,000	26,000	
City of Portland, City of Hillsboro, City of Beaverton	Transit Oriented Development	25,000	25,000	25,000
Portland Bureau of Transportation	Transit Priority Spot Improvements	50,000	50,000	37,500
Total Local Operating Grants		\$101,000	\$101,000	\$62,500
Local CIP Contributions				
Multiple Local Agencies	185th Avenue MAX Overcrossing Project-Design Only	599,641	599,641	599,641
Multiple Local Agencies	82nd Avenue Transit Improvements	1,760,000	1,760,000	1,760,000
Port of Portland	Third Party Project Betterment	2,914,323	2,914,323	2,826,823
City of Portland & City of Gresham	Powell-Division Corridor Safety & Access to Transit			58,796
Metro, Helping Obtain Prosperity for Everyone(HOPE) Grant	TV Highway Transit Improvements	1,839,029	1,839,029	1,839,029
Metro	Enhanced Transit Concepts - Better Bus	3,300,000	3,300,000	1,921,590
Multiple Local Agencies	Third Party Recovery	2,199,250	2,199,250	1,999,150
Total Local CIP Contributions		\$12,612,243	\$12,612,243	\$11,005,029
Total Local Contributions		\$12,713,243	\$12,713,243	\$11,067,529



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TOTAL REQUIREMENTS

Budget FY2024



Total Operating & Capital Requirements = \$1,199,353,380*
*Total Requirements exclude Ending Fund Balance of \$728,269,678.

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	563,233	714,552	1,078,373	785,304	1,881,805	1,881,805	1,996,376
Inclusion Diversity Equity & Accessibility Department			1,591,719	774,838	2,653,086	2,653,086	2,703,568
Internal Audit Department	319,933	300,175	346,764	372,084	520,048	520,048	520,048
Total Office of the General Manager Division	\$883,166	\$1,014,727	\$3,016,856	\$1,932,226	\$5,054,939	\$5,054,939	\$5,219,992
Chief Operating Officer Division							
Office of Chief Operating Officer Department	646,472	831,836	1,295,605	950,557	1,354,057	1,354,057	1,322,750
Operations Planning & Development Department	1,217,466	1,279,334	2,161,036	2,039,542			
Service Planning & Delivery Department	903,002	558,421	433,013	430,223	13,696,911	13,696,911	10,137,650
Operations Training & Planning Department	8,355,414	8,451,399	9,857,703	8,787,789			
Total Chief Operation Officer Division	\$11,122,354	\$11,120,990	\$13,747,357	\$12,208,111	\$15,050,968	\$15,050,968	\$11,460,400
Transportation Division							
Transportation Administration Department	760,082	1,076,713	1,502,797	914,768	2,016,664	2,016,664	2,020,905
Bus Transportation Department	150,250,827	148,992,080	168,078,182	154,604,644	169,201,219	169,201,219	170,998,102
Operations Command Center Department					9,043,908	9,043,908	9,069,613
Service Delivery Department	2,307,620	2,182,289	2,324,926	2,470,707			
Accessible Transportation Programs Department	19,209,751	29,220,008	40,942,606	37,989,991	42,886,525	42,886,525	49,679,665
Rail Transportation Department	34,867,853	33,997,421	37,090,826	34,972,946	33,286,007	33,286,007	34,629,319
Commuter Rail Department	5,977,544	7,009,792	7,971,771	7,175,483	8,266,293	8,266,293	8,268,411
Portland Streetcar Department	18,151,472	17,348,675	18,849,638	18,714,823	19,947,906	19,947,906	19,942,599
Total Transportation Division	\$231,525,149	\$239,826,978	\$276,760,746	\$256,843,362	\$284,648,522	\$284,648,522	\$294,608,614
Safety & Security Division							
Safety & Security Administration Department	581,051	770,210	1,132,915	810,088	1,638,802	1,638,802	1,646,004
Safety & Environmental Services Department	2,791,611	2,837,286	3,619,115	3,730,700	5,896,618	5,896,618	5,769,921
Security & Emergency Management Department	17,106,422	17,043,936	40,087,209	26,939,073	58,387,241	58,387,241	58,599,709
Total Safety & Security Division	\$20,479,084	\$20,651,432	\$44,839,239	\$31,479,861	\$65,922,661	\$65,922,661	\$66,015,634
Maintenance Division							
Maintenance Administration Department	1,201,056	935,477	2,468,552	1,108,992	2,563,266	2,563,266	2,264,367
Bus Maintenance Department	63,714,793	64,485,170	78,181,194	70,200,462	83,006,948	83,006,948	82,572,199
Facilities Management Bus-Rail Department	24,291,489	26,997,081	24,530,047	26,817,067	26,221,985	26,221,985	26,873,637
Rail Maintenance Of Way Department	17,800,543	16,516,791	21,381,359	20,441,904	22,874,723	22,874,723	22,906,992
Rail Equipment Maintenance Department	44,451,079	39,179,032	37,515,662	38,938,290	39,273,089	39,273,089	39,238,170
Total Maintenance Division	\$151,458,960	\$148,113,551	\$164,076,814	\$157,506,715	\$173,940,011	\$173,940,011	\$173,855,365

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department					1,311,621	1,311,621	1,643,886
Transit System Support Services Department					2,992,120	2,992,120	3,003,923
Transit Training & Development Department					9,827,335	9,827,335	10,913,014
Transit Asset & Maintenance Support Department					1,066,205	1,066,205	1,084,999
Total Transit System & Asset Support Division					\$15,197,281	\$15,197,281	\$16,645,822
Information Technology Division							
IT Administration Department	8,771,569	9,817,092	14,954,353	12,414,315	17,576,388	17,576,388	17,565,549
IT Operations & Infrastructure Department	3,291,849	3,870,636	3,764,182	4,180,522	4,391,916	4,391,916	4,425,937
Information Security Department	619,506	749,487	1,278,484	1,173,733	1,151,176	1,151,176	1,173,161
Enterprise Systems Department	4,581,707	5,113,394	4,673,067	4,941,503	5,394,579	5,394,579	5,449,024
Intelligent Transportation Systems Department	2,823,075	2,859,288	3,651,207	3,394,359	3,815,609	3,815,609	3,875,631
Total Information Technology Division	\$20,087,706	\$22,409,897	\$28,321,293	\$26,104,432	\$32,329,668	\$32,329,668	\$32,489,302
Public Affairs Division							
Public Affairs Administration Department	948,506	851,918	1,126,535	752,323	1,319,076	1,319,076	1,313,116
Policy & Planning Department	4,475,231						
Community Affairs & Engagement Department	1,412,202	1,435,291	2,306,080	2,149,671	1,418,559	1,418,559	1,425,671
Government Services and Public Affairs Department	981,444	723,751	918,776	968,147	1,211,754	1,211,754	1,220,348
Communications & Marketing Department	3,601,026	5,497,683	5,832,740	6,441,510	8,203,095	8,203,095	8,227,192
Customer Information Services Department	3,560,859	3,358,373	4,140,032	3,932,367	4,593,388	4,593,388	4,596,377
Total Public Affairs Division	\$14,979,268	\$11,867,016	\$14,324,163	\$14,244,018	\$16,745,872	\$16,745,872	\$16,782,704
Finance & Administrative Services Division							
Finance & Administrative Services Department	799,259	675,723	1,575,450	781,372	1,791,101	1,791,101	1,870,334
Financial Services Department	3,209,993	3,450,670	3,928,997	3,762,295	4,308,859	4,308,859	4,296,445
Budget & Forecasting Department	1,198,723	1,569,894	1,943,556	1,506,247	2,011,531	2,011,531	1,547,582
Risk Management Department	4,365,826	5,274,407	5,887,967	5,227,178	5,957,215	5,957,215	5,435,739
Procurement & Supply Chain Management Department	5,242,989	5,344,728	6,431,231	6,086,823	6,986,967	6,986,967	6,800,095
Fare Revenue & Administrative Services Department	7,820,052	8,058,703	12,858,922	10,508,362	12,364,595	12,364,595	12,278,943
Grants Development & Compliance Department							1,004,439
Total Finance & Administrative Services Division	\$22,636,842	\$24,374,125	\$32,626,123	\$27,872,277	\$33,420,268	\$33,420,268	\$33,233,577
Labor Relations & Human Resources Division							
Human Resources Administration Department	541,976	674,755	1,894,574	1,241,274	2,339,544	2,339,544	2,344,658
Benefits & HRIS Department	1,338,008	1,478,065	1,842,704	1,760,614	1,921,711	1,921,711	1,922,755
Talent Management Department	1,845,028	2,520,854	3,260,784	3,055,086	3,824,151	3,824,151	3,980,128
Labor Relations Department	772,965	885,923	1,120,255	1,094,277	1,382,900	1,382,900	1,441,791
Compensation Department	521,175	583,020	732,133	780,021	753,541	753,541	776,059
Total Labor Relations & Human Resources Division	\$5,019,152	\$6,142,617	\$8,850,450	\$7,931,272	\$10,221,847	\$10,221,847	\$10,465,391

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Division							
Legal Services Administration Department	1,295,225	1,418,743	2,046,372	1,722,998	2,337,098	2,337,098	2,281,904
Litigation Department	977,103	987,752	1,095,070	1,123,874	1,139,105	1,139,105	1,168,052
Real Estate & Transit Oriented Development Department	3,115,106	3,435,118	3,617,363	3,730,080	2,791,307	2,791,307	2,841,179
Total Legal Services Division	\$5,387,434	\$5,841,613	\$6,758,805	\$6,576,952	\$6,267,510	\$6,267,510	\$6,291,135
Engineering & Construction Division							
Engineering & Construction Administration Department	1,115,361	1,542,289	1,518,353	1,362,529	2,198,453	2,198,453	2,166,862
Policy & Planning Department		5,269,497	6,202,156	4,969,435			
Design & Construction Department	655,459	497,550	790,168	382,498	1,956,805	1,956,805	1,796,384
Major Projects Department	447,316	577,356	368,526	496,662	1,078,757	1,078,757	1,101,572
Project Development & Permitting Department	332,378						
Total Engineering & Construction Division	\$2,550,514	\$7,886,692	\$8,879,203	\$7,211,124	\$5,234,015	\$5,234,015	\$5,064,818
Other Post Employment Benefits	52,693,482	25,487,491	84,544,748	61,602,181	87,681,386	87,681,386	87,613,832
Debt Service (1)	60,604,055	290,024,032	63,140,226	62,497,726	65,611,863	65,611,863	65,611,863
Total Operating Requirements	\$599,427,166	\$814,761,161	\$749,886,023	\$674,010,257	\$817,326,811	\$817,326,811	\$825,358,449
Capital Improvement Program (CIP)							
Chief Operating Officer Division	181,623				2,422,731	2,422,731	2,944,832
Transportation Division	-19,353	480	8,279,709	1,914,404	15,486,941	15,486,941	16,387,807
Safety & Security Division	8,010,050	5,068,164	8,513,429	4,711,910	11,127,791	11,127,791	11,240,622
Maintenance Division	91,372,284	100,453,585	124,151,297	66,730,204	121,178,796	121,178,796	127,298,083
Transit System & Asset Support Division					927,093	927,093	927,093
Information Technology Division	4,223,160	8,748,939	14,656,134	9,793,709	16,344,836	16,344,836	12,962,229
Public Affairs Division	1,140,945	644,833	1,820,003	1,363,328	1,277,800	1,277,800	1,538,494
Finance & Administrative Services Division	2,950,701	705,718	4,864,185	629,292	13,871,464	13,871,464	10,991,398
Legal Services Division	592,842	965,344	11,250,879	10,999,824	13,152,881	13,152,881	13,755,309
Engineering & Construction Division	81,777,274	134,536,458	130,523,410	100,592,508	126,556,738	126,556,738	130,271,111
Total Capital Improvement Program (CIP)	\$190,229,526	\$251,123,521	\$304,059,046	\$196,735,179	\$322,347,071	\$322,347,071	\$328,316,978
Pass Through Revenues & Requirements	10,700,516	6,685,738	16,392,450	14,068,200	22,716,700	22,716,700	16,316,500
Regional Fund Exchange Payments		12,652,499	3,600,400	3,600,400	3,708,400	3,708,400	3,708,400
Special Payments	1,900,000	5,600,377	2,158,000	2,158,000	892,300	892,300	892,300
Total Other Non-Operating Requirements	\$12,600,516	\$24,938,614	\$22,150,850	\$19,826,600	\$27,317,400	\$27,317,400	\$20,917,200

(1) Included in the actuals line item of \$290,024 for debt service is a refunding in the amount of \$229,841. Per ORS, debt refunding are not subject to Oregon Budget law. Therefore, this over-expenditure is not a budget violation.

Requirement Summary

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Contingency			34,707,909		24,519,804	24,519,804	24,760,753
Ending Fund Balance as of June 30 (2)							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	142,677,404	201,925,840	97,803,616	97,803,616	100,281,521
Restricted Debt Service	43,685,902	52,360,833	43,924,759	44,120,313	43,803,577	43,803,577	43,803,577
Unrestricted Funds	485,009,052	681,301,786	633,816,989	725,624,891	583,887,473	583,887,473	584,184,580
Total Ending Fund Balance	\$726,497,732	\$1,026,675,626	\$820,419,152	\$971,671,044	\$725,494,666	\$725,494,666	\$728,269,678
Total Requirements	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

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

Requirements by Object Class

Division/Department	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	826,068	916,271	2,532,756	1,761,411	3,231,639	3,231,639	3,764,192
Chief Operating Officer	10,029,978	10,072,044	12,965,457	11,486,361	9,585,868	9,585,868	9,578,500
Transportation	195,856,167	193,311,420	217,002,946	201,473,066	222,114,622	222,114,622	222,252,614
Safety & Security	5,178,621	5,481,055	7,758,639	7,787,875	12,677,361	12,677,361	12,770,334
Maintenance	88,693,061	84,383,982	101,577,314	90,330,735	109,751,511	109,751,511	109,666,865
Transit System & Asset Support					13,498,381	13,498,381	14,920,622
Information Technology	11,826,102	12,719,731	16,391,593	15,020,088	19,083,668	19,083,668	19,243,302
Public Affairs	9,312,772	7,976,273	9,064,063	9,172,699	11,021,072	11,021,072	11,057,904
Finance & Administrative Services	15,864,825	16,022,920	19,964,323	17,973,424	21,816,468	21,816,468	22,101,877
Labor Relations & Human Resources	3,749,913	4,349,910	5,860,350	5,397,553	6,789,647	6,789,647	7,029,691
Legal Services	2,937,167	3,167,826	3,649,605	3,753,887	4,598,510	4,598,510	4,623,435
Engineering & Construction	2,089,550	3,382,543	3,443,403	3,182,387	4,508,015	4,508,015	4,338,818
Other Post Employment Benefits	52,467,325	25,386,497	84,244,748	61,302,181	87,381,386	87,381,386	87,313,832
Total Personnel Services	\$398,831,549	\$367,170,472	\$484,455,197	\$428,641,667	\$526,058,148	\$526,058,148	\$528,661,986
Materials & Services							
Office of the General Manager	57,098	98,456	484,100	170,815	1,823,300	1,823,300	1,455,800
Chief Operating Officer	1,092,376	1,048,946	781,900	721,750	5,465,100	5,465,100	1,881,900
Transportation	35,668,982	46,515,558	59,757,800	55,370,296	62,533,900	62,533,900	72,356,000
Safety & Security	15,300,463	15,170,377	37,080,600	23,691,986	53,245,300	53,245,300	53,245,300
Maintenance	62,765,899	63,729,569	62,499,500	67,175,980	64,188,500	64,188,500	64,188,500
Transit System & Asset Support					1,698,900	1,698,900	1,725,200
Information Technology	8,261,604	9,690,166	11,929,700	11,084,344	13,246,000	13,246,000	13,246,000
Public Affairs	5,666,496	3,890,743	5,260,100	5,071,319	5,724,800	5,724,800	5,724,800
Finance & Administrative Services	6,772,017	8,351,205	12,661,800	9,898,853	11,603,800	11,603,800	11,131,700
Labor Relations & Human Resources	1,269,239	1,792,707	2,990,100	2,533,719	3,432,200	3,432,200	3,435,700
Legal Services	2,450,267	2,673,787	3,109,200	2,823,065	1,669,000	1,669,000	1,667,700
Engineering & Construction	460,964	4,504,149	5,435,800	4,028,737	726,000	726,000	726,000
Other Post Employment Benefits	226,157	100,994	300,000	300,000	300,000	300,000	300,000
Total Materials & Services	\$139,991,562	\$157,566,657	\$202,290,600	\$182,870,864	\$225,656,800	\$225,656,800	\$231,084,600
Other Requirements							
Capital Improvement Program (CIP)	190,229,526	251,123,521	304,059,046	196,735,179	322,347,071	322,347,071	328,316,978
Pass Through/Fund Exchanges/Special Payments	12,600,516	24,938,614	22,150,850	19,826,600	27,317,400	27,317,400	20,917,200
Debt Service	60,604,055	290,024,032	63,140,226	62,497,726	65,611,863	65,611,863	65,611,863
Contingency			34,707,909		24,519,804	24,519,804	24,760,753
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	142,677,404	201,925,840	97,803,616	97,803,616	100,281,521
Restricted Debt Service	43,685,902	52,360,833	43,924,759	44,120,313	43,803,577	43,803,577	43,803,577
Unrestricted Funds	485,009,052	681,301,786	633,816,989	725,624,891	583,887,473	583,887,473	584,184,580
Total Ending Fund Balance	\$726,497,732	\$1,026,675,626	\$820,419,152	\$971,671,044	\$725,494,666	\$725,494,666	\$728,269,678
Total Requirements	\$1,528,754,940	\$2,117,498,922	\$1,931,222,980	\$1,862,243,080	\$1,917,005,752	\$1,917,005,752	\$1,927,623,058

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

Personnel Services Schedule

Expense Category	Explanation	Budget FY2023**	Budget FY2024
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. \$209,676,611 for union and \$83,719,800 for non-union	265,551,707	293,396,411
Sick and Vac Payout	\$737,100 for union sick and vacation payout; \$582,036 for non-union vacation payout.	1,478,792	1,319,136
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	4,449,867	4,449,867
Scheduled Overtime	Overtime that has been built into union operator shifts.	11,495,442	12,043,095
Unscheduled Overtime	All other overtime except scheduled overtime.	11,626,276	12,321,082
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. \$948,768 for union and \$6,392,706 for non-union.	4,151,614	7,341,474
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$233,175 for union and \$110,211 for non-union.	343,386	343,386
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	\$59,349,348 for union medical and dental; \$12,390,925 for non-union medical and dental.	68,970,239	71,740,273
Disability and Life Insurance	\$834,855 for union Life/STD premiums; \$440,727 for non-union Life/LTD premiums.	1,215,710	1,275,582
Social Security FICA	7.65% of first \$160,200 of salaries and wages; 1.45% thereafter.	22,524,817	24,842,108
TriMet Payroll Tax-PRT	Average of 0.8087% of gross income. 0.8037% of 2023 gross income; 0.8137% of 2024 gross income.	2,363,249	2,648,918
Pension Expense-Normal Cost (cost of benefits earned this year)	\$14,617,620 for union Defined Contribution pension; \$7,752,315 for non-union Defined Contribution pension.	19,569,845	22,369,935
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits	-15,012,221	-15,924,839
Workers' Compensation	Medical and time loss payments to employees injured in work related accidents. Time loss is paid at 66.67% of average weekly wage not to exceed \$1,762.57 per week.	4,800,000	6,500,000
Total Personnel Services*		\$400,210,449	\$441,348,154

* Total does not include Other Post Employment Benefit costs of \$84,244,748 in FY2023 and \$87,313,832 in FY2024. See Other Post Employment Benefits department for DB pension plan assumptions.

** Budget FY2023 amended due to Board Transfer Resolution 22-09-52.

Materials & Services Schedule

Expense Category	Budget FY2023**	Budget FY2024	Percent Change	Explanation
Advertising/Promotion Media Fees	379,800	379,800	0.00%	
Audits	315,000	225,000	-28.57%	Budget decreased to reflect actual expense.
Banking Charges	2,657,000	1,769,000	-33.42%	Budget decreased due to lower ridership.
Bridge, Tunnel & Highway Expenses	406,200	418,300	2.98%	
Casualty and Liability Costs	7,458,600	9,247,300	23.98%	Increased premium upon renewal
Contract Maintenance	13,794,000	14,288,900	3.59%	
Contracted Dispatch	3,769,300	6,422,600	70.39%	Includes \$2.5M for supplemental service provision.
Contracted Eligibility Assessment	1,000,000	1,815,300	81.53%	Increased Eligibility Contractor and Transportation costs.
Custodial Service	1,480,700	1,480,700	0.00%	
Dues & Subscriptions	481,600	487,000	1.12%	
Education & Training	1,340,600	1,655,800	23.51%	Increase in agency education & development program.
Employee Relations & Union Contractual Services	484,100	484,100	0.00%	
Health Benefit Consultant	253,100	253,100	0.00%	
Lease Expenses	2,789,400	1,143,600	-59.00%	Reduced for first year lease at One Main Place and project leases.
Legal	617,000	382,400	-38.02%	Budget decreased; no WWA negotiations.
Light Rail Propulsion Power	5,537,900	6,056,400	9.36%	
Maintenance Materials-Revenue Equipment	14,230,600	14,195,100	-0.25%	
Miscellaneous Expenses	739,200	2,455,600	232.20%	Employee Recognition and Special Events (One-Time-Only)
Other Materials & Services	8,183,700	9,680,800	18.29%	
Other Services	8,933,600	10,712,400	19.91%	
Portland Streetcar	10,232,900	10,846,000	5.99%	
Professional & Technical Services	5,249,700	9,413,400	79.31%	Various One-Time-Only requests.
Purchased Transportation Service	32,677,900	30,636,000	-6.25%	
Revenue Vehicles - Diesel Fuel	23,293,800	25,229,000	8.31%	\$4.29/gallon for bus, \$4.50/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	1,010,300	985,300	-2.47%	
Revenue Vehicles - Tires	1,893,200	1,332,300	-29.63%	Some budget transferred to Contract Maintenance.
Security Services	35,093,800	49,408,600	40.79%	Increased presence on system.
Software License Fees	9,295,800	11,192,200	20.40%	
Temporary Help	347,200	359,700	3.60%	
Telephone Expense	688,800	708,300	2.83%	
Tickets, Passes & Fare Media Cards	2,030,000	1,800,000	-11.33%	
Uniforms	710,700	421,600	-40.68%	Budget decreased to reflect actual expense.
Utilities (Natural Gas, Electricity, Water/Sewer)	4,615,100	4,899,000	6.15%	
Total Materials & Services*	\$201,990,600	\$230,784,600	14.26%	

* Total does not include Other Post Employment Benefit costs of \$300,000 in FY2023 and \$300,000 in FY2024. See Other Post Employment Benefits department for service contracts for retirement plans.

** Budget FY2023 amended due to Board Transfer Resolution 22-09-52.

Summary of Employees

	FY2021 Actual	FY2022 Actual	FY2023 Budget**	FY2024			Change FY2023-FY2024
				Proposed	Approved	Adopted	
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	3.00	5.00	10.00	17.00	17.00	20.00	10.00
Total Office of the General Manager Division	3.00	5.00	10.00	17.00	17.00	20.00	10.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees	32.00	41.00	37.00	20.00	20.00	20.00	-17.00
Limited Term Full-Time Employees	0.00	3.00	1.00	3.00	3.00	3.00	2.00
Union Employees							
Full-Time Employees	46.00	48.00	51.00	43.00	43.00	42.00	-9.00
Limited Term Full-Time Employees	0.00	0.00	7.00	0.00	0.00	1.00	-6.00
Total Chief Operating Officer Division	78.00	92.00	96.00	66.00	66.00	66.00	-30.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	77.00	41.00	68.00	64.00	64.00	62.00	-6.00
Limited Term Full-Time Employees	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Union Employees							
Full-Time Employees	1,526.00	1,366.00	1,556.00	1,518.00	1,518.00	1,519.00	-37.00
Part-Time Employees	190.50	236.00	238.50	238.50	238.50	238.50	0.00
Total Transportation Division	1,796.50	1,643.00	1,862.50	1,820.50	1,820.50	1,819.50	-43.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	22.00	23.00	29.00	37.00	37.00	39.00	10.00
Limited Term Full-Time Employees	2.00	4.00	4.00	2.00	2.00	0.00	-4.00
Union Employees							
Full-Time Employees	21.00	21.00	25.00	50.00	50.00	50.00	25.00
Total Safety & Security Division	45.00	48.00	58.00	89.00	89.00	89.00	31.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	91.00	91.00	109.00	114.00	114.00	112.00	3.00
Limited Term Full-Time Employees	5.00	5.00	3.00	4.00	4.00	4.00	1.00
Union Employees							
Full-Time Employees	606.00	591.00	798.00	800.00	800.00	800.00	2.00
Limited Term Full-Time Employees	139.00	98.00	0.00	0.00	0.00	0.00	0.00
Total Maintenance Division	841.00	785.00	910.00	918.00	918.00	916.00	6.00

Summary of Employees

	FY2021 Actual	FY2022 Actual	FY2023 Budget**	FY2024			Change FY2023-FY2024
				Proposed	Approved	Adopted	
Transit System & Asset Support Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	0.00	40.00	40.00	40.00	40.00
Limited Term Full-Time Employees	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Union Employees							
Full-Time Employees	0.00	0.00	0.00	53.00	53.00	53.00	53.00
Limited Term Full-Time Employees	0.00	0.00	0.00	0.00	0.00	9.00	9.00
Total Transit System & Asset Support Division	0.00	0.00	0.00	93.00	93.00	103.00	103.00
Information Technology Division							
Non-Union Employees							
Full-Time Employees	78.00	80.00	93.00	98.00	98.00	98.00	5.00
Limited Term Full-Time Employees	2.00	0.00	0.00	13.00	13.00	13.00	13.00
Total Information Technology Division	80.00	80.00	93.00	111.00	111.00	111.00	18.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	55.00	55.00	48.00	56.00	56.00	56.00	8.00
Limited Term Full-Time Employees	6.00	4.00	5.00	5.00	5.00	5.00	0.00
Limited Term Part-Time Employees	0.75	0.75	0.00	0.00	0.00	0.00	0.00
Union Employees							
Full-Time Employees	21.00	21.00	24.00	33.00	33.00	33.00	9.00
Part-Time Employees	4.50	4.50	5.25	0.00	0.00	0.00	-5.25
Total Public Affairs Division	87.25	85.25	82.25	94.00	94.00	94.00	11.75
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	55.00	59.00	69.00	70.00	70.00	72.00	3.00
Limited Term Full-Time Employees	2.00	1.00	0.00	0.00	0.00	0.00	0.00
Union Employees							
Full-Time Employees	76.00	77.00	86.00	89.00	89.00	88.00	2.00
Part-Time Employees	0.00	0.00	1.50	1.50	1.50	1.50	0.00
Total Finance & Administrative Services Division	133.00	137.00	156.50	160.50	160.50	161.50	5.00
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	30.00	32.00	39.00	44.00	44.00	45.00	6.00
Limited Term Full-Time Employees	0.00	0.00	1.00	1.00	1.00	1.00	0.00
Part-Time Employees	0.80	0.80	0.80	0.80	0.80	0.80	0.00
Total Labor Relations & Human Resources Division	30.80	32.80	40.80	45.80	45.80	46.80	6.00

Summary of Employees

	FY2021 Actual	FY2022 Actual	FY2023 Budget**	FY2024			Change FY2023-FY2024
				Proposed	Approved	Adopted	
Legal Services Division							
Non-Union Employees							
Full-Time Employees	21.00	21.00	24.00	25.00	25.00	25.00	1.00
Limited Term Full-Time Employees	3.00	4.00	4.00	3.00	3.00	3.00	-1.00
Total Legal Services Division	24.00	25.00	28.00	28.00	28.00	28.00	0.00
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	49.00	51.00	76.00	67.00	67.00	67.00	-9.00
Limited Term Full-Time Employees	20.00	12.00	17.00	23.00	23.00	23.00	6.00
Total Engineering & Construction Division	69.00	63.00	93.00	90.00	90.00	90.00	-3.00
Operating Program							
Non-Union Employees							
Full-Time Employees	513.00	499.00	602.00	652.00	652.00	656.00	54.00
Limited Term Full-Time Employees	43.00	33.00	35.00	54.00	54.00	53.00	18.00
Part-Time Employees	0.80	0.80	0.80	0.80	0.80	0.80	0.00
Limited Term Part-Time Employees	0.75	0.75	0.00	0.00	0.00	0.00	0.00
Total Non Union Employees	557.55	533.55	637.80	706.80	706.80	709.80	72.00
Union Employees							
Full-Time Employees	2,296.00	2,124.00	2,540.00	2,586.00	2,586.00	2,585.00	45.00
Limited Term Full-Time Employees	139.00	98.00	7.00	0.00	0.00	10.00	3.00
Part-Time Employees	195.00	240.50	245.25	240.00	240.00	240.00	-5.25
Total Union Employees	2,630.00	2,462.50	2,792.25	2,826.00	2,826.00	2,835.00	42.75
Total Operating Program Employees*	3,187.55	2,996.05	3,430.05	3,532.80	3,532.80	3,544.80	114.75

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

**Budget FY2023 amended due to Board Transfer Resolution 22-09-52.

Staffing Changes FY2024 Adopted Budget:

Changes to FTE between the FY2023 and FY2024 Adopted Budget occurred primarily as result of:

FY2024 includes a reorganization impacting multiple divisions and the formulation of a new twelfth division. The new division, Transit Systems & Asset Support, was established to direct the overall goals, objectives and strategies of the Transportation, Maintenance and Safety & Security Divisions as well as operations budgeting, data analysis, implementing industry best practices, managing all aspects of the District’s in-house Transportation and Maintenance Training and implementing temporary service plans to allow maintenance to make strategic repairs to the TriMet system.

Additionally FTE were added to ensure new work requirements were met agency-wide. These includes inclusion, diversity, equity & accessibility staffing to increase community engagement, security, maintenance, outreach, financial service and talent management, project development and positions to support new projects (such as Interstate Bridge).

A minor FTE change is reflected to seven union part-time Field Outreach & Community Relations Representatives converting them to full-time status.

Finally a restructuring effort occurred impacting the Office of the General Manager, Transportation, Maintenance, Transit System & Asset Support, Public Affairs, Finance & Administrative Services and Labor Relations & Human Resources Divisions. The functions of several positions were realigned to better reflect where the work is performed and two new departments were created as a result. The new departments are Grants Development & Compliance (Finance and Administrative Services Division) and Operations Command Center (Transportation Division). The functions for these new departments previously existed within other departments, but have now been separated to better distinguish and provide focus in these areas.

Summary of Employees: Changes in Staffing Levels

FTE Change	Non-Union	Union	Total	Purpose of Change
Office of the General Manager Division	10.00	0.00	10.00	Additional work requirements; conversion from operating to FTE; restructuring transfer from Finance & Administrative Services Division.
Chief Operating Officer Division	-15.00	-15.00	-30.00	Additional work requirements; reorganization from Transportation and Engineering & Construction Divisions; reorganization to Transit System & Asset Support Division.
Transportation Division	-6.00	-37.00	-43.00	Additional work requirements; reorganization to Chief Operating Officer and Transit System & Asset Support Divisions; restructuring transfer to Public Affairs Division.
Safety & Security Division	6.00	25.00	31.00	Additional work requirements.
Maintenance Division	4.00	2.00	6.00	Additional work requirements; restructuring transfer to Transit System & Asset Support Division.
Transit System & Asset Support Division	41.00	62.00	103.00	Additional work requirements; reorganization from Chief Operating Officer and Transportation Divisions; restructuring transfer from Maintenance Division; restructuring transfer to Labor Relations & Human Resources Division.
Information Technology Division	18.00	0.00	18.00	Additional work requirements.
Public Affairs Division	8.00	3.75	11.75	Additional work requirements; restructuring transfer from Transportation Division; convert part-time union to full-time union positions.
Finance & Administrative Services Division	3.00	2.00	5.00	Additional work requirements; restructuring transfer to Office of the General Manager Division.
Labor Relations & Human Resources Division	6.00	0.00	6.00	Additional work requirements; restructuring transfer from Transit System & Asset Support Division.
Legal Services Division	0.00	0.00	0.00	No change.
Engineering & Construction Division	-3.00	0.00	-3.00	Additional work requirements; reorganization to Chief Operating Officer Division.
Total Non-Union and Union Changes	72.00	42.75	114.75	

SUMMARY OF FIXED ROUTE SERVICE (Hours and Miles)

	FY2021 Actual	FY2022 Actual	FY2023 Adopted	FY2023 Estimate	FY2024 Adopted	% Change Budget**	% Change Estimate***	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	39,687	38,273	46,378	37,512	46,378	0.00%	23.64%	85.85%
Light Rail (Train Hours)	5,818	6,314	6,093	5,828	6,093	0.00%	4.55%	11.28%
Commuter Rail (Train Hours)	81	81	122	81	122	0.00%	50.62%	0.23%
Portland Streetcar (Train Hours)*	1,265	1,265	1,431	1,265	1,431	0.00%	13.12%	2.65%
Fixed Route Total	46,851	45,933	54,024	44,686	54,024	0.00%	20.90%	100.00%

	FY2021 Actual	FY2022 Actual	FY2023 Adopted	FY2023 Estimate	FY2024 Adopted	% Change Budget	% Change Estimate	% of Total
Weekly Vehicle Miles								
Fixed Route								
Bus Service	468,737	536,587	528,696	428,864	528,696	0.00%	23.28%	72.89%
Light Rail (Car Miles)	81,717	113,778	175,420	81,863	175,420	0.00%	114.28%	24.20%
Commuter Rail (Train Miles)	1,478	1,478	2,307	1,478	2,307	0.00%	56.09%	0.32%
Portland Streetcar (Car Miles)*	7,549	7,549	18,890	7,549	18,890	0.00%	150.23%	2.58%
Fixed Route Total	559,481	659,392	725,313	519,754	725,313	0.00%	39.55%	100.00%

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

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

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

SUMMARY OF FIXED ROUTE AND ACCESSIBLE TRANSPORTATION VEHICLES

	FY2021 Actual	FY2022 Actual	FY2023 Adopted	FY2023 Estimate	FY2024 Adopted	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	492	436	616	408	616	0.00%	50.98%
Total Vehicles	695	698	691	709	733	6.08%	3.39%
Light Rail							
Peak Vehicles	94	94	116	94	116	0.00%	23.40%
Total Vehicles	144	144	144	142	142	-1.39%	0.00%
Commuter Rail							
Peak Vehicles	2	2	2	2	2	0.00%	0.00%
Total Vehicles	6	6	6	6	6	0.00%	0.00%
Portland Streetcar*							
Peak Vehicles	12	12	12	12	12	0.00%	0.00%
Total Vehicles	17	17	20	20	19	-5.00%	-5.00%
Accessible Transportation							
Peak Vehicles	100	138	175	180	200	14.29%	11.11%
Total Vehicles	278	262	278	262	262	-5.76%	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 72% of the City of Portland's net cost (after fares) of Portland Streetcar operation.

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 FY2024 debt service is \$65.6 million, of which \$44.1 million is senior lien debt or 5.8% of continuing revenues, meeting the goal set by the Board.

Debt Ceiling Calculation

Total Senior Lien Debt	\$44,120,313
Total Net Continuing Resources	\$756,034,400
Total Senior Lien Debt / Total Net Continuing Resources	5.8%

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 rating agencies including Moody's, Standard & Poor's, and Kroll Bond Rating Agency.

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 are backed by continuing resources, which includes passenger revenues, tax revenues, Federal and State operating grants, and other revenue.

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 may include short-term debt and lease-leaseback agreements.

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

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

The tables on the following pages include the following: Identification and purpose of the payroll tax and capital grant receipt bonds including the date issued, term (years), par amount, projected balance at June 30, 2023 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

<i>\$ in thousands</i>										
Series	Purpose	Issued	Term (Years)	Par Amount	Projected Balance at June 30, 2023	Moody's	Bond Ratings 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	-	Aaa	AAA		AAA	
2015 A/B	Capital projects and refinance bonds currently outstanding	9/9/2015	25	134,590	28,420	Aaa	AAA		AAA	
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	57,645	Aaa	AAA		AAA	
2017 A	Fund capital projects	2/22/2017	25	97,430	34,840	Aaa	AAA		AAA	
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	41,040	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	235,640	Aaa	AAA		AAA	
2021A/B	Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance capital projects currently outstanding.	10/27/2021	30	409,640	409,640	Aaa	AAA		AAA	
Projected Balance at June 30, 2023 for all Payroll Tax Bonds					\$ 819,755					
Capital Grant Receipt Bonds										
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	64,840	A3	A		Not Rated	
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	111,435	A3	A		Not Rated	
Projected Balance at June 30, 2023 for all capital Grant Receipt Bonds					\$ 176,275					
Projected Balance at June 30, 2023 all Bonds					\$ 996,030					

Principal and Interest payments presented through maturity for each fund

Fiscal year ending June 30:	Payroll Tax Bonds (\$ in thousands)			Capital Grant Receipt Bonds (\$ in thousands)			Total Bonds (\$ in thousands)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2024	\$ 18,080	\$ 26,040	\$ 44,120	\$ 13,465	\$ 8,027	\$ 21,492	\$ 31,545	\$ 34,066	\$ 65,611
2025	\$ 18,920	\$ 24,884	\$ 43,804	\$ 14,105	\$ 7,337	\$ 21,442	\$ 33,025	\$ 32,221	\$ 65,246
2026	\$ 23,370	\$ 24,043	\$ 47,413	\$ 14,795	\$ 6,615	\$ 21,410	\$ 38,165	\$ 30,657	\$ 68,822
2027	\$ 24,210	\$ 23,276	\$ 47,486	\$ 15,515	\$ 5,857	\$ 21,372	\$ 39,725	\$ 29,133	\$ 68,858
2028	\$ 24,980	\$ 22,634	\$ 47,614	\$ 16,270	\$ 5,062	\$ 21,332	\$ 41,250	\$ 27,696	\$ 68,946
FY2029-FY2033	\$ 137,970	\$ 100,087	\$ 238,057	\$ 69,525	\$ 14,916	\$ 84,441	\$ 207,495	\$ 115,003	\$ 322,498
FY2034-FY2038	\$ 161,965	\$ 76,089	\$ 238,054	\$ 32,600	\$ 1,130	\$ 33,730	\$ 194,565	\$ 77,218	\$ 271,783
FY2039-FY2043	\$ 169,580	\$ 47,372	\$ 216,952				\$ 169,580	\$ 47,372	\$ 216,952
FY2044-FY2048	\$ 161,920	\$ 23,428	\$ 185,348				\$ 161,920	\$ 23,428	\$ 185,348
FY2049-FY2053	\$ 78,760	\$ 2,969	\$ 81,729				\$ 78,760	\$ 2,969	\$ 81,729
Total	\$ 819,755	\$ 370,822	\$ 1,190,577	\$ 176,275	\$ 48,944	\$ 225,219	\$ 996,030	\$ 419,763	\$ 1,415,793



Summary of Debt Service

Operating	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Payroll Tax Bonds							
2009 Senior Lien Revenue Bonds Series A and B	717,969	717,969	717,969	717,969	717,969	717,969	717,969
2012 Senior Lien Revenue Bonds	3,072,000	3,071,250	3,075,000	3,075,000			
2015 Revenue Bonds	8,125,700	7,572,738	6,995,125	6,995,125	7,040,013	7,040,013	7,040,013
2016 Revenue Bonds	3,104,775	2,787,750	3,108,113	2,465,613	5,546,650	5,546,650	5,546,650
2017 Revenue Bonds	6,731,588	5,473,213	4,221,463	4,221,463	4,217,788	4,217,788	4,217,788
2018 Payroll Bonds -Sr Lien	8,630,150	6,105,275	3,601,025	3,601,025	3,550,275	3,550,275	3,550,275
2019 Senior Lien Payroll Tax Rev Bonds Series A	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950
2019 Payroll Tax Rev Bonds - Sr Lien Series B	1,939,999	1,941,632	1,942,893	1,942,893	1,943,655	1,943,655	1,943,655
2021 Senior Lien Payroll Tax Rev Bonds Series A		2,151,779	6,247,100	6,247,100	9,391,475	9,391,475	9,391,475
2021 Payroll Bonds - Sr Lien Series B		1,888,774	5,483,538	5,483,538	5,483,538	5,483,538	5,483,538
Capital Grant Receipt Bonds							
2011 Capital Grant Receipt Bonds (1)	11,680,000	11,670,500					
2017 Capital Grant Bonds	3,800,750	3,800,750	14,696,375	14,696,375	14,683,625	14,683,625	14,683,625
2018 Capital Grant Bonds (1)	5,629,550	5,624,425	6,822,675	6,822,675	6,807,925	6,807,925	6,807,925
Others							
2005 Lease Leaseback	865,175						
Bank Line of Credit	76,042						
Bond Issuance Costs and Misc	1,407	1,148,435					
Total Debt Service	\$60,604,055	\$60,183,440	\$63,140,226	\$62,497,726	\$65,611,863	\$65,611,863	\$65,611,863
Refunding	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2015 Revenue Bonds Refunding Escrow Deposit (2)		\$229,840,592					

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

(2) Outstanding revenue bonds were refunded through funding issuances in FY2020 and FY2022; the escrow deposit is not subject to budget limitations.

Summary of Debt Service Principal and Interest

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B		717,969	717,969
2015 Revenue Bonds	5,900,000	1,140,013	7,040,013
2016 Revenue Bonds	3,550,000	1,996,650	5,546,650
2017 Revenue Bonds	2,815,000	1,402,788	4,217,788
2017 Capital Grant Bonds	11,735,000	2,948,625	14,683,625
2018 Capital Grant Bonds	1,730,000	5,077,925	6,807,925
2018 Payroll Bonds -Sr Lien	1,835,000	1,715,275	3,550,275
2019 Payroll Bonds - Sr Lien Series A		6,228,950	6,228,950
2019 Payroll Bonds - Sr Lien Series B	755,000	1,188,655	1,943,655
2021 Payroll Bonds - Sr Lien Series A	3,225,000	6,166,475	9,391,475
2021 Payroll Bonds - Sr Lien Series B		5,483,538	5,483,538
FY2024 Total Debt Service	\$31,545,000	\$34,066,863	\$65,611,863

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	39,375,693	49,244,880	62,400,000	51,300,000	56,200,000	56,200,000	56,300,000
Transit Advertising	1,688,750	3,523,958	3,626,700	3,900,000	4,491,200	4,491,200	4,017,000
Accessible Transportation Contract (see Note 1)	152,901	4,696,138	4,400,000	6,500,000	7,322,400	7,322,400	7,020,000
Service Contracts (see Note 2)	7,762,906	8,874,115	8,383,000	8,925,000	9,041,400	9,041,400	9,228,500
Total Operating Revenue	\$48,980,250	\$66,339,091	\$78,809,700	\$70,625,000	\$77,055,000	\$77,055,000	\$76,565,500
Tax Revenue							
Payroll Tax Rev-Employer	395,168,997	440,796,964	444,827,000	456,797,000	491,249,000	491,249,000	491,249,000
Payroll Tax Rev-Self Empl	17,516,786	19,666,025	22,218,000	23,663,000	21,002,000	21,002,000	21,002,000
Payroll Tax Rev-State In-Lieu	2,843,364	3,071,211	3,042,000	3,471,000	3,576,000	3,576,000	3,576,000
Total Tax Revenue	\$415,529,147	\$463,534,200	\$470,087,000	\$483,931,000	\$515,827,000	\$515,827,000	\$515,827,000
Other Revenue							
Federal Operating Grants (see Note 3)	65,817,230	90,154,160	93,906,900	122,244,100	127,347,100	127,347,100	127,347,100
State STIF-Formula	15,798,092	17,529,941	21,880,100	25,222,197	30,862,800	30,862,800	30,862,800
State Operating Grants (see Note 4)	850,295	1,889,649	1,125,000	1,124,600			34,900
Interest (See Note 5)	-5,582,674	-9,247,437	508,900	500,000	475,000	475,000	475,000
Miscellaneous	10,545,621	9,197,271	5,737,000	3,077,980	6,069,600	6,069,600	4,922,100
Total Other Revenue	\$87,428,564	\$109,523,584	\$123,157,900	\$152,168,877	\$164,754,500	\$164,754,500	\$163,641,900
Net Continuing Resources*	\$551,937,961	\$639,396,875	\$672,054,600	\$706,724,877	\$757,636,500	\$757,636,500	\$756,034,400
Debt Service on Senior Lien Bonds	\$38,551,131	\$37,939,330	\$41,621,176	\$40,978,676	\$44,120,313	\$44,120,313	\$44,120,313
Senior Lien Debt Service as a Percent of Net Continuing Revenues	7.0%	5.9%	6.2%	5.8%	5.8%	5.8%	5.8%

* Net Continuing Revenues exclude :

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

Notes:

- 1) Revenue offset rides provided by LIFT.
- 2) Portland Streetcar personnel revenue.
- 3) Federal Section 5307 Urbanized Area Formula Funds and Federal Section 5337 State of Good Repair Funds.
- 4) Contracted Accessibility Services - State 5310, State 5310 Formula Funds, STF Formula Funds.
- 5) Negative interest income in FY2021 and FY2022 due to volatile market conditions over the past twelve months and includes interest income/loss for both restricted and unrestricted investments.

OPEB

General Information about the OPEB Plan

Plan description: The District’s defined benefit OPEB plan provides health care and life insurance benefits for eligible employees and their qualified dependents. The District’s plan is a single employer defined benefit OPEB plan administered by the TriMet Board. The authority to establish and amend the benefit terms and financing is accomplished through contractual agreement with union employees and through Board adopted personnel policies for non-union employees. While TriMet has placed \$428,000 in a trust for the purpose of funding OPEB payments, such assets are considered de-minimus and are, therefore, not considered a trust that meets the criteria in paragraph 4 of GASB Statement 75.

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

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

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

Employees covered by benefit terms. At January 1, 2022, the following employees (union and non-union) were covered by the benefit terms: 2,057 inactive employees or beneficiaries currently receiving benefit payments and 2,996 active employees, for a total of 5,053.

Net OPEB Liability: TriMet’s net OPEB liability of \$798.6 million was measured as of January 1, 2022, and was determined by an actuarial valuation as of that date.

Actuarial assumptions and other inputs: The total OPEB liability in the January 1, 2022 actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation:	2.50% (2.25% at January 1, 2021)
Salary Increases:	2.75%
Discount Rate:	2.06% (2.12% at January 1, 2021)*

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

Union Plans			Non-Union Plans	
Pre-Medicare	Medicare	Medicare Part B	Pre-Medicare	Medicare
9% in 2022, trending down to 3.94% in 2042 and thereafter.	3% in 2022 trending down to 3.94% in 2042 and thereafter.	3.98% in 2022 increasing to 7.28% in 2026, then trending down to 3.6% in 2042 and thereafter.	3% in 2022 trending down to 6% in 2023, then trending down to 3.94% in 2042 and thereafter.	3% in 2022 trending down to 6% in 2023, then trending down to 3.94% in 2042 and thereafter.

Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2021 Actual	FY2022 Actual	FY2023		FY2024		
				Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	24,977,547	4,627,141		38,271,560	9,000,000	9,000,000	9,000,000
OPEB Contributions (note 3)	Current year portion of funding OPEB liabilities				54,000,000	43,766,000	43,766,000	43,766,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	477,550	487,478	521,700	580,411	548,000	548,000	548,000
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	16,753,050	15,515,705	18,236,700	17,347,702	19,149,000	19,149,000	19,149,000
Medicare Part B	Post Employment Medicare Part B Benefit (note 4)	3,186,543	3,509,280	3,489,200	4,369,810	3,664,000	3,664,000	3,664,000
Total Union		\$45,394,690	\$24,139,604	\$76,247,600	\$60,569,483	\$76,127,000	\$76,127,000	\$76,127,000
Non-Union								
Pension UAAL Expense (note 2)	Current year portion of 10 years funding of UAAL	5,503,153	460,233					
OPEB Contributions (note 3)	Current year portion of funding OPEB liabilities			7,000,000		9,629,000	9,629,000	9,629,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	69,077	70,554	79,600	84,115	84,000	84,000	84,000
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	2,119,582	1,876,496	2,495,700	2,024,382	2,620,000	2,620,000	2,620,000
Total Non-Union		\$7,691,812	\$2,407,283	\$9,575,300	\$2,108,497	\$12,333,000	\$12,333,000	\$12,333,000
Professional & Technical Capitalized Fringe	Service contracts for retirement plans	226,157	100,994	300,000	300,000	300,000	300,000	300,000
	Capital grant fringe reimbursement	-619,177	-1,160,390	-1,578,152	-1,375,799	-1,078,614	-1,078,614	-1,146,168
Total Other Post Employment Benefits		\$52,693,482	\$25,487,491	\$84,544,748	\$61,602,181	\$87,681,386	\$87,681,386	\$87,613,832

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

Notes:

1. Union retiree/disabled medical assumes current Working & Wage Agreement costs through November 30, 2024.
2. Per the 06/30/2022 actuarial valuation, Union Pension UAAL Expense was 77% funded. Based on the valuation, a total of \$38,271,560 was contributed to the Union Pension UAAL Expense in FY2023. The FY2024 budget includes \$9,000,000 for Union Pension UAAL Expense contributions if the actuarial valuation report indicates the requires contributions. Per the 06/30/2022 actuarial valuation, Non-Union Pension UAAL Expense was 92% funded. Based on the valuation, there were no contributions to the Non-Union Pension UAAL Expense in FY2023 and there are no budgeted contributions in FY2024.
3. FY2024 contributions Other Post Employment Benefits (OPEB) trust.
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 Agency the actual cost of the Medicare Part B monthly premium.

Office of the General Manager Division

DEPARTMENTS

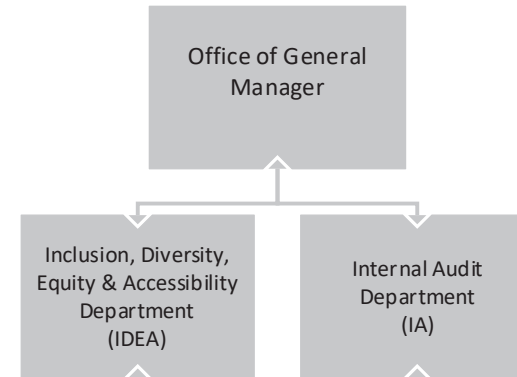
PAGE

- Office of General Manager (OGM)79
- Inclusion, Diversity, Equity & Accessibility (IDEA)81
- Internal Audit (IA)83

MAJOR PRIORITIES OF THE DIVISION

- ∇ (OGM) Under the direct authority of the Board of Directors.
- ∇ (IDEA) Responsible for TriMet’s Title VI & Civil Rights Program, agency Disadvantaged, Small Business & Workforce Equity Programs, and supports the implementation of TriMet’s Fare Subsidy efforts.
- ∇ (IA) Performs internal audits and provides advisory services to give the District reasonable assurance that its control objectives are met.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

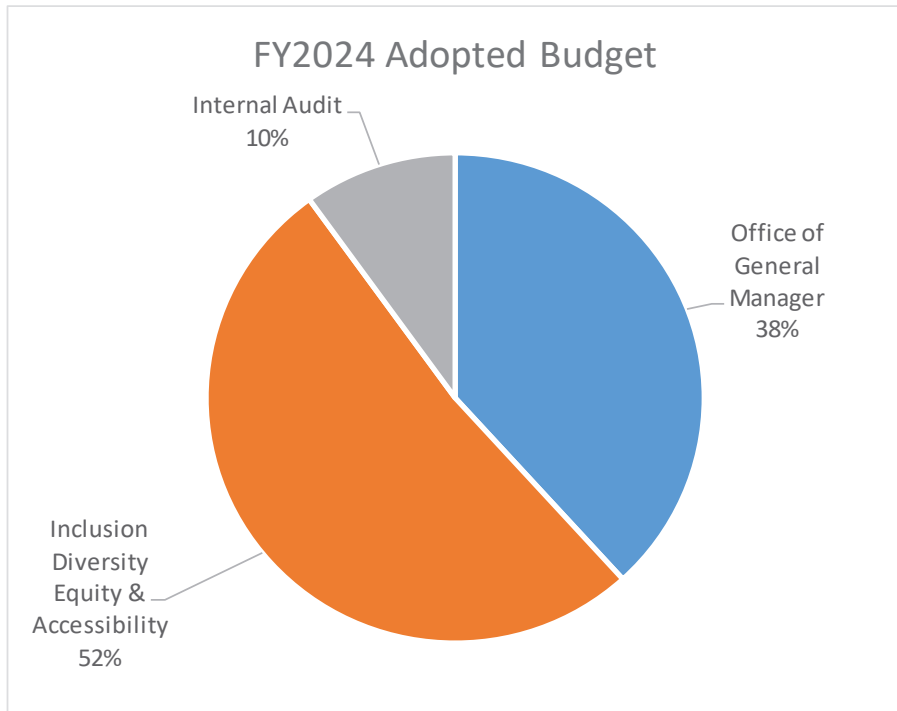
- » FY2024 will mark the first full fiscal year of TriMet’s first-ever Inclusion, Diversity, Equity & Accessibility Department (IDEA). The new department is led by TriMet’s newly appointed Chief Inclusion, Diversity, Equity and Accessibility Officer. The TriMet Board established a number of General Manager (GM) Deliverables for special focus during FY2023, which were successfully completed or on track for successful completion. For example, as of March 2023, monthly system wide ridership had increased 15.6 percent compared to the prior year.
- » Internal Audit is now aligned with Business Process Improvement (BPI). This arm of Internal Audit assists departments/functions/ project teams in the analysis and optimization of the organization's business practices in order to improve overall organization performance.
- » Internal Audit works collaboratively with departments/divisions on a range of subjects focusing on the safety of our infrastructure and system including MOW Signals, Bus Operator Training/ Recertification, Drug and Alcohol Testing, Environmental Services, Request for Safety Assessment and Facilities Management.

Performance Metrics General Manager Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Annually set and lead strategic direction as evidenced in the Business Plan, Financial Forecast, Budget, Capital Improvement Program, Service Plan, Fleet Plan and Financial Statement reporting.	X			Office of the General Manager	100%	100%	100%
Build strategic relationships and support for TriMet's projects and initiatives by collaborating with seven Cultural specific community based agencies serving Limited English proficient communities in support of TriMet's Language Access Plan.	X			Inclusion, Diversity, Equity & Accessibility	N/A	25%	100%
Direct the development, implementation and monitoring of TriMet's DBE and MWESB program and goals by producing and submitting semi-annual program progress reports to FTA.	X			Inclusion, Diversity, Equity & Accessibility	N/A	100%	100%
Support Access Transit Program & expansion with HB2017 funds by investing in 125 Community Based Organizations.	X			Inclusion, Diversity, Equity & Accessibility	N/A	90%	100%
Oversee and direct the agency's Title VI program, analysis, and complaint management system and produce monthly status reports for TriMet's Title VI Committee.	X			Inclusion, Diversity, Equity & Accessibility	N/A	100%	100%
Work with HR Division to support TriMet efforts and reporting related to Affirmative Action and EEO Programs. Work to support 1 mid-year snapshot report to ensure we are on target towards annual goals.		X		Inclusion, Diversity, Equity & Accessibility	N/A	25%	100%
Support the development of new contracting goals and strategies in support of Objective #6A for four of TriMet's Divisions by the end of the fiscal year.		X		Inclusion, Diversity, Equity & Accessibility	N/A	50%	100%
Complete Buy America Post-Delivery Audit - Type 6 MAX vehicles (expected delivery between May-August 2023).			X	Internal Audit	25%	100%	N/A
Complete three high risk audits/audit follow-up reviews related to reliability & performance.		X		Internal Audit	3 ea.	3 ea.	3 ea.
Conduct two audits/audit follow-up reviews focusing on safety.		X		Internal Audit	2 ea.	2 ea.	2 ea.

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	826,068	916,271	2,532,756	1,761,411	3,231,639	3,231,639	3,764,192
Materials & Services	57,098	98,456	484,100	170,815	1,823,300	1,823,300	1,455,800
Total	\$883,166	\$1,014,727	\$3,016,856	\$1,932,226	\$5,054,939	\$5,054,939	\$5,219,992

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of General Manager	563,233	714,552	1,078,373	785,304	1,881,805	1,881,805	1,996,376
Inclusion Diversity Equity & Accessibility			1,591,719	774,838	2,653,086	2,653,086	2,703,568
Internal Audit	319,933	300,175	346,764	372,084	520,048	520,048	520,048
Total	\$883,166	\$1,014,727	\$3,016,856	\$1,932,226	\$5,054,939	\$5,054,939	\$5,219,992

Total Division FTE	3.00	5.00	10.00	10.00	17.00	17.00	20.00
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OFFICE OF GENERAL MANAGER DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	507,578	618,398	849,973	709,797	1,214,405	1,214,405	1,274,376
Materials & Services	55,655	96,154	228,400	75,507	667,400	667,400	722,000
Total	\$563,233	\$714,552	\$1,078,373	\$785,304	\$1,881,805	\$1,881,805	\$1,996,376

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
The Office of the General Manager ensures agency goals are on track and in line with <u>all</u> goals and objectives of the Business Plan.	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.	June 30, 2024
	Increase external and internal partnerships to further TriMet's mission. One engagement per Board district.	June 30, 2024
	Deliver Board materials five days in advance of Board meetings to keep the Board fully informed to make decisions that advance TriMet's vision, mission, values and fiscal stability.	June 30, 2024
	Publish agenda with resolution and ordinance titles on TriMet.org five days before the meeting to ensure transparency with the public.	June 30, 2024

Office of General Manager Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	358,870	448,586	672,299	572,100	1,055,458
Fringe	148,708	169,812	177,674	137,697	218,918
Total	\$507,578	\$618,398	\$849,973	\$709,797	\$1,274,376

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	30,225	60,986	10,500	1,000	428,600
Other Services- Gen & Adm			4,000	1,511	4,000
Office Supplies	461	1,064	3,100	1,962	8,100
Other Materials- Gen & Adm		1,205	9,100	4,276	9,100
Unreconciled P-Card Expense		2,031			
Computer Equip under \$5,000					8,000
Telephone	1,031	1,000	1,000	2,291	2,000
NU-Dues & Subscriptions	160	40	1,000	334	1,000
NU-Local Travel & Meetings	374	4,141	9,100	4,611	9,100
UN-Local Travel & Meetings				200	
Local Travel & Meetings Non Training		36		64	
NU-Education & Training - Gen & Adm		720	20,100	10,000	81,600
NU-Out-Of-Town Travel		11,638	28,300	15,162	28,300
Official Meeting Expense	20,437	10,153	127,200	28,896	127,200
Board Recognition	2,317	2,544	6,600	2,309	6,600
Employee Development	500	135	3,800	1,266	3,800
Employee Recognition	150	461	4,600	1,625	4,600
Total	\$55,655	\$96,154	\$228,400	\$75,507	\$722,000

INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			1,337,519	680,276	1,498,686	1,498,686	1,971,268
Materials & Services			254,200	94,562	1,154,400	1,154,400	732,300
Total			\$1,591,719	\$774,838	\$2,653,086	\$2,653,086	\$2,703,568

Department Description & Responsibilities

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

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 #1D: Ensure equitable distribution of services and resources ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Build strategic relationships and support for TriMet’s projects by collaborating with seven Community based agencies near service lines connected to agency construction efforts.	June 30, 2024
	Direct the development, implementation and monitoring of TriMet’s DBE and MWESB program and goals by producing and submitting semi-annual program progress reports to FTA.	June 30, 2024
	Oversee and direct the agency Title VI program, analysis and complaint management system.	June 30, 2024
	Work with the HR Division to support TriMet efforts and reporting related to Affirmative Action and EEO Programs.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal#6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6A: Grow business inclusion and diversity efforts 	Support the development of new equity in contracting goals and strategies.	June 30, 2024

Inclusion Diversity Equity & Accessibility Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor			830,329	430,112	1,458,307
Fringe			507,190	250,164	512,961
Total			\$1,337,519	\$680,276	\$1,971,268

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm			50,000	16,666	334,100
First Step Youth			73,200	24,400	73,200
Other Services- Gen & Adm			75,000	25,000	75,000
Office Supplies			5,000	1,666	
Other Materials- Gen & Adm					200,000
Community Outreach			50,000	20,454	50,000
Telephone			1,000	334	
NU-Education & Training - Gen & Adm				6,042	
Total			\$254,200	\$94,562	\$732,300

INTERNAL AUDIT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	318,490	297,873	345,264	371,338	518,548	518,548	518,548
Materials & Services	1,443	2,302	1,500	746	1,500	1,500	1,500
Total	\$319,933	\$300,175	\$346,764	\$372,084	\$520,048	\$520,048	\$520,048

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Internal Audit Department performs audits and provides advisory services to give the District reasonable assurance that its control objectives are met.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety 	Conduct two audits/audit follow-up reviews focusing on safety.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	Complete Buy America Post-Delivery Audit - Type 6 MAX vehicles (expected delivery between May-August 2023).	June 30, 2024
	Complete three audits/audit follow-up reviews related to safety, security, reliability and/or performance.	June 30, 2024
	Publish Semi-Annual Audit Follow-Up Review Reports.	June 30, 2024
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay and thrive <ul style="list-style-type: none"> ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees 	Investigate all EthicsPoint reports of potential fraud, waste and abuse.	June 30, 2024

Internal Audit Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	230,937	201,897	259,333	284,254	389,752
Fringe	87,553	95,976	85,931	87,084	128,796
Total	\$318,490	\$297,873	\$345,264	\$371,338	\$518,548

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Other Services- Gen & Adm	114	159	1,500	559	1,500
Telephone	114	103		107	
NU-Education & Training - Gen & Adm	1,215	2,040		80	
Total	\$1,443	\$2,302	\$1,500	\$746	\$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		364,950	31	329,602	494,403
Executive Assistant, Senior (GM & Board)	2.00	NU	FT		204,872	14	81,948	122,923
Executive Administrative Assistant	1.00	NU	FT		84,198	11	63,146	94,720
Total	4.00				654,020			

Inclusion, Diversity, Equity & Accessibility Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Inclusion, Diversity, Equity & Access Off Manager, Civil Rights & Equity Programs	1.00	NU	FT		220,139	23	171,779	257,671
Manager, DBE & Workforce Equity	1.00	NU	FT		121,402	16	97,122	145,683
Diversity, Equity & Inclusion Partner	1.00	NU	FT		106,833	15	89,263	133,894
Manager, Community Engagement Programs	1.00	NU	FT		132,017	17	105,613	158,418
Project Manager, Senior	1.00	NU	FT		121,402	16	97,122	145,683
Analyst, Senior Research	2.00	NU	FT		204,872	14	81,948	122,923
Coordinator, Senior, Community Engagement	1.00	NU	FT		102,436	14	81,948	122,923
Coordinator, Compliance	3.00	NU	FT		281,946	13	75,186	112,779
Executive Administrative Assistant	1.00	NU	FT		93,982	13	75,186	112,779
Total	13.00				1,458,307			

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		159,879	18	114,749	172,125
Analyst, Senior, Business Process	1.00	NU	FT		120,387	16	97,122	145,683
Internal Auditor, Senior	1.00	NU	FT		109,486	15	89,263	133,894
Total	3.00				389,752			

Chief Operating Officer Division

DEPARTMENTS

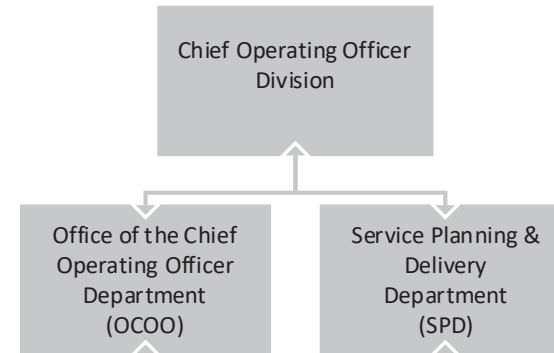
PAGE

- Office of Chief Operating Officer (OCOO).....89
- Operations Planning & Development.....91
- Service Planning & Delivery (SPD)93
- Operations Training & Planning95

MAJOR PRIORITIES OF THE DIVISION

- ∇ (OCOO) Developing and guiding overall goals, objectives, strategies and management for Transportation, Maintenance, Safety & Security, and Transit System & Asset Management Divisions.
- ∇ (SPD) The Service Planning & Delivery Department is responsible for: (1) planning for bus and rail service, bus stop locations and bus passenger facilities, access and priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth including the STIF process and grant management; (2) workforce planning, workforce utilization and communication, schedule making, systems and production, and operations planning and projects; and, (3) updating, and managing TriMet's Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

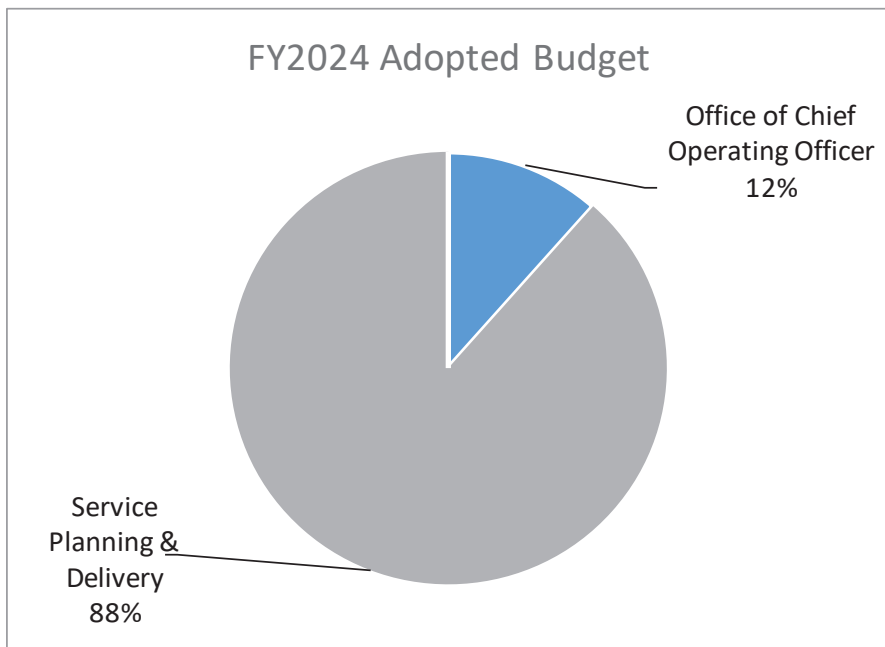
- » In 1980, the first Metropolitan Area Express (or MAX) line, located on the eastside running parallel to I-84 (the Banfield Light Rail Project), received federal approval to use freeway funds to build the rail line.
- » In 1986 the Banfield Light Rail — or MAX — opened on a 15 mile alignment between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

Performance Metrics Chief Operating Officer Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Agency Procedures: Evaluate system of agency procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency. Create a draft plan and strategy.		X		Office of Chief Operating Officer	N/A	N/A	100%
Develop and publish annual Business Plan update on schedule for each fiscal year.		X		Service Planning & Delivery	100%	100%	100%
Refine and align the transportation plans to reflect improvements in the key performance indicators defined under the department. Focus on customer service, reliability and resiliency.	X	X	X	Transportation	30%	30%	70%
Refine the safety & security program to address gaps and create plans, procedure and processes to mitigate safety and security matters to protect our employees, contractors, riders, customers, and communities. Refine and align the safety and security plans to reflect improvements in the key performance indicators defined under the department.	X	X	X	Safety & Security	30%	60%	100%
Refine and align the maintenance plans to reflect improvements in the key performance indicators defined under the department. Focus on customer service, reliability, and resiliency.	X	X	X	Maintenance	30%	30%	70%
Develop timely and fully-compliant Transit Asset Management Plan and NTD reporting requirements. Plans are updated and submitted in November 2023, complete by January 2024.		X		Transit System & Asset Support	100%	100%	100%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,029,978	10,072,044	12,965,457	11,486,361	9,585,868	9,585,868	9,578,500
Materials & Services	1,092,376	1,048,946	781,900	721,750	5,465,100	5,465,100	1,881,900
Total	\$11,122,354	\$11,120,990	\$13,747,357	\$12,208,111	\$15,050,968	\$15,050,968	\$11,460,400

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of Chief Operating Officer	646,472	831,836	1,295,605	950,557	1,354,057	1,354,057	1,322,750
Operations Planning & Development	1,217,466	1,279,334	2,161,036	2,039,542			
Service Planning & Delivery	903,002	558,421	433,013	430,223	13,696,911	13,696,911	10,137,650
Operations Training & Planning	8,355,414	8,451,399	9,857,703	8,787,789			
Total	\$11,122,354	\$11,120,990	\$13,747,357	\$12,208,111	\$15,050,968	\$15,050,968	\$11,460,400

Total Division FTE	78.00	92.00	96.00	96.00	66.00	66.00	66.00
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OFFICE OF CHIEF OPERATING OFFICER DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	356,269	322,910	884,405	484,639	898,557	898,557	867,250
Materials & Services	290,203	508,926	411,200	465,918	455,500	455,500	455,500
Total	\$646,472	\$831,836	\$1,295,605	\$950,557	\$1,354,057	\$1,354,057	\$1,322,750

Department Description & Responsibilities

Major Functions: The Chief Operating Officer Department is responsible for directing the overall strategy and management of the Transportation, Maintenance, Safety & Security and Transit System & Asset Support Divisions, as well as Service Planning & Delivery Department.

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 #1A: Provide safe service 	Increase personal safety for riders and employees by maintaining rail rule violations at 90 per 1,000,000 miles.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: 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, 2024
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8E: Recruit a talented workforce 	Identify and document succession needs for key positions (e.g. Directors and Managers).	June 30, 2024



Office of Chief Operating Officer Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	265,807	210,789	739,727	386,337	734,105
Fringe	90,462	112,121	144,678	98,302	133,145
Total	\$356,269	\$322,910	\$884,405	\$484,639	\$867,250

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal			11,100	3,700	11,100
Professional & Technical-Gen & Adm	63,440	204,115	93,100	217,637	342,600
Temporary Help-Gen & Adm			6,000	2,000	6,000
Other Services- Gen & Adm	2,548	93,723	14,000	4,666	14,000
Office Supplies	1,611	2,459	14,200	4,734	10,000
Other Materials- Gen & Adm	497	6,619	9,000	3,298	12,000
Unreconciled P-Card Expense		350		2,458	
Telephone	14,409	19,621	34,500	21,728	22,800
NU-Dues & Subscriptions	134,850	51,160	74,100	132,800	
NU-APTA & OTA Dues	30,791	118,000	92,500	30,834	
NU-Local Travel & Meetings		73	26,700	9,633	15,000
NU-Education & Training - Gen & Adm	39,617	2,200	25,000	14,375	10,000
NU-Out-Of-Town Travel	983	10,530	4,000	15,318	5,000
Employee Recognition	1,457	76	7,000	2,737	7,000
Total	\$290,203	\$508,926	\$411,200	\$465,918	\$455,500

OPERATIONS PLANNING & DEVELOPMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,183,032	1,234,509	2,123,036	1,977,065			
Materials & Services	34,434	44,825	38,000	62,477			
Total	\$1,217,466	\$1,279,334	\$2,161,036	\$2,039,542			

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

Operations Planning & Development Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	881,984	993,562	1,561,684	1,526,150	
Fringe	357,464	344,744	561,352	532,751	
Capitalized Labor-Fringe	-56,416	-103,797		-81,836	
Total	\$1,183,032	\$1,234,509	\$2,123,036	\$1,977,065	

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal		675	18,200	6,066	
Professional & Technical-Gen & Adm		25,200	10,100	3,366	
Other Services- Gen & Adm		2,878	5,600	29,908	
Office Supplies				431	
Equip/Furn < \$5,000-Gen & Adm	28,319	162		11,305	
Other Materials- Gen & Adm	1,819	7,916	4,100	8,899	
Unreconciled P-Card Expense		1,145			
Computer Equip under \$5,000		4,735			
NU-Education & Training - Gen & Adm	4,296	2,114		1,449	
NU-Out-Of-Town Travel				1,053	
Total	\$34,434	\$44,825	\$38,000	\$62,477	

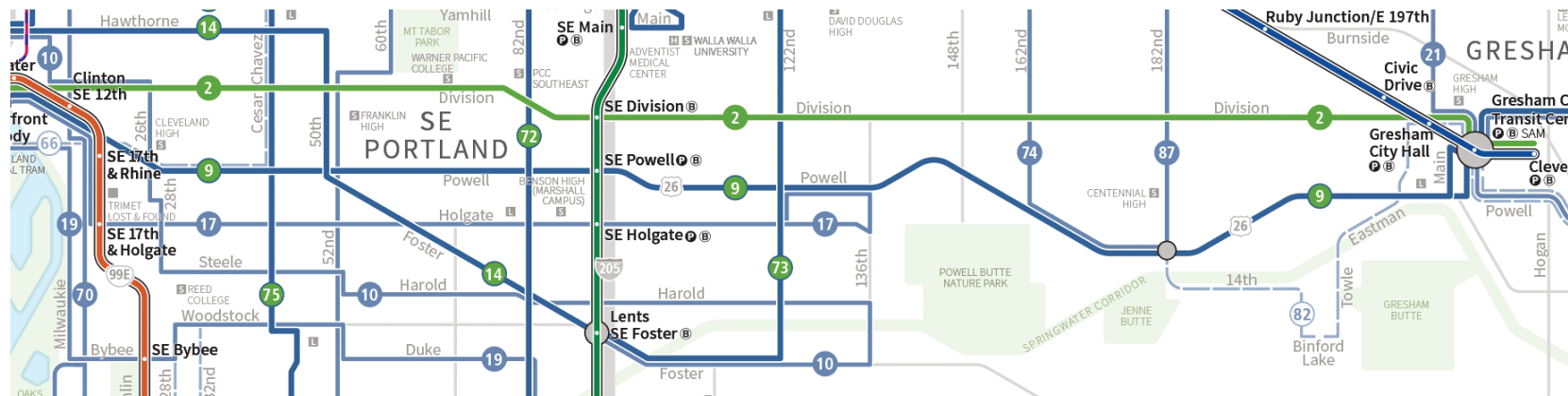
SERVICE PLANNING & DELIVERY DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	561,004	399,149	377,313	411,657	8,687,311	8,687,311	8,711,250
Materials & Services	341,998	159,272	55,700	18,566	5,009,600	5,009,600	1,426,400
Total	\$903,002	\$558,421	\$433,013	\$430,223	\$13,696,911	\$13,696,911	\$10,137,650

Department Description & Responsibilities

Major Functions: The Service Planning & Delivery Department is responsible for (1) planning for bus and MAX service, bus stop locations and bus passenger facilities, access and priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth including the STIF/STF process and grant management, (2) workforce planning, workforce utilization and communication, schedule making, systems and production, and operations planning and projects, and (3) updating, and managing TriMet's Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions.

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 #1C: Improve customer experience, information, and services ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Develop and publish annual Business Plan update on schedule for each fiscal year.	March 31, 2024
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #1B: Increase ridership ▪ Objective #1D: Ensure equitable distribution of services and resources 	Implement comprehensive service analysis (Forward Together). Engage riders and public, conduct analysis, and develop recommendations for service enhancements for FY2025 to continue Forward Together implementation by holding at least three public outreach events.	June 30, 2024
	Produce schedules and run cuts with average run length for assignments within 0.35 hours of 8.75 hours.	June 30, 2024



Service Planning & Delivery Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	494,033	273,952	288,128	301,852	6,502,059
Fringe	66,971	125,197	89,185	109,805	2,209,191
Total	\$561,004	\$399,149	\$377,313	\$411,657	\$8,711,250

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal					3,700
Professional & Technical-Gen & Adm	322,931	133,993	53,000	17,666	1,114,100
Metro Unified Work Prog					250,000
Other Services- Gen & Adm	18,882	22,633	1,700	566	21,000
Other Services-Transp Adm					7,100
Other Materials- Gen & Adm	185	2,646	1,000	334	6,000
Other Materials- Transp Adm					4,500
Computer Equip under \$5,000					17,500
Microcomputer Mtc Mat'l					2,500
Total	\$341,998	\$159,272	\$55,700	\$18,566	\$1,426,400

OPERATIONS TRAINING & PLANNING DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,929,673	8,115,476	9,580,703	8,613,000			
Materials & Services	425,741	335,923	277,000	174,789			
Total	\$8,355,414	\$8,451,399	\$9,857,703	\$8,787,789			

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

Operations Training & Planning Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	5,670,848	6,007,941	7,142,418	6,573,938	
Fringe	2,267,442	2,196,250	2,438,285	2,103,571	
Capitalized Labor-Fringe	-8,617	-88,715		-64,509	
Total	\$7,929,673	\$8,115,476	\$9,580,703	\$8,613,000	

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm		47,874			
Professional & Technical-Trans Adm		18,913	140,000	51,233	
Temporary Help-Trans Adm	30,521		5,100	2,996	
Other Services- Gen & Adm	132,369	141,423	82,500	29,922	
Other Services-Transp Adm	101,533	3,592	4,500	3,337	
Uniforms- Rev Veh Op	8,614	28,370	25,800	24,170	
Office Supplies	3,860	5,800		8,899	
Other Materials- Gen & Adm	4,098	3,476	4,500	4,067	
Other Materials- Transp Adm	8,769	9,818	4,500	16,149	
Unreconciled P-Card Expense		1,017			
Computer Equip under \$5,000	10,929	7,004	10,100	9,724	
Safety Supplies- Gen & Adm	70	426			
UN-Oper Training Materials	1,025	509		14	
Telephone	40,389	44,167		12,444	
NU-Dues & Subscriptions		325		250	
NU-Local Travel & Meetings	340	499		564	
UN-Local Travel & Meetings	2,103				
NU-Education & Training - Gen & Adm	69,561	11,040		1,568	
NU-Out-Of-Town Travel	180	11,444		9,452	
UN-Education & Training - Gen & Adm	11,380	226			
Total	\$425,741	\$335,923	\$277,000	\$174,789	

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		331,643	28	256,270	384,405
Executive Assistant, Senior (COO)	1.00	NU	FT		94,843	12	68,933	103,397
Total	2.00				426,486			

Service Planning & 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
Senior Director, Planning	1.00	NU	FT		195,232	21	146,525	219,789
Director, Mobility Planning & Policy	1.00	NU	FT		166,419	20	135,157	202,735
Director, Bus & Rail Service Delivery	1.00	NU	FT		156,863	18	114,749	172,125
Manager, Service Planning & Development	2.00	NU	FT		264,178	17	105,613	158,418
Manager, Bus & Rail Ops (Ops Plan and Projects)	2.00	NU	FT		249,341	16	97,122	145,683
Manager, Scheduling, Systems & Production	1.00	NU	FT		130,142	16	97,122	145,683
Manager, Workforce Utilization	1.00	NU	FT		108,858	16	97,122	145,683
Coordinator, Senior, Operating Projects	1.00	NU	FT		110,912	14	81,948	122,923
Coordinator, Senior, Operating Projects	1.00	NU	FT	✓	102,436	14	81,948	122,923
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT		97,220	14	81,948	122,923
Planner, Senior	1.00	NU	FT		98,068	14	81,948	122,923
Planner, Senior	2.00	NU	FT	✓	204,872	14	81,948	122,923
Planner, Senior, Scheduling	1.00	NU	FT		106,160	14	81,948	122,923
Planner	3.00	NU	FT		262,787	12	68,933	103,397
Planner, Associate	1.00	NU	FT		70,470	10	57,815	86,720
Assistant, Administrative	1.00	NU	FT		51,251	7	44,136	66,204
Specialist, Schedule Systems	1.00	U	FT		93,116	877	99,653	99,653
Schedule Writer II	5.00	U	FT		465,585	874	64,771	86,362
Schedule Writer II	1.00	U	FT	✓	97,117	874	64,771	86,362
Schedule Data Technician	2.00	U	FT		186,234	867	64,771	86,362
Station Agent	26.00	U	FT		2,421,041	835	64,771	86,362
Chief Station Agent	4.00	U	FT		391,069	830	67,995	90,667
Coordinator, Field Operations	4.00	U	FT		391,069	819	67,995	90,667
Total	64.00				6,420,440			

Transportation Division

DEPARTMENTS

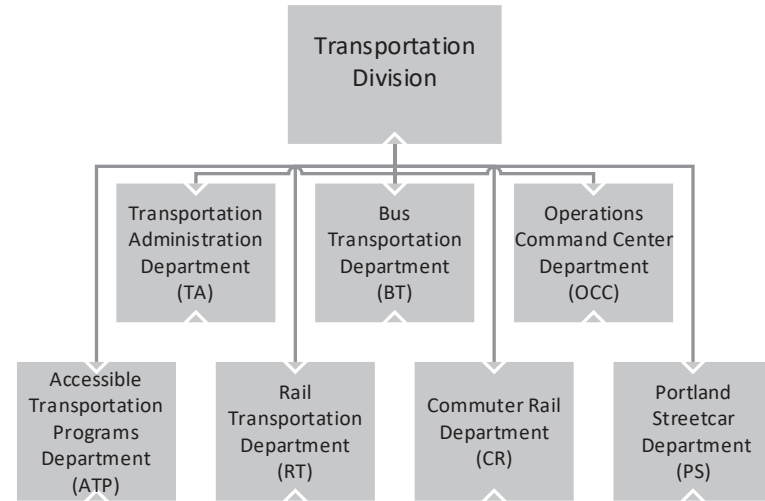
PAGE

- Transportation Administration (TA)101
- Bus Transportation (BT)103
- Operations Command Center (OCC)106
- Service Delivery108
- Accessible Transportation Programs (ATP)110
- Rail Transportation (RT)113
- Commuter Rail (CR)115
- Portland Streetcar (PS)118

MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

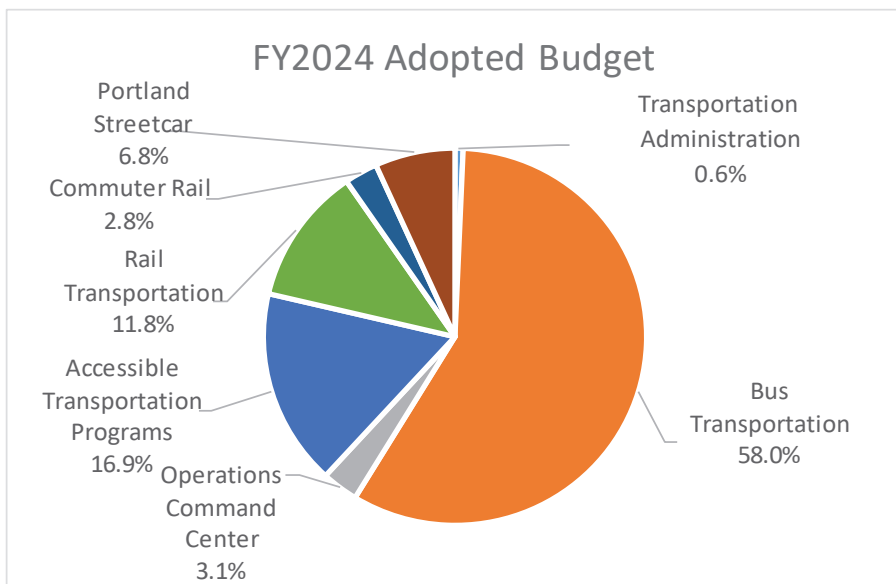
- » TriMet is responsible for providing public transportation service throughout a 524-square mile area.
- » Over 80 bus lines and one FX (Frequent Express) bus rapid transit line servicing a 524-square-mile service district.
- » The Operations Command Center is open 24 hours a day seven days a week, and are responsible for managing 94 trains and 420 buses during peak service levels.
- » MAX is a 60-mile light rail system with five lines and 97 stations, connecting Portland, Beaverton, Gresham, Hillsboro, Milwaukie, and the Portland International Airport.

Performance Metrics Transportation Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Bus On-Time Performance	X	X		Bus Transportation & Operations Command Center	90%	85%	87%
Bus Fixed Route Collisions/100,000 Miles	X	X		Bus Transportation	2.36	2.09	<=2.75
Meet State Safety Oversight (SSO) and Federal Transportation Administration (FTA) reporting requirements	X	X		Operations Command Center	N/A	N/A	100%
MAX On-Time Performance	X	X		Rail Transportation & Operations Command Center	88%	82%	88%
LIFT On-Time Performance	X	X		Accessible Transportation Programs	90%	86%	95%
LIFT Collisions Per 100,000 Miles	X	X		Accessible Transportation Programs	1.66	1.24	<= 1.30
MAX Collisions/100,000 Miles	X	X		Rail Transportation	1.3	0.9	<= 1.5
Streetcar Operations Attendance	X	X		Rail Transportation	86%	90%	95%
WES On-Time Performance	X	X		Commuter Rail	99%	96%	95%
WES Boarding Rides Per Revenue Hour, Monthly (March 2020 Target 57.0, pre-pandemic)	X	X		Commuter Rail	42	51	57

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	195,856,167	193,311,420	217,002,946	201,473,066	222,114,622	222,114,622	222,252,614
Materials & Services	35,668,982	46,515,558	59,757,800	55,370,296	62,533,900	62,533,900	72,356,000
Total	\$231,525,149	\$239,826,978	\$276,760,746	\$256,843,362	\$284,648,522	\$284,648,522	\$294,608,614

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transportation Administration	760,082	1,076,713	1,502,797	914,768	2,016,664	2,016,664	2,020,905
Bus Transportation	150,250,827	148,992,080	168,078,182	154,604,644	169,201,219	169,201,219	170,998,102
Operations Command Center					9,043,908	9,043,908	9,069,613
Service Delivery	2,307,620	2,182,289	2,324,926	2,470,707			
Accessible Transportation Programs	19,209,751	29,220,008	40,942,606	37,989,991	42,886,525	42,886,525	49,679,665
Rail Transportation	34,867,853	33,997,421	37,090,826	34,972,946	33,286,007	33,286,007	34,629,319
Commuter Rail	5,977,544	7,009,792	7,971,771	7,175,483	8,266,293	8,266,293	8,268,411
Portland Streetcar	18,151,472	17,348,675	18,849,638	18,714,823	19,947,906	19,947,906	19,942,599
Total	\$231,525,149	\$239,826,978	\$276,760,746	\$256,843,362	\$284,648,522	\$284,648,522	\$294,608,614

Total Division FTE	1796.50	1643.00	1862.50	1862.50	1820.50	1820.50	1819.50
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TRANSPORTATION ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	222,879	535,362	1,194,397	451,484	1,376,564	1,376,564	1,360,805
Materials & Services	537,203	541,351	308,400	463,284	640,100	640,100	660,100
Total	\$760,082	\$1,076,713	\$1,502,797	\$914,768	\$2,016,664	\$2,016,664	\$2,020,905

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Transportation Administration Division is responsible for the following functions: Bus Transportation (fixed-route and bus rapid transit), Accessible Transportation Programs (LIFT and demand-response services), Commuter Rail (WES), Operations Command Center (OCC), Rail Transportation (MAX light rail), and also assist with managing Portland Streetcar service.</p>		
Link to Business Plan	Goals & Objectives	Timeline
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	<p>Oversee actions to increase customer satisfaction for all current and future modes. Satisfaction is measured through, but not limited to: (1) on-time performance; (2) collisions per mode mile; (3) compliance management; (4) OCC incident response performance; (5) Operator attendance; (6) contractor partnerships & contract management; (7) ridership; and, (8) costs per boarding.</p>	<p>June 30, 2024</p>
<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2A: Improve environmental sustainability and stewardship and reduce TriMet’s carbon footprint 	<p>Oversee actions to increase customer satisfaction for all current and future modes. Satisfaction is measured through, but not limited to: (1) increased customer commendations; (2) decreased customer complaints; (3) decreased collisions; (4) decreased MAX rule violations; and (5) improved on-time performance. Support efforts to improve environmental sustainability, including, but not limited to, introduction of additional zero emission buses, implementation of new demand-response mode, partner with Service Planning & Delivery Department to reduce deadheading and dwell, and encourage employees’ use of transit.</p>	<p>June 30, 2024</p>
<p>Category: People and Innovation</p> <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A Invest wisely in people ▪ Objective #8C: Foster sense of community and cross-functional camaraderie ▪ Objective #8F Pursue professional growth for employees 	<p>Oversee actions to engage with employees as informed by results of engagement survey, Support Matters and Operator Experience committees, and direct employee feedback. Initiatives include, but are not limited to: (1) return of the Bus & Maintenance Rodeos; (2) increased funding and support for employee recognition events and tokens of appreciation; (3) ensure recertification and on-going training are established; (4) increased focus on Transportation employees for trainings, leadership programs, and internal and external certifications; (5) encourage and support employees to be involved with Employee Resource Groups, professional associations, and community events; and, (6) enhance communication with frontline employees.</p>	<p>June 30, 2024</p>

Transportation Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	74,215	219,778	908,433	222,702	961,737
Fringe	148,664	315,584	285,964	228,782	399,068
Total	\$222,879	\$535,362	\$1,194,397	\$451,484	\$1,360,805

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	3,481	-3,800		3,315	
Professional & Technical-Gen & Adm	154,959	37,019	75,100	72,292	75,100
DOTS Renewal Medical Svcs	164,243	130,619	72,900	104,989	72,900
Temporary Help-Trans Adm		5,218	18,100	28,598	18,100
Other Services- Gen & Adm	18,029	97,145	20,700	9,984	17,000
Uniforms - Veh Ops		190			
Office Supplies	14,639	16,029	13,500	30,573	68,500
Winter Supplies-Snow & Ice Impl	2,583	50	15,200	5,788	10,000
Equip/Furn < \$5,000-Fac/Eq Maint	16,387	11,124		2,247	
Other Materials- Gen & Adm	10,825	46,351	6,100	22,070	8,000
Unreconciled P-Card Expense	873	4,346		549	
Safety Supplies - Transportation	908	18,505		15,750	5,000
Telephone	133,960	121,405	61,600	101,032	174,300
NU-Dues & Subscriptions	265	1,100			
NU-Local Travel & Meetings	151	1,733	900	300	2,000
UN-Local Travel & Meetings		843		115	
NU-Education & Training - Gen & Adm	5,623	19,423	5,000	8,746	20,200
NU-Out-Of-Town Travel	3,880	28,581	3,100	28,666	13,000
Employee Recognition	6,397	5,470	16,200	28,270	176,000
Total	\$537,203	\$541,351	\$308,400	\$463,284	\$660,100

BUS TRANSPORTATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	147,795,989	145,259,285	164,955,682	151,892,482	166,292,219	166,292,219	166,879,102
Materials & Services	2,454,838	3,732,795	3,122,500	2,712,162	2,909,000	2,909,000	4,119,000
Total	\$150,250,827	\$148,992,080	\$168,078,182	\$154,604,644	\$169,201,219	\$169,201,219	\$170,998,102

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance 	Reduce Bus Operator and Field Operations Supervisors injuries < 12 per month through education and awareness campaigns.	June 30, 2024
	Increase on-time performance >= 87% by partnering with the Transit Training & Development Department, Service Planning & Delivery Department and frontline support staff.	June 30, 2024
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #1C: Improve customer experience, information, and services 	Reduce overall bus collisions <= 2.75 per 100,000 miles by partnering with Transit System & Asset Support Division and Safety & Security Division on initial and recertification training.	June 30, 2024
	Reduce overall customer complaints <= 18 per 100,000 boarding by utilizing reimagined Customer Feedback Policy, which sets clear expectations for follow up and corrective action.	June 30, 2024



Bus Transportation Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	100,707,751	100,849,096	114,097,493	106,982,641	114,612,435
Fringe	47,088,238	44,411,032	50,858,189	44,918,749	52,266,667
Capitalized Labor-Fringe		-843		-8,908	
Total	\$147,795,989	\$145,259,285	\$164,955,682	\$151,892,482	\$166,879,102

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Recruitment Expense		3,599			
Quality Assurance / ADA			2,000	666	1,500
Vehicle Control Sys Maint	545,321	513,879	550,000	257,919	562,000
Laundry	2,544	1,973	4,000	2,531	2,000
Backup Cab Service	1,069		3,500	1,835	
Other Services-Transp Adm	252,856	284,604	43,200	168,456	29,300
Uniforms - Veh Ops	146				
Uniforms- Rev Veh Op	256,063	810,332	607,300	441,040	310,400
Office Supplies	23,721	37,671		12,956	
Winter Supplies-Snow & Ice Impl	2,074	373	1,000	2,431	6,000
Other Materials- Gen & Adm				54,512	
Other Materials- Transp Adm	119,219	117,945	82,500	54,969	90,800
Unreconciled P-Card Expense	54	240		1,551	
Postage - Gen & Admin	16				
Computer Equip under \$5,000		46			
Safety Supplies - Transportation	75,195	62,808		74,725	17,000
Telephone	30,040	22,870		13,412	
Data Communication Services	307,936	235,641	199,000	300,815	251,100
PI/PD Expense	689,575	1,492,910	1,600,000	1,236,780	2,710,000
NU-Local Travel & Meetings	74				
NU-Education & Training - Gen & Adm		195		155	
NU-Out-Of-Town Travel		1,943		175	
Driver Accommodations	89,376	75,137		30,173	80,000

Bus Transportation Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
CDL Renewals	10,579	9,346	14,000	12,627	12,900
Employee Recognition	747	6,301	3,000	14,438	
Employee Awards		39	3,000	1,002	26,000
Operator Recognition	48,198	54,663	10,000	28,734	20,000
Special Events Serv	35	280		260	
Total	\$2,454,838	\$3,732,795	\$3,122,500	\$2,712,162	\$4,119,000

OPERATIONS COMMAND CENTER DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					8,966,708	8,966,708	8,992,413
Materials & Services					77,200	77,200	77,200
Total					\$9,043,908	\$9,043,908	\$9,069,613

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees 	Provide Dispatch and Control recertification training to 100% of eligible staff.	June 30, 2024
	Review, update and create Standard Operating Procedures (SOPs) for OCC with specific attention to incident response, incident management and customer service.	June 30, 2024
Category: People and Innovation ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Upgrade INIT systems (NextGen ITS) to provide improved usability and more robust features to manage service.	June 30, 2024
	Upgrade and replace (if needed) the radio systems to improve operability with partnering/neighborhood agencies.	June 30, 2024



Operations Command Center Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor					6,742,445
Fringe					2,249,968
Total					\$8,992,413

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Other Services- Gen & Adm					5,000
Uniforms- Rev Veh Op					10,200
OCC Equip & Supplies					15,000
Other Materials- Transp Adm					30,000
Safety Supplies - Transportation					3,000
Data Communication Services					14,000
Total					\$77,200

SERVICE DELIVERY DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,183,295	2,167,816	2,229,626	2,373,220			
Materials & Services	124,325	14,473	95,300	97,487			
Total	\$2,307,620	\$2,182,289	\$2,324,926	\$2,470,707			

The Service Delivery Department was dissolved into other departments in the Chief Operating Officer Division and Transit System & Asset Support Division in FY2024.

Service Delivery Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	1,588,069	1,513,593	1,652,609	1,796,976	
Fringe	595,226	654,223	577,017	576,244	
Total	\$2,183,295	\$2,167,816	\$2,229,626	\$2,373,220	

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	111,646		64,100	70,098	
Other Services-Transp Adm	2,203	5,152	6,200	14,984	
Office Supplies	4,366	559			
Other Materials- Transp Adm	3,355	5,417	2,500	2,802	
Unreconciled P-Card Expense		119			
Microcomputer Mtc Mat'l			2,500	834	
Safety Supplies - Transportation				108	
Telephone	2,755	3,226		1,993	
Operator Recognition			10,000	3,334	
Special Events Serv			10,000	3,334	
Total	\$124,325	\$14,473	\$95,300	\$97,487	

ACCESSIBLE TRANSPORTATION PROGRAMS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,186,078	1,274,351	1,529,006	1,462,566	1,551,125	1,551,125	1,032,165
Materials & Services	18,023,673	27,945,657	39,413,600	36,527,425	41,335,400	41,335,400	48,647,500
Total	\$19,209,751	\$29,220,008	\$40,942,606	\$37,989,991	\$42,886,525	\$42,886,525	\$49,679,665

Department Description & Responsibilities

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

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 #1C: Improve customer experience, information, and services ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2B: Advance mobility for those with limited options 	Increase on-time performance $\geq 94.5\%$.	June 30, 2024
	Reduce customer complaints ≤ 1.25 per 1,000 boardings.	June 30, 2024
	Increase accessible transportation outreach to underserved populations (non-English speakers, communities of color, etc.) by conducting at least five events throughout the District.	June 30, 2024
	Pilot demand-response micro-transit service.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Reduce vehicle collisions ≤ 1.3 per 100,000 miles.	June 30, 2024
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Place in service 42 replacement vehicles.	June 30, 2024
	Decrease deadhead miles 3% compared to FY2023.	June 30, 2024
	Increase scheduling efficiencies as seen in Passengers Per Service Hour by 10%.	June 30, 2024

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	844,038	896,052	1,079,495	944,198	743,345
Fringe	342,040	378,299	449,511	518,368	288,820
Total	\$1,186,078	\$1,274,351	\$1,529,006	\$1,462,566	\$1,032,165

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Contracted Dispatch 1	1,900,920	2,265,025	3,769,300	4,110,884	6,422,600
Contracted Eligibility Assessment			1,000,000	503,324	1,815,300
Professional & Technical-Gen & Adm	13,281	399	15,000	6,557	12,000
Temporary Help-Trans Adm	2,903	7,208	2,500	5,367	20,000
Equipment Repair & Mtc - Gen & Adm	538	2,540	1,500	1,400	1,500
ATP Central Maintenance	1,250,945	1,773,177	2,620,700	2,525,985	3,154,200
Background Check Services	753	8,152	30,000	13,052	30,000
Printing/Bindery Services	12,783	23,737	10,000	9,864	12,000
Ride Connection Program					1,002,100
Accessibility Services - State Program (5310)					5,229,300
Accessibility Services - Federal (Program)					1,272,900
Other Services- Gen & Adm	6,943	8,107	10,000	6,789	8,000
Other Services- Revenue Veh.Maint	20,216	12,512	230,000	268,581	52,200
Diesel Fuel- Rev Vehicle Oper	536,036	1,081,161	1,825,400	1,990,150	2,050,500
Oil & Lubricants	10,961	29,190	25,000	16,851	
Gasoline - Rev Veh Operations	101				
Tires - Rev Vehicle Oper	29,282	85,139	110,800	39,811	
Office Supplies	10,562	9,483	20,000	16,218	
Equip/Furn < \$5,000-Gen & Adm	20,294	8,527	15,000	45,937	15,000
Other Materials- Gen & Adm	37,907	9,070	15,000	9,808	13,000
Unreconciled P-Card Expense		210		3,156	
Postage - Gen & Admin	28,002	31,788	30,000	39,906	32,000
Safety Supplies - Transportation	6,753	6,494		801	
ATP Maintenance Materials	9,792	185,252	5,000	2,788	12,000

Accessible Transportation Programs Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Telephone	60,015	65,663	35,000	52,299	
Data Communication Services	11,283		48,900	21,225	40,000
Physical Damage Ins-Region 1	825,582	213,480			
ATP Direct Srvc Provider	12,110,820	20,340,807	26,915,800	24,601,361	27,449,900
ATP Backup Cabs	944,426	1,586,606	2,500,000	2,052,226	
Eligibility Transportation		16,500	178,700	59,566	
NU-Education & Training - Gen & Adm	131	75			
NU-Out-Of-Town Travel				1,660	
Out-Of-Town Travel Non Training				70	
Employee Recognition		604		221	
Cat Committee	1,223	943		3,968	3,000
Office Leases	171,221	173,808		117,600	
Total	\$18,023,673	\$27,945,657	\$39,413,600	\$36,527,425	\$48,647,500

RAIL TRANSPORTATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	33,896,225	33,419,645	36,110,626	34,285,493	32,469,907	32,469,907	32,533,219
Materials & Services	971,628	577,776	980,200	687,453	816,100	816,100	2,096,100
Total	\$34,867,853	\$33,997,421	\$37,090,826	\$34,972,946	\$33,286,007	\$33,286,007	\$34,629,319

Department Description & Responsibilities

Major Functions: The Rail Transportation Department is responsible for the following major functions: light rail operations, field operations and compliance management, operator support and recognition, and labor management. Although under a separate budget, the Rail Transportation Department has oversight over the Portland Streetcar Department.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Reduce major/highest risk rule violations <= 50 per 1,000,000 miles through continued compliance management.	June 30, 2024
	Increase MAX on-time performance >= 89% by partnering with Training, frontline support staff, and working to reduce external impacts (like security events).	June 30, 2024
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #1C: Improve customer experience, information, and services 	Reduce MAX train collisions <= 1.5 per 100,000 miles by partnering with Transit Training & Development Department and Safety & Security Division on initial and recertification training.	June 30, 2024
	Reduce MAX light rail complaints <= 4.0 per 100,000 boardings by utilizing reimagined Customer Feedback Policy, which sets clear expectations for follow up and corrective action.	June 30, 2024



Rail Transportation Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	24,062,258	24,035,941	26,142,731	24,928,374	23,295,169
Fringe	9,833,967	9,383,704	9,967,895	9,357,119	9,238,050
Total	\$33,896,225	\$33,419,645	\$36,110,626	\$34,285,493	\$32,533,219

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm				110	
Other Services- Gen & Adm	75,278	9,792	15,000	10,742	10,000
Other Services-Transp Adm	675	809		25	
Uniforms- Rev Veh Op	50,792	167,735	62,000	67,495	52,400
Office Supplies	9,083	10,253	10,000	16,417	
Equip/Furn < \$5,000-Gen & Adm	15,824				
Cleaning Suppl- Rev Equip Maint	2,500	732		306	
OCC Equip & Supplies	123,362	56,394	15,000	22,483	
Other Materials- Gen & Adm	19,691	33,323	40,200	38,590	45,000
Other Materials- Transp Adm	34,021	18,666		2,537	
Unreconciled P-Card Expense		7,355		266	
Computer Equip under \$5,000					2,500
Safety Supplies - Transportation	15,322	2,802	8,000	4,230	3,000
Telephone	56,915	58,296	11,000	34,141	
Data Communication Services	37,439	26,908	15,500	9,289	
PI/PD Expense	528,447	181,167	800,000	472,824	1,980,000
CDL Renewals	2,279	2,937	3,500	2,903	3,200
Employee Recognition		607		5,095	
Total	\$971,628	\$577,776	\$980,200	\$687,453	\$2,096,100

COMMUTER RAIL DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,388,873	2,191,509	2,366,871	2,525,844	2,356,193	2,356,193	2,358,311
Materials & Services	3,588,671	4,818,283	5,604,900	4,649,639	5,910,100	5,910,100	5,910,100
Total	\$5,977,544	\$7,009,792	\$7,971,771	\$7,175,483	\$8,266,293	\$8,266,293	\$8,268,411

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Perform FRA required 5-year airbrake overhauls on WES Diesel Multiple Units.	November 16, 2023
	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, 2024
	Maintain employee injury ratio ≤ 1 per annual reporting period.	June 30, 2024
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services 	Maintain customer complaints ≤ 5 per 100,000 boardings.	June 30, 2024
	Maintain ≥ 97% or better on-time performance.	

Commuter Rail Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	1,613,740	1,609,946	1,641,937	1,789,542	1,731,124
Fringe	775,133	581,563	724,934	739,217	627,187
Capitalized Labor-Fringe				-2,915	
Total	\$2,388,873	\$2,191,509	\$2,366,871	\$2,525,844	\$2,358,311

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Trans Adm	170			1,950	
Landscape Maint Services	36,757	17,199	7,100	10,351	7,100
Contracted Fac Mtc	10,781	51,297	10,000	16,975	10,000
Facilities Maint. Agreements - WES	26,244	27,823	45,300	15,100	45,300
Calibration & Tool Repair	9,070	5,142	4,900	11,228	4,900
Contr Maint - Type I LRV-Rev Eq Maint	201,077	335,538	63,100	238,185	64,100
Maintenance of Way - Commuter Rail	678,378	1,317,931	1,354,100	950,877	1,594,700
Laundry	7,684	6,279	6,600	6,435	6,600
Other Services- Revenue Veh.Maint	688	2,558	4,800	1,720	4,800
Other Services-Facility/Eq Maint	478				
Uniforms- Rev Veh Op	633	5,562	1,700	1,296	1,700
Diesel Fuel- Rev Vehicle Oper	163,444	297,200	423,700	414,561	445,500
Office Supplies	2,027	7,153		1,781	
Maint Mat'l - Snow & Ice	346	698		12,500	
Maint Mat'l - Rev Eq	224,293	292,505	259,600	336,918	259,600
Freight	3,658	7,195	30,300	17,117	30,300
Maint Material - Other	9,237	12,127	14,000	5,719	14,000
Mtc Material Shop		89			
Shop Equip < \$5000 - Fac Eq Maint	9,304	6,828	12,600	5,684	12,600
Cleaning Suppl- Rev Equip Maint	14,979	18,114	11,600	18,763	11,600
Small Hand Tools-Fac/Eq Maint	2,870	749	5,100	3,513	5,100
Other Materials- Rev Eq Maint	2,142	58,522	13,100	45,949	13,100
Unreconciled P-Card Expense		2,021			

Commuter Rail Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Landscape Maint Material	1,140	996	2,000	666	2,000
Maint Matl Landscape	100				
Safety Supplies-Rev Eq Maint		428		600	
Safety Supplies- Gen & Adm	6,338	8,039	7,100	6,466	7,100
Obsolete Inventory		12,172			
Invoice Price Variance	-1,083	387		-148	
Utilities - Electricity	38,982	41,163	40,000	39,224	43,600
Utilities - Gas	9,021	8,229	9,300	8,704	9,600
Utilities - Water	13,034	13,560	13,400	15,991	14,000
Telephone	95,408	93,228	64,600	79,007	
Data Communication Services	91,669	60,851	78,800	88,582	78,800
Utilities - Other	3,774	3,999	3,900	4,077	4,100
Network Access Services			33,800	11,266	33,800
OR Corporate Activity Tax (CAT)				1	
Train Operations	1,619,435	1,754,097	2,743,900	1,923,685	2,826,200
On-Time Performance Incentive - Commuter Rail	306,232	348,492	339,500	354,070	359,900
NU-Local Travel & Meetings				23	
NU-Education & Training - Gen & Adm	300	80		80	
CDL Renewals	61		1,000	334	
Employee Recognition		32		389	
Total	\$3,588,671	\$4,818,283	\$5,604,900	\$4,649,639	\$5,910,100

PORTLAND STREETCAR DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,182,828	8,463,452	8,616,738	8,481,977	9,101,906	9,101,906	9,096,599
Materials & Services	9,968,644	8,885,223	10,232,900	10,232,846	10,846,000	10,846,000	10,846,000
Total	\$18,151,472	\$17,348,675	\$18,849,638	\$18,714,823	\$19,947,906	\$19,947,906	\$19,942,599

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #1C: Improve customer experience, information, and services 	Maintain fiscal year vehicle collision rate below 0.65.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance 	Maintain absenteeism due to industrial injury ≤ 1.5% (12 month avg.).	June 30, 2024
	Maintain monthly overall attendance ≥ 89%.	June 30, 2024

Portland Streetcar Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	5,557,932	5,921,339	6,043,247	6,046,852	6,432,139
Fringe	2,624,896	2,542,113	2,573,491	2,435,125	2,664,460
Total	\$8,182,828	\$8,463,452	\$8,616,738	\$8,481,977	\$9,096,599

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Portland Streetcar	9,968,476	8,874,335	10,232,900	10,232,846	10,846,000
Safety Supplies - Transportation	168	10,888			
Total	\$9,968,644	\$8,885,223	\$10,232,900	\$10,232,846	\$10,846,000

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		216,000	24	185,778	278,668
Assistant, Executive Administrative	1.00	NU	FT		85,467	11	63,146	94,720
Total	2.00				301,467			

Bus Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus Operations	1.00	NU	FT		145,000	19	124,590	186,886
Manager, Bus Operations	3.00	NU	FT		396,330	17	105,613	158,418
Manager, Field Operations (Bus)	1.00	NU	FT		112,690	16	97,122	145,683
Assistant Manager, Bus Operations	14.00	NU	FT		1,574,398	15	89,263	133,894
Assistant Manager, Bus & Rail Field Operations	4.00	NU	FT		475,750	15	89,263	133,894
Assistant, Senior Administrative	4.00	NU	FT		271,794	9	52,876	79,312
Mini Run Operator	238.50	U	PT		12,785,661	881	35,360	68,453
Operator	1104.00	U	FT		77,934,692	880	37,669	68,453
Road Supervisor	35.00	U	FT		3,259,094	834	64,771	86,362
Lead Supervisor	7.00	U	FT		684,371	489	67,995	90,667
Total	1411.50				97,639,780			

Operations Command Center Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operations Command Center	1.00	NU	FT		155,737	19	124,590	186,886
Manager, Operations Command Center	1.00	NU	FT		130,042	17	105,613	158,418
Assistant Manager, Operations Command Center	8.00	NU	FT		862,594	15	89,263	133,894
Assistant Manager, OCC (Service Quality)	1.00	NU	FT		118,576	15	89,263	133,894
Dispatcher	23.00	U	FT		2,141,690	836	64,771	86,362
Rail Controller	28.00	U	FT		2,607,275	538	86,362	86,362
Total	62.00				6,015,914			

Transportation Personnel Profile

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		145,573	18	114,749	172,125
Manager, Lift Service Delivery	1.00	NU	FT		121,402	16	97,122	145,683
Manager, Lift Eligibility & Community Relations	1.00	NU	FT		111,578	15	89,263	133,894
Analyst, Senior, Lift Service Delivery	1.00	NU	FT		76,817	13	75,186	112,779
Analyst, Operations	1.00	NU	FT		72,996	13	75,186	112,779
Administrator, Lift Service Quality	1.00	NU	FT		84,853	11	63,146	94,720
Analyst, Business (Lift)	1.00	NU	FT		85,261	11	63,146	94,720
Assistant, Administrative	1.00	NU	FT		44,866	7	44,136	66,204
Total	8.00				743,346			

Rail Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Operations	1.00	NU	FT		152,514	19	124,590	186,886
Manager, Rail Operations	2.00	NU	FT		279,299	17	105,613	158,418
Manager, Field Operations (Rail)	1.00	NU	FT		121,502	16	97,122	145,683
Assistant Manager, Rail Operations	4.00	NU	FT		451,584	15	89,263	133,894
Assistant, Senior Administrative	2.00	NU	FT		146,016	9	52,876	79,312
Rail Operator	196.00	U	FT		14,757,228	580	53,102	70,886
Supervisor, Rail	37.00	U	FT		3,445,328	536	86,362	86,362
Total	243.00				19,353,471			

Commuter Rail Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Commuter Rail Operations	1.00	NU	FT		156,060	18	114,749	172,125
Manager, Commuter Rail Operations	1.00	NU	FT		125,954	16	97,122	145,683
Assistant Manager, Tech Support & Training (WES)	1.00	NU	FT		121,415	15	89,263	133,894
Service Worker	2.00	U	FT		104,436	945	39,562	57,283
Commuter Rail Maint Technician	8.00	U	FT		649,647	888	73,278	73,278
Commuter Rail Maint Assistant Supervisor	3.00	U	FT		280,141	872	84,261	84,261
Helper	2.00	U	FT		147,627	533	68,453	68,453
Total	18.00				1,585,280			

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, Streetcar Operations	1.00	NU	FT		106,083	16	97,122	145,683
Streetcar Signals Maintainer	1.00	U	FT		82,741	541	76,731	76,731
Streetcar Track Maintainer	1.00	U	FT		82,741	540	76,731	76,731
Streetcar Controller	4.00	U	FT		372,468	539	88,296	88,296
Streetcar Operator	56.00	U	FT		4,280,967	488	53,102	70,886
Streetcar Journeyworker Mechanic	11.00	U	FT		893,265	451	73,278	73,278
Superintendent, Streetcar	1.00	U	FT		111,104	146	103,043	103,043
Total	75.00				5,929,369			

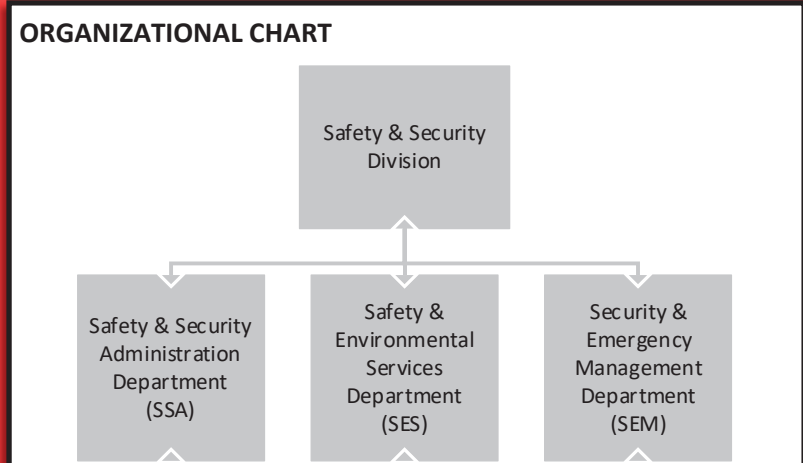


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Safety & Security Division

DEPARTMENTS	PAGE
• Safety & Security Administration (SSA)	127
• Safety & Environmental Services (SES).....	129
• Security & Emergency Management (SEM)	131

- 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 visibility 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.



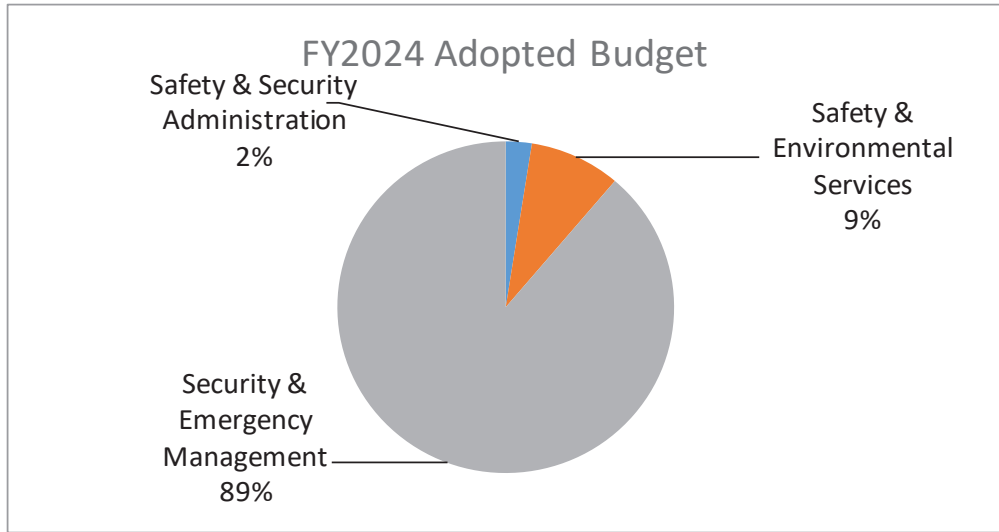
- DIVISIONAL FUN FACTS...**
- » Did you know that across the nation a workplace injury occurs every 7 seconds?
 - » Did you know the most common types of workplace injuries include the use of vehicles, and equipment, or slips, trips, and falls?
 - » Did you know 75% of preventable accidents take place in the home? TriMet cares about employees' well-being no matter the location.
 - » Did you know workplace safety programs can reduce injuries by 50%?
 - » Did you know that safety signs that warn of danger reduce accidents by up to 80%?

Performance Metrics Safety & Security Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Complete all fiscal year budget tasks on time to meet internal deadlines.		X		Safety & Security Administration	100%	100%	100%
Participate in monthly meetings on division contracts and intergovernmental agreements.	X	X		Safety & Security Administration	100%	100%	100%
Submit monthly, quarterly and annual grant reports timely.	X	X		Safety & Security Administration	100%	100%	100%
Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	X	X		Safety & Environmental Services	100%	100%	100%
Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (SSOA) within required timeframes.	X	X		Safety & Environmental Services	80%	100%	100%
Conduct five annual internal safety reviews (audits) by December 31st of each calendar year as described in Audit SOP.	X	X	X	Safety & Environmental Services	7 ea.	5 ea.	5 ea.
Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.		X	X	Security & Emergency Management	100%	100%	100%
Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.		X	X	Security & Emergency Management	75%	100%	100%
Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.		X	X	Security & Emergency Management	75%	100%	100%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,178,621	5,481,055	7,758,639	7,787,875	12,677,361	12,677,361	12,770,334
Materials & Services	15,300,463	15,170,377	37,080,600	23,691,986	53,245,300	53,245,300	53,245,300
Total	\$20,479,084	\$20,651,432	\$44,839,239	\$31,479,861	\$65,922,661	\$65,922,661	\$66,015,634

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Administration	581,051	770,210	1,132,915	810,088	1,638,802	1,638,802	1,646,004
Safety & Environmental Services	2,791,611	2,837,286	3,619,115	3,730,700	5,896,618	5,896,618	5,769,921
Security & Emergency Management	17,106,422	17,043,936	40,087,209	26,939,073	58,387,241	58,387,241	58,599,709
Total	\$20,479,084	\$20,651,432	\$44,839,239	\$31,479,861	\$65,922,661	\$65,922,661	\$66,015,634

Total Division FTE	45.00	48.00	58.00	58.00	89.00	89.00	89.00
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SAFETY & SECURITY ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	558,362	744,774	995,115	671,578	1,351,002	1,351,002	1,358,204
Materials & Services	22,689	25,436	137,800	138,510	287,800	287,800	287,800
Total	\$581,051	\$770,210	\$1,132,915	\$810,088	\$1,638,802	\$1,638,802	\$1,646,004

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 #10: Fiscally sound and compliant ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines	Complete all fiscal year budget tasks on time to meet internal deadlines.	June 30, 2024
	Participate in monthly meetings on division contracts and intergovernmental agreements.	June 30, 2024
	Submit monthly, quarterly and annual grant reports timely.	June 30, 2024



Safety & Security Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	379,383	391,813	748,828	483,720	987,994
Fringe	178,979	354,916	246,287	241,816	370,210
Capitalized Labor-Fringe		-1,955		-53,958	
Total	\$558,362	\$744,774	\$995,115	\$671,578	\$1,358,204

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Other Services- Gen & Adm	104			14	
Office Supplies	8,433	1,615	12,000	11,731	12,000
Other Materials- Gen & Adm	3,724	1,011	2,000	5,661	5,000
Unreconciled P-Card Expense				212	
Computer Equip under \$5,000	225	2,960	1,000	3,170	1,000
Safety Supplies- Gen & Adm	4,797				
Telephone	3,369	5,289	37,000	27,635	35,000
NU-Dues & Subscriptions	47		6,000	3,602	6,000
NU-Local Travel & Meetings	591	106	6,500	15,066	7,000
NU-Education & Training - Gen & Adm	701	1,539	41,200	35,580	191,800
NU-Out-Of-Town Travel	688	12,916	32,100	35,839	30,000
Employee Recognition	10				
Total	\$22,689	\$25,436	\$137,800	\$138,510	\$287,800

SAFETY & ENVIRONMENTAL SERVICES DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,193,378	1,260,821	1,914,615	1,923,040	2,630,118	2,630,118	2,503,421
Materials & Services	1,598,233	1,576,465	1,704,500	1,807,660	3,266,500	3,266,500	3,266,500
Total	\$2,791,611	\$2,837,286	\$3,619,115	\$3,730,700	\$5,896,618	\$5,896,618	\$5,769,921

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 ➤ Goal #1: Satisfied Riders ▪ Objective #1A: Provide safe service	Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (SSOA) within required timeframes.	June 30, 2024
	Improve the incident reporting process by ensuring complete standardization of the incident reporting system and timely reporting of all incident with the State Safety Oversight Agency requirements to include corrective actions.	
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4A: Increase personal safety ▪ Objective #4D: Increase resiliency	Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	June 30, 2024
	Improve hazard communication through the RSA and safety committee process to ensure proper and prompt communication of employee exposure to hazards.	
	Conduct five annual internal safety reviews (audits) by December 31st of each calendar year as described in Audit SOP.	December 31, 2023
	Complete all required training for safety staff in order to provide the most current practice to our agency and by interacting with other agencies adapting other successful programs to deploy at TriMet.	
Category: People and Innovation ➤ Goal #7: Ensure a culture of safety ▪ Objective #7A: Successfully implement the safety management system (SMS) across the organization	Implement a Safety Management System (SMS) leadership team who will collaborate in the development of the agency's Safety Management System rollout plan.	June 30, 2024
	Continue on-site assistance at main maintenance facilities across the agency by providing safety specialist weekly for on-site safety support and local contract for safety-related items and questions.	

Safety & Environmental Services Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	973,037	1,013,758	1,468,223	1,537,764	1,934,445
Fringe	403,125	490,339	558,007	596,096	686,894
Capitalized Labor-Fringe	-182,784	-243,276	-111,615	-210,820	-117,918
Total	\$1,193,378	\$1,260,821	\$1,914,615	\$1,923,040	\$2,503,421

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	330,888	313,275	466,500	372,818	371,500
Drug & Alcohol Testing	146,364	141,348	225,000	247,230	300,000
Safety Occupational Regulatory					1,562,000
Environmental Consulting	124,885	147,904	140,000	102,487	110,000
Temporary Help-Trans Adm	23,128	1,360			
Contracted Maint - Environmental	799,827	729,339	753,000	906,273	783,000
Other Services- Gen & Adm	7,117	38,812	5,000	1,666	5,000
Waste Disposal Services	126,198	142,146	100,000	152,338	100,000
Office Supplies	1,907	2,061		200	
Other Materials- Gen & Adm	16,995	5,125	5,000	7,046	20,000
Computer Equip under \$5,000	2,472	5,599	10,000	10,884	15,000
Safety Supplies- Gen & Adm				150	
Telephone	6,034	5,733		3,073	
NU-Dues & Subscriptions	7,088	1,679		1,398	
NU-Local Travel & Meetings	2,146	2,347			
NU-Education & Training - Gen & Adm	2,794	38,587		1,441	
NU-Out-Of-Town Travel		1,150		656	
Employee Recognition	390				
Total	\$1,598,233	\$1,576,465	\$1,704,500	\$1,807,660	\$3,266,500

SECURITY & EMERGENCY MANAGEMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,426,881	3,475,460	4,848,909	5,193,257	8,696,241	8,696,241	8,908,709
Materials & Services	13,679,541	13,568,476	35,238,300	21,745,816	49,691,000	49,691,000	49,691,000
Total	\$17,106,422	\$17,043,936	\$40,087,209	\$26,939,073	\$58,387,241	\$58,387,241	\$58,599,709

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 #1A: Provide safe service ▪ Objective #1C: Improve customer experience, information, and services ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Incorporate Crime Prevention through Environmental Design (CPTED) into three TriMet transit station projects.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.	June 30, 2024
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.	June 30, 2024

Security & Emergency Management Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	2,426,741	2,827,246	3,496,386	4,054,044	6,426,729
Fringe	1,006,066	1,165,401	1,352,523	1,417,935	2,481,980
Capitalized Labor-Fringe	-5,926	-517,187		-278,722	
Total	\$3,426,881	\$3,475,460	\$4,848,909	\$5,193,257	\$8,908,709

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	12,868	166,803	90,000	88,328	15,000
Temporary Help-Trans Adm	23,127	1,360	20,000	6,666	15,000
Transit Police Services	6,313,602	5,369,411	17,706,300	8,090,282	15,406,300
Deputy DA Contract	202,730	259,135	300,200	173,502	326,000
Security Services	5,222,740	5,872,932	15,670,500	11,531,203	32,262,000
Building Security Maintenance	177,505	240,824	200,000	203,761	200,000
Exclusion & Tow Hearings	3,142	541	10,000	3,343	7,500
Transit Police Services - Canine Unit	609,105	796,754	1,038,300	1,021,516	1,038,300
Security Services - Anti-Terrorism Team	129,128				
Security Services - Gang Outreach	97,114	122,568	138,500	128,447	138,500
Other Services- Gen & Adm	301,649	354,014	10,000	112,130	186,400
Uniforms- Rev Veh Op	8,406	13,404	8,500	18,869	15,000
Office Supplies	16,840	13,443		1,487	
Other Materials- Gen & Adm	94,265	190,389	25,400	196,632	61,000
Unreconciled P-Card Expense				50	
Computer Equip under \$5,000	15,096	72,127	19,400	143,017	20,000
Safety Supplies- Gen & Adm	528				
Community Outreach	407,674	8,199			
Telephone	38,667	77,998	1,200	25,935	
NU-Dues & Subscriptions	68	21			
NU-Local Travel & Meetings	3,430	5,706		648	
NU-Education & Training - Gen & Adm	192	2,847			
NU-Out-Of-Town Travel	1,665				
Total	\$13,679,541	\$13,568,476	\$35,238,300	\$21,745,816	\$49,691,000

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		216,000	24	185,778	278,668
Assistant, Executive Administrative	1.00	NU	FT		78,932	11	63,146	94,720
Administrator, Senior, Safety & Security Programs	1.00	NU	FT		106,994	14	81,948	122,923
Assistant, Senior Administrative	1.00	NU	FT		66,830	9	52,876	79,312
Assistant, Administrative	1.00	NU	FT		53,394	7	44,136	66,204
Total	5.00				522,150			

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
Director, Safety Mgmt Systems & Environmental Svs	1.00	NU	FT		175,000	21	146,525	219,789
Manager, Project Management	1.00	NU	FT		132,017	17	105,613	158,418
Manager, Construction Safety & Risk Assessment	1.00	NU	FT		125,286	16	97,122	145,683
Manager, Environmental Services	1.00	NU	FT		123,194	16	97,122	145,683
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT		130,793	16	97,122	145,683
Manager, Safety Systems	1.00	NU	FT		116,732	16	97,122	145,683
Coordinator, Senior, Safety Systems	4.00	NU	FT		438,344	14	81,948	122,923
Administrator, Drug & Alcohol Testing Program	1.00	NU	FT		89,066	13	75,186	112,779
Coordinator, Safety Systems	4.00	NU	FT		359,629	13	75,186	112,779
Analyst, Safety & Security Data Management	1.00	NU	FT		87,971	12	68,933	103,397
Coordinator, Environmental	1.00	NU	FT		93,368	12	68,933	103,397
Specialist, Drug & Alcohol Program	1.00	NU	FT		63,045	9	52,876	79,312
Total	18.00				1,934,445			

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		164,474	19	124,590	186,886
Manager, Project Management	1.00	NU	FT		132,017	17	105,613	158,418
Manager, Public Safety Operations	1.00	NU	FT		132,104	16	97,122	145,683
Manager, Safety Response	1.00	NU	FT		130,142	16	97,122	145,683
Manager, Security and Emergency Management	1.00	NU	FT		120,007	16	97,122	145,683
Manager, Security Ops & Investigations	1.00	NU	FT		94,293	16	97,122	145,683
Assistant Manager, Public Safety Operations	3.00	NU	FT		292,954	14	81,948	122,923
Coordinator, Senior, Public Safety Training & Development	1.00	NU	FT		98,257	14	81,948	122,923
Analyst, Investigations	2.00	NU	FT		187,964	13	75,186	112,779
Assistant Manager, Safety Response	2.00	NU	FT		194,861	13	75,186	112,779
Coordinator, Senior, Vulnerable Populations	1.00	NU	FT		83,531	13	75,186	112,779
Coordinator, Security Access Control	1.00	NU	FT		82,671	12	68,933	103,397
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT		78,267	437	62,213	82,950
Security Dispatcher	2.00	U	FT		189,820	343	94,931	94,931
Supervisor, Customer Safety	42.00	U	FT		3,910,912	342	64,771	86,362
Lead Customer Safety Supervisor	5.00	U	FT		472,546	341	67,995	90,667
Total	66.00				6,364,820			

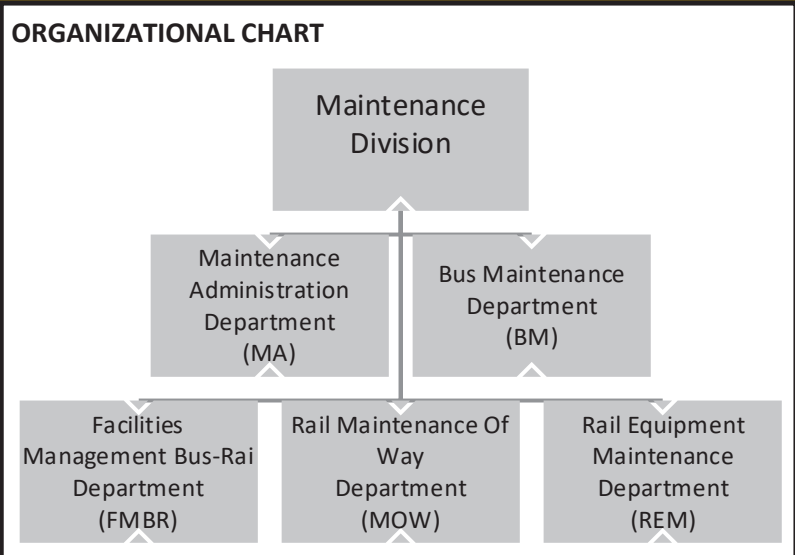


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Maintenance Division

DEPARTMENTS	PAGE
• Maintenance Administration (MA).....	139
• Bus Maintenance (BM).....	141
• Facilities Management Bus-Rail (FMBR).....	144
• Rail Maintenance Of Way (MOW).....	148
• Rail Equipment Maintenance (REM).....	151

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



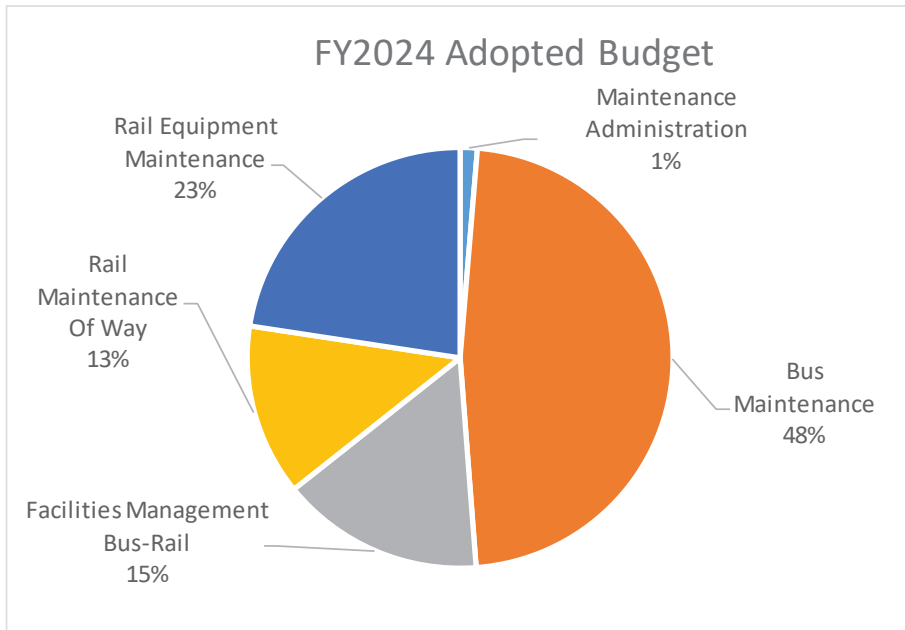
- DIVISIONAL FUN FACTS...**
- » Bus Maintenance maintains a fleet of 696 buses, this includes 40-foot diesel buses, and 22 smaller, 30-foot buses and 10 40-foot BEBs with more on the horizon. The average bus is 7.5 years old. The oldest bus is 16.5 years old.
 - » Our Bus Electrification program added an innovative 60-foot articulated BEB (Battery-Electric Bus).
 - » Rail Equipment Maintenance maintains a fleet of 145 light rail vehicles, this includes 26 Type 1 LRVs which first entered service in 1986. The average LRV is 21.4 years old. The oldest LRV is over 36 years old and has traveled more than 2 million miles in revenue service.
 - » TriMet has 358 NRVs parked in 16 different locations. Combined they travel approximately 2.2 million miles per year.

Performance Metrics Maintenance Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Procure new fully battery electric buses with make ready charging infrastructure for deployment from Powell Garage.		X		Bus Maintenance	4	0	24
Fixed-route bus mean distance between failures (MDBF) Target 10,000	X	X		Bus Maintenance	9,879	7,772	10,000
Bus preventive maintenance (PMs) complete on-time	X	X		Bus Maintenance	99%	97%	80%
Bus Maintenance Attendance	X	X		Bus Maintenance	92%	91%	95%
Track PMs completed on-time	X	X		Rail Maintenance Of Way	96%	97%	80%
Overhead Electrical PMs completed on-time	X	X		Rail Maintenance Of Way	100%	100%	80%
Signals, Power/Substations, and Overhead Contact Systems PMs completed on-time	X	X		Rail Maintenance Of Way	99%	99%	80%
Power/Substations PMs completed on-time	X	X		Rail Maintenance Of Way	100%	97%	80%
Rail Maintenance of Way Attendance	X	X		Rail Maintenance Of Way	93%	95%	95%
MAX light rail vehicle Preventive maintenance (PMs) completed on-time	X	X		Rail Equipment Maintenance	100%	98%	80%
MAX light rail mean distance between in-service failures (MDBF) Target 10,000	X	X		Rail Equipment Maintenance	11,291	11,039	10,000
Rail Equipment Maintenance Attendance	X	X		Rail Equipment Maintenance	93%	94%	95%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	88,693,061	84,383,982	101,577,314	90,330,735	109,751,511	109,751,511	109,666,865
Materials & Services	62,765,899	63,729,569	62,499,500	67,175,980	64,188,500	64,188,500	64,188,500
Total	\$151,458,960	\$148,113,551	\$164,076,814	\$157,506,715	\$173,940,011	\$173,940,011	\$173,855,365

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Maintenance Administration	1,201,056	935,477	2,468,552	1,108,992	2,563,266	2,563,266	2,264,367
Bus Maintenance	63,714,793	64,485,170	78,181,194	70,200,462	83,006,948	83,006,948	82,572,199
Facilities Management Bus-Rail	24,291,489	26,997,081	24,530,047	26,817,067	26,221,985	26,221,985	26,873,637
Rail Maintenance Of Way	17,800,543	16,516,791	21,381,359	20,441,904	22,874,723	22,874,723	22,906,992
Rail Equipment Maintenance	44,451,079	39,179,032	37,515,662	38,938,290	39,273,089	39,273,089	39,238,170
Total	\$151,458,960	\$148,113,551	\$164,076,814	\$157,506,715	\$173,940,011	\$173,940,011	\$173,855,365

Total Division FTE	841.00	785.00	910.00	910.00	918.00	918.00	916.00
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MAINTENANCE ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	605,335	479,427	1,754,252	609,956	1,862,866	1,862,866	1,563,967
Materials & Services	595,721	456,050	714,300	499,036	700,400	700,400	700,400
Total	\$1,201,056	\$935,477	\$2,468,552	\$1,108,992	\$2,563,266	\$2,563,266	\$2,264,367

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 ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services 	Procure 24 new 40-foot Battery Electric Buses (BEBs). In addition to daily cleaning, provide safe service by detailed interior cleaning of bus and rail vehicles once every 30 days.	June 30, 2024 June 30, 2024
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	Partner with Transit Training & Development Department to develop new training programs 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 and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8D: Achieve agency Affirmative Action goals ▪ Objective #8E: Recruit a talented workforce 	Work with Human Resources Division to have a divisional vacancy rate <10%.	June 30, 2024

Maintenance Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	483,156	435,099	1,575,556	507,993	1,346,090
Fringe	250,757	179,452	341,529	200,983	217,877
Capitalized Labor-Fringe	-128,578	-135,124	-162,833	-99,020	
Total	\$605,335	\$479,427	\$1,754,252	\$609,956	\$1,563,967

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm					5,000
Other Services- Gen & Adm	329	2,439		4,221	1,000
Other Services- Revenue Veh.Maint	6,096	28,762	170,500	90,419	55,000
Office Supplies	14,094	6,883	151,000	57,383	147,500
Equip/Furn < \$5,000-Rev Eq Maint			3,200	1,472	7,500
Equip/Furn < \$5,000-Gen & Adm	15,782		5,000	4,178	
Other Materials- Gen & Adm	36				
Unreconciled P-Card Expense				3,248	
Computer Equip under \$5,000	569	249	4,500	1,500	4,000
Telephone	527,389	406,337	274,100	266,972	271,600
NU-Dues & Subscriptions	5,072	1,226	2,500	834	4,000
NU-Local Travel & Meetings	1,045		4,500	4,957	9,800
UN-Local Travel & Meetings				1,136	
NU-Education & Training - Gen & Adm	20,699	4,579	39,000	19,092	52,000
NU-Out-Of-Town Travel	1,728	3,775	50,000	22,475	80,000
UN-Education & Training - Gen & Adm					8,000
UN-Out-Of-Town Travel					15,000
Employee Recognition	2,882	1,800	10,000	21,149	40,000
Total	\$595,721	\$456,050	\$714,300	\$499,036	\$700,400

BUS MAINTENANCE DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	39,428,781	34,311,653	43,378,894	35,704,529	46,994,248	46,994,248	46,559,499
Materials & Services	24,286,012	30,173,517	34,802,300	34,495,933	36,012,700	36,012,700	36,012,700
Total	\$63,714,793	\$64,485,170	\$78,181,194	\$70,200,462	\$83,006,948	\$83,006,948	\$82,572,199

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 #1A: Provide safe service	Achieve 80% completion of all preventative maintenance activities every month.	June 30, 2024
	Perform detailed bus interior cleaning every 30 days.	June 30, 2024
Category: Internal Business Practices ➤ Goal #5: Design and deliver successful projects ▪ Objective #5A: Develop higher capacity bus services	Procure 24 new fully battery electric buses with make ready charging infrastructure for deployment from Powell Garage.	June 30, 2024
	Develop and implement maintenance training and SOPs to help ensure safe and reliable performance.	
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8F: Pursue professional growth for employees	Work side by side with Transit Training & Development in efforts to develop zero emission bus training and educational programs to broaden technical knowledge of Bus Maintenance staff.	June 30, 2024



Bus Maintenance Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	27,024,218	24,041,376	29,574,499	25,093,472	32,708,720
Fringe	12,404,563	10,346,926	13,804,395	10,719,715	13,850,779
Capitalized Labor-Fringe		-76,649		-108,658	
Total	\$39,428,781	\$34,311,653	\$43,378,894	\$35,704,529	\$46,559,499

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	338,826	10,691	46,500	18,505	46,500
Professional & Technical-Rev Eq Maint	126	1,725			
Contracted Bus Mtc - Maf	378,338	154,458	1,623,100	643,075	1,407,600
Cont EV charger Maint and Monitoring	587				
Body Repair - NRV	29,933	24,035	10,100	41,355	10,100
Laundry	131,611	116,721	134,300	115,457	133,600
Other Services- Revenue Veh.Maint	103,662	107,845	74,800	82,788	74,200
Diesel Fuel- Rev Vehicle Oper	7,688,287	15,526,582	21,044,700	19,178,425	22,733,000
Diesel Fuel- NRV Maintenance	37,784	45,408	45,500	48,346	45,500
Oil & Lubricants	376,369	525,606	535,800	585,690	535,800
Gasoline - NRV Maintenance	483,975	688,295	404,000	594,302	404,000
Tires - Rev Vehicle Oper	1,284,720	1,125,207	1,750,100	1,265,275	1,300,000
Tires Serv Vehicle-Rev Equip Maint	42,531	36,037	32,300	39,082	32,300
Office Supplies	36,254	41,538		28,604	
Repair Mat'l - Rev Eq	50,601	68,366	130,600	73,499	129,500
Maint Material - Serv Veh	354,482	260,320	252,500	256,526	252,500
Maint Mat'l - Rev Eq	10,103,680	9,105,453	7,971,000	10,223,315	7,935,500
Freight	40	3,358	1,100	2,333	1,100
Maint Material - Other	138				
Mtc Material Shop	2,649				
Equip/Furn < \$5,000-Rev Eq Maint	20,310	20,803	26,100	15,853	17,900
Cleaning Suppl- Rev Equip Maint	323,588	401,115	257,000	325,982	256,300
Cleaning Suppl- Fac/Eq Maint	1,516	24			

Bus Maintenance Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Small Hand Tools-Rev Eq Maint	15,501	18,941	36,400	18,059	32,400
Inventory Adjustments	466,018	339,795		121,124	60,000
Other Materials- Rev Eq Maint	60,946	57,605	27,900	56,294	24,700
Unreconciled P-Card Expense	2,001	4,180		55	
Computer Equip under \$5,000				5,673	
Safety Supplies-Rev Eq Maint	275,952	151,044	116,400	266,412	110,700
Safety Supplies- Gen & Adm	1,473,806	130,973		8,271	
Winter Supplies	144,290	206,155	73,200	229,000	62,100
Safety Supplies - Fac/Eq Maint	625	1,989			
Safety Supplies - Transportation	3,380				
Safety Supplies - Vehicle Maint	49				
Obsolete Inventory		901,088		70,226	
Invoice Price Variance	-2,808	-3,195		-2,121	
Average Cost Variance	1,790	-9,317		2,405	
Propulsion Power	38,097	94,320	200,000	167,948	398,200
Telephone	4,373	3,890		3,574	
OR Corporate Activity Tax (CAT)	35				
NU-Local Travel & Meetings	214				
UN-Local Travel & Meetings	215	73		38	
NU-Education & Training - Gen & Adm				39	
NU-Out-Of-Town Travel	1,737	3,207			
CDL Renewals	7,403	7,887	7,200	9,045	7,200
Employee Recognition	248			143	
Rental	2,133	1,295	1,700	1,336	2,000
Total	\$24,286,012	\$30,173,517	\$34,802,300	\$34,495,933	\$36,012,700

FACILITIES MANAGEMENT BUS-RAIL DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,589,828	13,016,671	12,864,247	13,423,623	14,263,485	14,263,485	14,915,137
Materials & Services	13,701,661	13,980,410	11,665,800	13,393,444	11,958,500	11,958,500	11,958,500
Total	\$24,291,489	\$26,997,081	\$24,530,047	\$26,817,067	\$26,221,985	\$26,221,985	\$26,873,637

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees 	Director and Managers visit each shop and meet with staff at least once per quarter to provide updates on departmental issues such as budget, projects, staffing levels and process changes. Hold open roundtable session to allow for feedback and suggestions from staff.	June 30, 2024
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied Riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services 	Develop scalable program based on current 66% staffing levels to improve platform and Transit Center cleanliness and to address bio-hazards on rail cars and platforms.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4D: Increase resiliency 	Refine Facilities Management outdated process and procedures resulting in improved training for current and future staff. Identify any additional resource needed to mitigate the increased vandalism, bio-hazards, and wear and tear occurring on the system.	June 30, 2024

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	7,391,898	9,626,707	9,174,224	10,086,837	10,744,883
Fringe	3,415,541	3,543,608	3,921,324	3,524,612	4,473,749
Capitalized Labor-Fringe	-217,611	-153,644	-231,301	-187,826	-303,495
Total	\$10,589,828	\$13,016,671	\$12,864,247	\$13,423,623	\$14,915,137

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	19,808	11,449		4,022	
Professional & Technical - Fac Eq Mtc	2,504	11,021	10,100	3,366	10,100
Mech/Structural Consult		3,023		38,820	
Temporary Help-Gen & Adm				13,262	
Landscape Maint Services	978,850	760,533	963,400	848,586	963,400
Transit Mall Services	1,911,200	2,000,894	2,188,600	2,066,917	2,177,900
Contracted Build Maint	499,258	645,625	596,900	401,567	596,900
Cont ROW Mtc Station	23,056	24,087	18,200	6,066	18,200
Contracted Fac Mtc	510,653	783,913	414,100	427,499	414,100
Cont ROW Mtc Elevator	366,415	345,226	355,500	325,839	355,500
Hillsboro Parking Garage IGA	30,000	30,000	60,000	20,000	60,000
Shelter Services	226,857	300,781	243,000	860,008	243,000
Office Maint Custodial	1,465,139	1,329,380	644,900	851,428	644,900
Shelter Cleaning	756,814	639,166	456,500	594,330	456,500
Shelter Cleaning - Vandlsm	31,988	33,104	35,000	53,540	35,000
Transit Center Cleaning	379,032	364,578	329,300	238,573	329,300
Building Security Maintenance				30,651	
Laundry	17,899	18,971	16,400	17,477	17,000
Other Services-Facility/Eq Maint	462,236	228,514	40,800	78,928	40,800
Office Supplies	5,435	4,614		4,055	
Maint Mat'l - Snow & Ice	261,473	190,384	40,800	155,784	40,800
Maint Material - Other	267,488	314,553	251,300	402,208	251,300
Mtc Matl Outside Plant	187,305	396,772	141,400	172,825	141,400

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Mtc Material Shop	87,244	99,992	70,700	124,820	70,700
Equip/Furn < \$5,000-Rev Eq Maint		12,414			
Equip/Furn < \$5,000-Fac/Eq Maint	73,643	224,977	40,000	71,415	40,000
Shop Equip < \$5000 - Fac Eq Maint	1,829	107	5,100	1,441	5,100
Shelter Materials	141,497	285,965	193,700	413,419	249,700
Bus Stop Poles/Signage	5,113		19,600	6,534	19,600
Park & Ride Materials	63			478	
Cleaning Suppl- Fac/Eq Maint	284,553	199,096	123,900	177,616	123,900
Small Hand Tools-Fac/Eq Maint	15,042	45,741	74,400	63,020	74,700
Other Materials- Rev Eq Maint	3,838	20,041	9,100	9,789	9,100
Other Materials- Fac/Eq Maint	2,046	2,111	7,200	6,713	7,200
Unreconciled P-Card Expense	-4,944	23,024		22,817	
Computer Equip under \$5,000	2,161	6,556	10,000	10,749	18,700
Landscape Maint Material	13,558	11,318	15,500	7,696	15,500
Maint Matl Landscape	5,237	7,161	5,000	3,865	5,000
On-Street Amenities Materials		6,535	15,500	5,166	15,500
Facility Moving Expenses	4,092	7,114	47,000	29,284	47,000
Safety Supplies - Fac/Eq Maint	509,145	88,081	42,800	51,074	43,100
Bikes On Transit Material	77,508	37,200		14,800	
Utilities - Electricity	814,117	847,890	836,300	894,041	859,000
Utilities - Gas	243,468	303,009	250,100	351,294	307,100
Utilities - Water	1,173,598	1,177,443	1,205,600	1,442,951	1,281,300
Building Util Electric	1,377,017	1,369,998	1,414,600	1,339,603	1,434,100
VT Utilities - Electric - Fac/Eq Maint	15,621	14,329	16,000	14,389	16,400
Electricity - Shelters	24,824	21,146	25,500	34,361	24,300
Telephone		8,112		4,884	
Utilities - Other	160,911	185,530	165,300	210,351	197,000
Building Util Other	143,446	165,787	147,400	163,871	177,700
Utilities Parking	33,993	34,670	35,000	32,006	36,100
Tunnel Sewer/Storm Water Runoff	1,638	1,749	1,700	1,691	2,000

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
NU-Dues & Subscriptions	566	830		208	
NU-Local Travel & Meetings		665		1,525	
NU-Education & Training - Gen & Adm		20,242		5,443	
Apprenticeship Training	18,240	8,101	34,300	19,084	34,300
CDL Renewals	122		2,000	668	2,000
Employee Recognition		234		797	
Rental	69,065	306,654	46,300	239,830	46,300
Total	\$13,701,661	\$13,980,410	\$11,665,800	\$13,393,444	\$11,958,500

RAIL MAINTENANCE OF WAY DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,698,922	10,643,447	14,502,959	13,041,688	15,799,023	15,799,023	15,831,292
Materials & Services	7,101,621	5,873,344	6,878,400	7,400,216	7,075,700	7,075,700	7,075,700
Total	\$17,800,543	\$16,516,791	\$21,381,359	\$20,441,904	\$22,874,723	\$22,874,723	\$22,906,992

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, bridge/wall/tunnel structures, etc. Portland’s Streetcar track, electrification, and rail signals are also maintained by MOW and reimbursed through an intergovernmental agreement with the City of Portland.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes	Complete two State of Good Repair projects related to light rail system railway elements. Achieve 80% completion of all preventative maintenance activities every month.	June 30, 2024 June 30, 2024
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8E: Recruit a talented workforce	Recruit and hire 90% of current vacancies. Work side by side with the Transit Training & Development in efforts to redevelop and initiate an improved MOW Training Program.	June 30, 2024



Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	7,569,701	7,594,078	10,710,384	9,811,085	11,686,939
Fringe	3,129,484	3,057,271	4,205,932	3,550,772	4,526,442
Capitalized Labor-Fringe	-263	-7,902	-413,357	-320,169	-382,089
Total	\$10,698,922	\$10,643,447	\$14,502,959	\$13,041,688	\$15,831,292

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	33,753	23,504	150,000	70,574	100,000
Landscape Maint Services	77,860	23,530	15,000	28,527	50,000
Cont ROW Mtc Power Fac			1,000	334	
Cont ROW Mtc Signals		16,173	75,000	26,023	50,000
Cont ROW Mtc Track	511,758	393,885	160,000	144,830	75,000
Cont ROW Mtc OCS		12,070	20,000	7,357	15,000
Cont ROW Mtc Bridge	6,990	22,101	25,000	16,998	15,000
Cont ROW Mtc Substations		11,240	30,000	10,000	15,000
Street Light Maintenance -- Hillsboro IGA		20,684	5,000	1,666	15,000
Calibration & Tool Repair	833	395	10,000	3,334	4,000
Laundry			2,000	666	2,000
Other Services-Facility/Eq Maint	2,817	19,648	8,300	4,233	5,000
Office Supplies	9,615	3,940		9,171	
Computer Supplies - Trans Admin	442	4,412	15,000	34,969	15,000
Freight	223	479	2,000	666	1,000
Small Hand Tools-Fac/Eq Maint	51,126	23,669	60,000	23,651	60,300
Other Materials- Rev Eq Maint	18,898	5,089	20,000	10,794	10,000
Unreconciled P-Card Expense		4,690		7,115	
Safety Supplies - Fac/Eq Maint	34,262	20,029	50,000	130,269	75,900
Obsolete Inventory		1,170			
Materials - Track	195,650	155,655	140,000	276,992	140,000
Maint Matl Signals	604,559	-656,827	150,000	619,714	100,000
Maint Materials OCS	119,527	63,660	90,000	129,953	100,000

Rail Maintenance Of Way Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Maint Matl Substations	84,209	134,898	100,000	143,332	100,000
Propulsion Power	5,035,729	5,213,169	5,337,900	5,212,902	5,658,200
Telephone	16,669	499		1,022	
NU-Dues & Subscriptions	843	620		1,591	
NU-Local Travel & Meetings	420	2,878		2,933	
NU-Education & Training - Gen & Adm	484	1,609		18,859	
NU-Out-Of-Town Travel		22,765		21,951	
UN-Education & Training - Gen & Adm		434			
UN-Out-Of-Town Travel		5,329		17,350	
Steel Bridge Sublease	266,168	257,420	406,200	395,138	418,300
CDL Renewals			1,000	334	1,000
Employee Recognition	1,468	3,454		6,579	
Rental	27,318	61,073	5,000	20,389	50,000
Total	\$7,101,621	\$5,873,344	\$6,878,400	\$7,400,216	\$7,075,700

RAIL EQUIPMENT MAINTENANCE DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	27,370,195	25,932,784	29,076,962	27,550,939	30,831,889	30,831,889	30,796,970
Materials & Services	17,080,884	13,246,248	8,438,700	11,387,351	8,441,200	8,441,200	8,441,200
Total	\$44,451,079	\$39,179,032	\$37,515,662	\$38,938,290	\$39,273,089	\$39,273,089	\$39,238,170

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #1B: Increase ridership ▪ Objective #1C: Improve customer experience, information, and services 	Maintain mainline failures (LRVs removed from service due to mechanical failure) at a minimum of 35,000 miles between failures. Maintain service delays of > 5 minutes due to mechanical failure at a minimum of 15,000 miles between delays. Maintain “mean distance between failures” (mainline fail and service delays combined) at a minimum of 8,500 miles between failure. Achieve 80% completion of all preventative maintenance activities every month. Perform detailed LRV interior cleaning every 30 days.	June 30, 2024



Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	19,114,931	18,810,548	20,396,431	20,221,819	21,925,153
Fringe	8,272,729	7,366,982	8,680,531	7,441,783	8,871,817
Capitalized Labor-Fringe	-17,465	-244,746		-112,663	
Total	\$27,370,195	\$25,932,784	\$29,076,962	\$27,550,939	\$30,796,970

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	155,618	198,238	150,000	149,476	150,000
Temporary Help-Trans Adm			1,000	334	1,000
Calibration & Tool Repair	12,707	16,429	14,600	26,615	14,600
Contr Maint - Type I LRV-Rev Eq Maint	1,986,101	597,450	1,358,800	2,031,274	1,358,800
Laundry	174,075	160,977	127,400	138,676	127,400
Other Services- Gen & Adm	18,128	22,043	5,100	7,504	5,100
Other Services- Revenue Veh.Maint	24,488	13,401	16,200	10,806	16,200
Graphics Material		37	1,000	3,671	1,000
Office Supplies	13,706	21,329		20,763	
Computer Supplies - Trans Admin	6,062	1,418	13,100	10,720	13,100
Repair Mat'l - Rev Eq	10,623	18,607	24,200	56,692	24,200
Rep Mat'l Rev Eq Vndism	10,805	7,780	43,900	34,838	43,900
Maint Material - Serv Veh	22,872	12,741		249	
Maint Mat'l - Rev Eq	13,067,049	10,990,570	6,000,000	8,159,995	6,000,000
Freight	171,313	206,654	101,000	82,183	101,000
Equip/Furn < \$5,000-Rev Eq Maint	478	53		-404	
Equip/Furn < \$5,000-Gen & Adm	5,139	10,182		3,526	
Shop Equip < \$5000 - Fac Eq Maint	114,194	92,799	108,100	128,127	108,100
Cleaning Suppl- Rev Equip Maint	186,398	320,918	131,700	128,655	131,700
Cleaning Suppl- Fac/Eq Maint	402	3,322		12,636	
Small Hand Tools-Fac/Eq Maint	52,363	51,231	61,300	89,925	61,300
Inventory Adjustments	95,360	132,475		-56,285	
Other Materials- Transp Adm	5,353	4,766		2,905	

Rail Equipment Maintenance Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Other Materials- Rev Eq Maint	186,419	151,230	197,000	185,923	197,000
Unreconciled P-Card Expense		3,871		4,413	
Computer Equip under \$5,000	2,476	11,082		10,351	2,500
Safety Supplies- Gen & Adm	752,198	170,233	82,200	134,992	82,200
Obsolete Inventory	-467	26,031			
Invoice Price Variance	-4,955	-3,253		-2,071	
Average Cost Variance	3,259	-10,920		-10,307	
WIP Material Variance		-10,348		1,685	
Telephone	4,030	18,070		4,800	
NU-Local Travel & Meetings	136			432	
NU-Education & Training - Gen & Adm	650			230	
NU-Out-Of-Town Travel	428	2,071		1,394	
UN-Education & Training - Gen & Adm	130	1,521		3,900	
UN-Out-Of-Town Travel				3,168	
Out-Of-Town Travel Non Training				2,500	
CDL Renewals	61	122	2,100	700	2,100
Employee Recognition	789	325		2,360	
Rental	2,496	2,793			
Total	\$17,080,884	\$13,246,248	\$8,438,700	\$11,387,351	\$8,441,200

Maintenance Personnel Profile

Maintenance Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Maintenance Operations	1.00	NU	FT		214,725	23	171,779	257,671
Assistant, Executive Administrative	1.00	NU	FT		78,932	11	63,146	94,720
Total	2.00				293,657			

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		156,492	19	124,590	186,886
Manager, Bus Maintenance	3.00	NU	FT		386,482	17	105,613	158,418
Manager, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT		122,034	17	105,613	158,418
Assistant Manager, Bus Maintenance	17.00	NU	FT		1,892,546	15	89,263	133,894
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT		110,361	14	81,948	122,923
Assistant Manager, Fleet Readiness	3.00	NU	FT		313,744	14	81,948	122,923
Assistant, Senior Administrative	1.00	NU	FT		64,813	9	52,876	79,312
Service Worker Spotter	5.00	U	FT		347,681	946	39,562	57,283
Service Worker	119.00	U	FT		6,329,425	944	39,562	57,283
Tireman	8.00	U	FT		616,634	941	72,363	72,363
Cleaner	4.00	U	FT		170,923	938	34,278	60,216
MMIS Clerk	8.00	U	FT		530,142	937	36,338	67,246
Spotter	4.00	U	FT		301,133	936	69,805	69,805
Apprentice Mechanic	6.00	U	FT		388,882	934	48,838	68,453
Helper	4.00	U	FT		295,254	933	68,453	68,453
Maintenance Mechanic	9.00	U	FT		677,549	932	39,728	69,805
Bus Mechanic	179.00	U	FT		14,535,854	931	73,278	73,278
Assistant Supervisor	8.00	U	FT		747,042	930	84,261	84,261
Bus Body and Paint Technician	8.00	U	FT		649,647	929	77,002	77,002
Bus Electronic Technician	7.00	U	FT		2,030,147	928	77,002	77,002
Total	396.00				30,666,785			

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		155,737	19	124,590	186,886
Manager, Facilities Management	3.00	NU	FT		406,974	17	105,613	158,418
Manager, Maintenance Project Management	1.00	NU	FT		125,860	17	105,613	158,418
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT		122,022	15	89,263	133,894
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT		113,995	15	89,263	133,894
Project Manager, Senior, Maintenance	1.00	NU	FT		122,022	15	89,263	133,894
Assistant Manager, Facilities Management	8.00	NU	FT		842,804	14	81,948	122,923
Analyst, Operations Maintenance	2.00	NU	FT		178,946	13	75,186	112,779
Assistant Manager, Landscape	1.00	NU	FT		102,268	13	75,186	112,779
Project Manager, Assistant, Maintenance	2.00	NU	FT		170,173	12	68,933	103,397
Project Manager, Assistant, Maintenance	1.00	NU	FT	✓	86,164	12	68,933	103,397
Technician, Engineering	1.00	NU	FT		86,752	11	63,146	94,720
Assistant, Senior Administrative	3.00	NU	FT		209,190	9	52,876	79,312
Irrigation Technician	1.00	U	FT		80,787	976	77,688	77,688
Facilities Landscaper	4.00	U	FT		286,076	974	52,354	69,805
Facilities Maintenance Worker (Bus)	8.00	U	FT		632,099	969	59,987	59,987
Plant Maintenance Mechanic – LME	24.00	U	FT		1,950,367	968	73,278	73,278
Signs & Shelters Field Worker	6.00	U	FT		451,700	965	69,805	69,805
Assistant Supervisor, Facilities	4.00	U	FT		373,521	964	84,261	84,261
Service Worker Pressure Washer	10.00	U	FT		650,612	947	39,562	57,283
Service Worker	11.00	U	FT		671,812	945	39,562	57,283
Service Aide	18.00	U	FT		1,098,073	943	43,493	52,998
Facilities Maintenance Worker (Rail)	6.00	U	FT		474,074	558	74,922	74,922
Wayside Cleaner	3.00	U	FT		225,850	537	69,805	69,805
Helper	12.00	U	FT		885,763	533	68,453	68,453
Total	133.00				10,503,641			

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		151,417	20	135,157	202,735
Manager, Rail Maintenance of Way (MOW)	3.00	NU	FT		411,634	17	105,613	158,418
Engineer, MOW	3.00	NU	FT		389,735	17	105,613	158,418
Assistant Manager, Rail MOW	9.00	NU	FT		1,125,263	15	89,263	133,894
Assistant Manager, Rail MOW	3.00	NU	FT	✓	231,770	15	89,263	133,894
Assistant Manager, MOW Safety	1.00	NU	FT		117,838	15	89,263	133,894
Project Manager, Senior, MOW	2.00	NU	FT		225,700	15	89,263	133,894
Assistant, Senior Administrative	1.00	NU	FT		64,126	9	52,876	79,312
Substation Maintainer	11.00	U	FT		953,347	779	80,371	80,371
Overhead Power Trainee	2.00	U	FT		140,081	579	55,682	69,992
Substation Technician Trainee	1.00	U	FT		73,814	571	55,682	76,232
Signals Maintainer Trainee	3.00	U	FT		191,235	567	42,120	59,051
Assistant Supervisor	3.00	U	FT		299,027	566	92,435	92,435
Assistant Supervisor - MOW	2.00	U	FT		190,314	564	88,234	88,234
Maintenance of Way Laborer	14.00	U	FT		1,017,991	561	40,934	71,843
Assistant Supervisor - Signals	3.00	U	FT		285,471	556	88,234	88,234
Signal Inspector	4.00	U	FT		364,045	545	67,122	67,122
Track Trainee	1.00	U	FT		73,814	542	63,211	63,211
Signals Maintainer	24.00	U	FT		1,908,223	541	76,731	76,731
Track Maintainer	17.00	U	FT		1,406,604	540	76,731	76,731
Overhead Power Maintainer	18.00	U	FT		1,560,022	531	80,371	80,371
Total	126.00				11,181,471			

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		180,208	20	135,157	202,735
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT		153,764	18	114,749	172,125
Manager, REM Technical Support	1.00	NU	FT		143,765	18	114,749	172,125
Engineer, Principal, REM	2.00	NU	FT		247,638	17	105,613	158,418
Manager, Rail Equipment Maintenance	2.00	NU	FT		272,998	17	105,613	158,418
Assistant Manager, Rail Maintenance	18.00	NU	FT		2,252,055	16	97,122	145,683
Project Manager, Senior	2.00	NU	FT		259,135	16	97,122	145,683
Assistant Manager, Fleet Readiness	2.00	NU	FT		195,821	14	81,948	122,923
Program Manager, Maintenance Quality Assurance	1.00	NU	FT		102,436	14	81,948	122,923
Project Manager, Assistant, REM	1.00	NU	FT		88,222	14	81,948	122,923
Technical Support, Assistant, REM	4.00	NU	FT		334,961	12	68,933	103,397
Analyst, REM Records	1.00	NU	FT		75,600	11	63,146	94,720
Assistant, Senior Administrative	2.00	NU	FT		118,810	9	52,876	79,312
Service Worker	36.00	U	FT		2,036,291	945	39,562	57,283
Service Aide	20.00	U	FT		1,131,273	943	43,493	52,998
LRV Electronics Technician	2.00	U	FT		162,412	577	77,002	77,002
LRV Overhaul Technician	40.00	U	FT		3,248,235	577	77,002	77,002
LRV Technician Trainee	15.00	U	FT		1,053,900	574	55,661	69,992
LRV Body & Paint Technician	9.00	U	FT		696,107	553	57,158	73,278
Wheel True Technician	4.00	U	FT		327,631	552	75,962	75,962
LRV Technician	84.00	U	FT		6,821,295	551	73,278	73,278
MMIS Clerk	2.00	U	FT		145,039	543	36,338	67,246
MMIS Timekeeper Clerk	3.00	U	FT		200,887	543	36,338	67,246
Helper	3.00	U	FT		221,441	533	68,453	68,453
Maintenance Mechanic	3.00	U	FT		209,628	532	39,728	69,805
Total	259.00				20,679,552			

Transit System & Asset Support Division

DEPARTMENTS

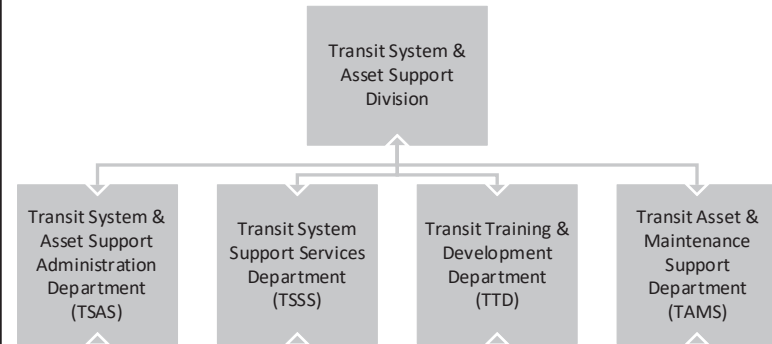
PAGE

- Transit System & Asset Support Administration (TSAS)161
- Transit System Support Services (TSSS).....163
- Transit Training & Development (TTD).....165
- Transit Asset & Maintenance Support (TAMS).....167

MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

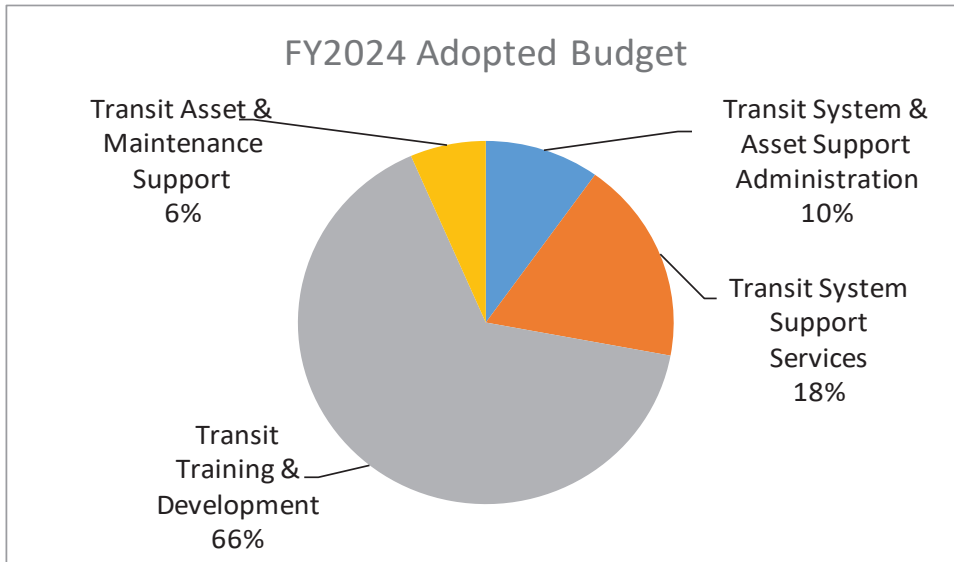
- » TriMet oversees over 50,000 non-linear assets and an additional 2.6 million feet of linear assets. This represents \$6.9 billion of asset value on the TriMet books.
- » Transit System & Asset Support Division partners with colleges and universities to advance research and development in the transit space. Many employees have authored research papers and presented at major conferences such as the Transportation Research Board.
- » In FY2023, the Bus and Rail Replacement Service Team (BRRST), planned, scheduled and executed five shutdown projects over 37 days, and 150% project increase and 68% day increase respectively over FY2022. In FY2024, BRRST plans to schedule and execute five projects over 180 days.

Performance Metrics Transit System & Asset Support Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Create a draft plan and strategy to evaluate system of procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency.		X	X	Transit System Support Services	N/A	N/A	100%
Transportation: Refine and align the transportation plans to reflect improvements in the key performance indicators defined under the department. Focus on ridership, customer service, reliability and resiliency.	X	X	X	Transit Asset & Maintenance Support / Transit Systems Support Services	N/A	N/A	100%
Develop timely and fully-compliant Transit Asset Management (TAM) Plan and NTD reporting requirements, as required by the TAM.		X	X	Transit System Support Services	100%	100%	100%
Compile and deliver to the Budget team FTA-compliant agency-wide asset inventory and condition assessment in time for annual budget cycle.		X		Transit System Support Services	N/A	N/A	100%
Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.		X		Transit Training & Development	100%	100%	100%
Support hiring activities, training, and support retention efforts for operators to preserve and expand service with a target of at least net 100 new operators hired during FY2024.		X		Transit Training & Development	75%	75%	100%
Support hiring activities, training, and support retention efforts for service workers and mechanics to preserve service with a target of at least 90 net new service workers and mechanics in FY2024.		X		Transit Training & Development	50%	50%	100%
Maintenance: Refine and align the discipline based maintenance plans to reflect improvements in the key performance indicators defined under the department with a focus on ridership, customer service, reliability, and resiliency.		X	X	Transit Asset & Maintenance Support	N/A	N/A	100%
Utilize the Bus & Rail Replacement Service Team to complete the four remaining scheduled outages (bus bridges) on-time and within budget.		X		Transit Asset & Maintenance Support	5 ea.	5 ea.	4 ea.

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					13,498,381	13,498,381	14,920,622
Materials & Services					1,698,900	1,698,900	1,725,200
Total					\$15,197,281	\$15,197,281	\$16,645,822

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Administration					1,311,621	1,311,621	1,643,886
Transit System Support Services					2,992,120	2,992,120	3,003,923
Transit Training & Development					9,827,335	9,827,335	10,913,014
Transit Asset & Maintenance Support					1,066,205	1,066,205	1,084,999
Total					\$15,197,281	\$15,197,281	\$16,645,822

Total Division FTE					93.00	93.00	103.00
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TRANSIT SYSTEM & ASSET SUPPORT ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					1,071,721	1,071,721	1,403,986
Materials & Services					239,900	239,900	239,900
Total					\$1,311,621	\$1,311,621	\$1,643,886

Department Description & Responsibilities

Major Functions: The Transit System & Asset Support Administration Department leads the Division in fully and strategically supporting the Transportation, Maintenance and Safety & Security Divisions in areas such as training budgeting, KPI's, maintenance control and operational engineering.

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 #1A: Provide safe service 	Increase personal safety of riders and employees by maintaining rail rule violations at fewer than 90 per 1,000,000 miles.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	Enhance asset management practices for safety and reliability by maintaining bus lost-service Mean Distance Between Failures (MDBF) at or above 12,000 miles; maintaining rail lost-service MDBF at or above 10,000 miles; and maintaining preventative maintenance compliance at or above 80%.	June 30, 2024
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8E: Recruit a talented workforce 	Identify and implement succession plans for key positions (e.g. Directors and Managers).	June 30, 2024



Transit System & Asset Support Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor					1,281,962
Fringe					263,167
Capitalized Labor-Fringe					-141,143
Total					\$1,403,986

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal					18,200
Office Supplies					6,000
Computer Equip under \$5,000					2,500
Telephone					15,700
NU-Dues & Subscriptions					75,000
NU-APTA & OTA Dues					92,500
NU-Local Travel & Meetings					15,000
NU-Education & Training - Gen & Adm					10,000
NU-Out-Of-Town Travel					5,000
Total					\$239,900

TRANSIT SYSTEM SUPPORT SERVICES DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,104,420	2,104,420	2,116,223
Materials & Services					887,700	887,700	887,700
Total					\$2,992,120	\$2,992,120	\$3,003,923

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	Design and implement TriMet dashboard for Transportation, Maintenance and Chief Operating Officer Divisions.	June 30, 2024
	Implement updated methodology to compare and project ridership patterns across the TriMet service district that identifies areas where there is unmet demand.	December 31, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety 	Review at least 50% of Bus & Rail Rules Procedures and Instructions (RPIs) (135 Standard Operating Procedure [SOP], 1 rulebook, 1 guide, 30 checklists) independent of projects requests or agency procedural development, evaluating for accuracy as a part implementing a Safety Management System (SMS).	June 30, 2024
Category: Financial <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes 	Complete FTA-compliant condition assessments on 47 of agency facilities (buildings, park & rides, transit centers, and stations) and 7-10 miles of guideway (track & switches) by capturing the related FTA condition ratings (1 – 5).	June 30, 2024
	Maintain timely and fully-compliant Transit Asset Management Plan, facilitating identified strategies to improve agency TAM and guide development and implementation of TAM Plan Key Activities.	June 30, 2024

Transit System Support Services Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor					1,557,287
Fringe					558,936
Total					\$2,116,223

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm					875,500
Other Services- Gen & Adm					5,600
Other Materials- Gen & Adm					4,100
Computer Equip under \$5,000					2,500
Total					\$887,700

TRANSIT TRAINING & DEVELOPMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					9,624,635	9,624,635	10,710,314
Materials & Services					202,700	202,700	202,700
Total					\$9,827,335	\$9,827,335	\$10,913,014

Department Description & Responsibilities

Major Functions: The Transit Training & Development Department manages the District's in-house Transportation and Maintenance operational training programs for both union and non-union staff, and is the registered training agent for associated State of Oregon Apprenticeship Programs.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Conduct at least seventeen new bus operator training classes with thirty students each during FY2024, maintaining an 80% graduation rate.	June 30, 2024
	Hire and train new service workers and mechanics sufficient to keep pace with attrition and fill at least 20% of existing vacancies throughout the Maintenance Division.	June 30, 2024
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8A: Invest wisely in people ▪ Objective #8E: 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, 2024
	Collaborate with operating departments to review and validate/update training objectives required to support each active position.	June 30, 2024

Transit Training & Development Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor					8,001,637
Fringe					2,708,677
Total					\$10,710,314

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Trans Adm					140,000
Temporary Help-Trans Adm					5,100
Other Services- Gen & Adm					2,500
Other Services-Transp Adm					4,500
Uniforms- Rev Veh Op					26,500
Other Materials- Gen & Adm					4,500
Other Materials- Transp Adm					4,500
Computer Equip under \$5,000					15,100
Total					\$202,700

TRANSIT ASSET & MAINTENANCE SUPPORT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					697,605	697,605	690,099
Materials & Services					368,600	368,600	394,900
Total					\$1,066,205	\$1,066,205	\$1,084,999

Department Description & Responsibilities

Major Functions: The Transit Asset & Maintenance Support Department is responsible for analysis, work-flow planning, and project development to ensure that assets remain in service in optimal working condition from commissioning to decommissioning.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes	Direct agency stakeholders to successfully plan, schedule and execute temporary service related to: <ul style="list-style-type: none"> • Capital Program MAX disruptions (e.g., Technical Advisory Group [TAG] and Bus and Rail Replacement Service Team [BRRST]). • Major Capital Project Operational Readiness for Service Team (RFST) and New Service deployments (e.g. HB2017, Red Line Extension, other FTA-funded projects, etc.). • State of Good Repair projects. 	June 30, 2024
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Maintain an integrated Agency-wide Master Schedule for TAG planning involving Engineering & Construction (E&C), Maintenance of Way (MOW), 3 rd Party and other external agency projects.	June 30, 2024
	Continuously improve BRRST processes to successfully plan, schedule and execute four temporary service shutdowns on-time and on budget.	June 30, 2024
	Develop Operational RFST to ensure support of Red Line Extension start-up in Fall 2024.	June 30, 2024

Transit Asset & Maintenance Support Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor					531,512
Fringe					158,587
Total					\$690,099

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm					394,900
Total					\$394,900

Transit System & Asset Support Personnel Profile

Transit System & Asset Support Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Transit System & Asset Support	1.00	NU	FT		250,186	24	185,778	278,668
Senior Director, EW Zero Emission Programs	1.00	NU	FT		183,157	21	146,525	219,789
Manager, Zero Emission Buses	1.00	NU	FT		156,836	18	114,749	172,125
Manager, Utilities	1.00	NU	FT	✓	143,437	18	114,749	172,125
Assistant, Executive Administrative	1.00	NU	FT		81,723	11	63,146	94,720
Total	5.00				815,339			

Transit System Support Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operations Planning & Development	1.00	NU	FT		168,945	20	135,157	202,735
Manager, Service Performance & Analysis	1.00	NU	FT		123,606	17	105,613	158,418
Prog Mgr, Ops Rules, Procedures & Instructions	1.00	NU	FT		122,414	16	97,122	145,683
Analyst, Principal, Operations	1.00	NU	FT		121,402	16	97,122	145,683
Analyst, Sr., Operations & Finance Planning	1.00	NU	FT		122,059	15	89,263	133,894
Analyst, Senior, Business Planning & Asset Mgmt	1.00	NU	FT		106,963	14	81,948	122,923
Analyst, Senior, Rules, Procedures & Instructions	1.00	NU	FT		102,436	14	81,948	122,923
Analyst, Operations	7.00	NU	FT		610,530	13	75,186	112,779
Analyst, Rules, Procedures & Instructions	1.00	NU	FT		78,932	11	63,146	94,720
Total	15.00				1,557,287			

Transit System & Asset Support Personnel Profile

Transit Training & Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operational Training & Development	1.00	NU	FT		163,156	20	135,157	202,735
Senior Manager, Training	1.00	NU	FT		144,916	18	114,749	172,125
Manager, Rail Operations Training	1.00	NU	FT		121,402	16	97,122	145,683
Manager, Maintenance Training	1.00	NU	FT		125,716	16	97,122	145,683
Manager, Bus Operations Training	1.00	NU	FT		138,169	15	89,263	133,894
Assistant Manager, Maintenance Training	2.00	NU	FT		212,987	15	89,263	133,894
Assistant Manager, Transportation Training	1.00	NU	FT		101,645	14	81,948	122,923
Trainer, Senior, Rail Engineering	4.00	NU	FT		400,519	14	81,948	122,923
Coordinator, Training & Development	1.00	NU	FT		80,909	11	63,146	94,720
Assistant, Senior Administrative	4.00	NU	FT		298,314	9	52,876	79,312
Maintenance Trainer	6.00	U	FT		560,282	918	84,261	84,261
Maintenance Trainer	2.00	U	FT	✓	186,760	918	84,261	84,261
Facilities Maintenance Trainer	2.00	U	FT		186,760	915	84,261	84,261
Supervisor, Training Field Operations	5.00	U	FT		488,836	840	67,995	90,667
Training Supervisor	40.00	U	FT		3,724,678	832	64,771	86,362
Training Supervisor	5.00	U	FT	✓	465,585	832	64,771	86,362
Supervisor, Lead, Training	2.00	U	FT	✓	199,306	178	103,646	103,646
Total	79.00				7,599,940			

Transit System & Maintenance Support Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Program Manager, Rail Operations Planning	2.00	NU	FT		269,369	17	105,613	158,418
Program Manager, Business Process & Proj, Ops Mgmt	2.00	NU	FT		262,143	17	105,613	158,418
Total	4.00				531,512			



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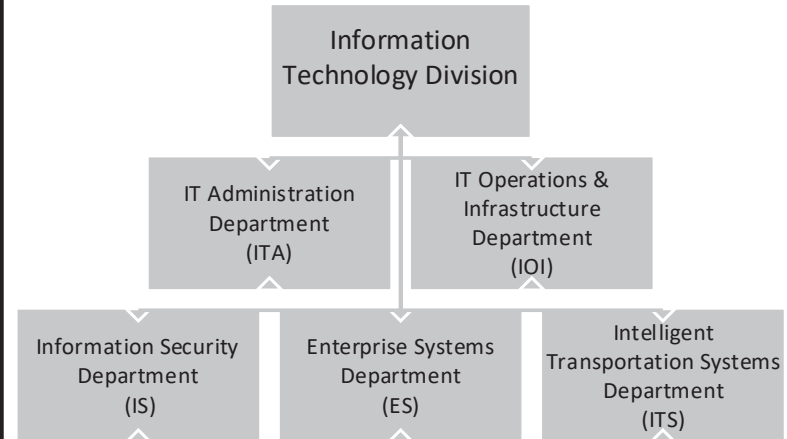
Information Technology Division

DEPARTMENTS	PAGE
• IT Administration (ITA)	175
• IT Operations & Infrastructure (IOI)	177
• Information Security (IS).....	179
• Enterprise Systems (ES)	181
• Intelligent Transportation Systems (ITS)	183

MAJOR PRIORITIES OF THE DIVISION

- ▽ (ITA) Responsible for providing vision, direction and administrative support for all other functions in IT as well as financial projection and reconciliation for the division.
- ▽ (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.
- ▽ (ES) Responsible for application development, maintenance, monitoring and automation for strategic business systems, including integrations, data management and administration, information technology planning and implementation, systems/ process analysis and development of long-term information technology strategies.
- ▽ (ITS) Design, acquire and/or develop, maintain, and manage information systems that support TriMet operations.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

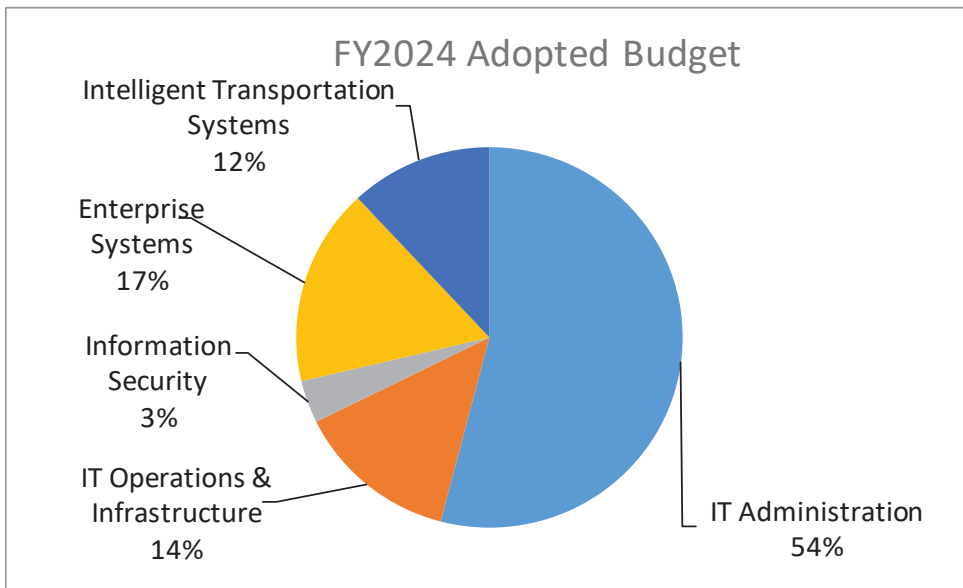
- » TriMet was the first Transit Agency in the America to implement Apple Pay for fare payment and the first regional transit agency to implement Google Pay.
- » The technical services team supports over 1,300 PC's, 2,400 mobile devices, and over 350 network printers and/or informational TV's.
- » On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

Performance Metrics Information Technology Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
CIO will engage in at least six highly visible events that include participants from beyond IT.	X	X		IT Administration	6 ea.	8 ea.	6 ea.
Expand training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet.		X		IT Administration	25% increase	25% increase	25% increase
Ensure that infrastructure systems are functioning as intended with minimal avoidable downtime.	X	X		IT Operations & Infrastructure	4 events	4 events	2 events
Replace 250 PC's on the 5-year replacement cycle.	X	X		IT Operations & Infrastructure	250 ea.	250 ea.	250 ea.
Replace 56 out of support network Switches.	X	X		IT Operations & Infrastructure	56 ea.	56 ea.	56 ea.
Improve Nationwide Cybersecurity Review (NCSR) maturity score by an average of 0.25 for each category from the 2023 baseline.			X	Information Security	N/A	N/A	0.25 points
Create an application portfolio roadmap for the most important (Tier 1) enterprise applications.		X		Enterprise Systems	N/A	N/A	100%
Complete the initial two projects to retire technical debt. Propose an additional two projects for FY2025.		X		Enterprise Systems	100%	100%	100%
Provide real time and post operational data from ITS systems for; customer service information systems, union maintenance groups, system analysis and all other TriMet and regional partners.		X		Intelligent Transportation Systems	100%	100%	100%
Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.		X		Intelligent Transportation Systems	100%	In process	100%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	11,826,102	12,719,731	16,391,593	15,020,088	19,083,668	19,083,668	19,243,302
Materials & Services	8,261,604	9,690,166	11,929,700	11,084,344	13,246,000	13,246,000	13,246,000
Total	\$20,087,706	\$22,409,897	\$28,321,293	\$26,104,432	\$32,329,668	\$32,329,668	\$32,489,302

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
IT Administration	8,771,569	9,817,092	14,954,353	12,414,315	17,576,388	17,576,388	17,565,549
IT Operations & Infrastructure	3,291,849	3,870,636	3,764,182	4,180,522	4,391,916	4,391,916	4,425,937
Information Security	619,506	749,487	1,278,484	1,173,733	1,151,176	1,151,176	1,173,161
Enterprise Systems	4,581,707	5,113,394	4,673,067	4,941,503	5,394,579	5,394,579	5,449,024
Intelligent Transportation Systems	2,823,075	2,859,288	3,651,207	3,394,359	3,815,609	3,815,609	3,875,631
Total	\$20,087,706	\$22,409,897	\$28,321,293	\$26,104,432	\$32,329,668	\$32,329,668	\$32,489,302

Total Division FTE	80.00	80.00	93.00	93.00	111.00	111.00	111.00
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IT ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,032,079	1,027,558	4,164,753	2,641,488	5,050,088	5,050,088	5,039,249
Materials & Services	7,739,490	8,789,534	10,789,600	9,772,827	12,526,300	12,526,300	12,526,300
Total	\$8,771,569	\$9,817,092	\$14,954,353	\$12,414,315	\$17,576,388	\$17,576,388	\$17,565,549

Department Description & Responsibilities

Major Functions: The IT Administration Department is responsible for providing vision, direction and administrative support for all the other functions in IT as well as financial projection and reconciliation for the division.

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #8C: Foster sense of community and cross-functional camaraderie ▪ Objective #8F: Pursue professional growth for employees 	Deliver on Information Technology plan to make our system more reliable, our data more useful, and our work more effective and efficient.	June 30, 2024
	CIO will engage in at least six highly visible events that include participants from beyond IT.	June 30, 2024
	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 three divisional meetings.	
	Add self-service training opportunities so technical staff can keep current and grow their skillsets.	June 30, 2024
	Train managers to support employees in planning and directing their own professional development.	
	Review and expand current efforts to enrich the diversity of our candidate pools.	
	Training managers to support equitable and inclusive selection and effective retention.	
	Hold at least four events for IT staff that support continual improvement in the inclusiveness of our workplace.	

IT Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	452,271	795,597	3,295,934	2,086,028	4,220,266
Fringe	579,988	231,961	868,819	619,437	1,080,873
Capitalized Labor-Fringe	-180			-63,977	-261,890
Total	\$1,032,079	\$1,027,558	\$4,164,753	\$2,641,488	\$5,039,249

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	114,928	588,576	1,092,200	611,504	566,800
Temporary Help-Gen & Adm		68,855	169,800	164,907	169,800
Warranty Costs	-240,374			386	
Other Services- Gen & Adm	32	3,387	5,000	20,231	5,000
Office Supplies	8,202	1,851	1,000	2,262	1,000
Equip/Furn < \$5,000-Gen & Adm	224,118	19,292			
Other Materials- Gen & Adm	20,328	8,729	19,300	12,702	385,000
Unreconciled P-Card Expense				4,240	
Microcomputer Software	544	94	2,000	775	2,000
Telephone	28,315	46,169	34,000	36,384	34,000
NU-Dues & Subscriptions	61,694	36,603	73,500	63,242	73,500
NU-Local Travel & Meetings	57	35	1,000	764	1,000
NU-Education & Training - Gen & Adm	6,351	31,437	70,000	94,247	70,000
NU-Out-Of-Town Travel		20,333	25,000	23,508	25,000
Employee Recognition	5		1,000	1,245	1,000
Software License Fees	7,515,290	7,964,173	9,295,800	8,736,430	11,192,200
Total	\$7,739,490	\$8,789,534	\$10,789,600	\$9,772,827	\$12,526,300

IT OPERATIONS & INFRASTRUCTURE DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,959,900	3,379,430	3,651,382	3,798,364	4,279,116	4,279,116	4,313,137
Materials & Services	331,949	491,206	112,800	382,158	112,800	112,800	112,800
Total	\$3,291,849	\$3,870,636	\$3,764,182	\$4,180,522	\$4,391,916	\$4,391,916	\$4,425,937

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 #11: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes	Baseline reliability on key infrastructure components to support continual improvement initiative. Capture and analyze 100% of significant incidents.	June 30, 2024
	Replace 250 PC's per the planned replacement cycle.	June 30, 2024
	Replace 56 out of support network switches per the planned replacement cycle.	June 30, 2024

IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	2,273,191	2,497,832	2,948,749	3,007,525	3,453,686
Fringe	782,825	951,713	1,010,216	932,056	1,133,961
Capitalized Labor-Fringe	-96,116	-70,115	-307,583	-141,217	-274,510
Total	\$2,959,900	\$3,379,430	\$3,651,382	\$3,798,364	\$4,313,137

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	8,913	8,941	9,400	6,634	9,400
Temporary Help-Gen & Adm	139,961	319,773		233,275	
Microcomputer Mtc Serv	325				
Communication Systems Maintenance	25,623	2,995		425	
Computer Hardware Maint-Fac Maint	57,759	71,605	20,000	65,280	20,000
Other Services- Gen & Adm	675			821	
Equip/Furn < \$5,000-Gen & Adm		1,478		3,337	
Other Materials- Gen & Adm	3,412	5,204	6,400	2,286	6,400
Unreconciled P-Card Expense		408		3,075	
Computer Equip under \$5,000	909				
Microcomputer Mtc Mat'l	2,541	18	2,000	672	2,000
Network Access Services	91,831	80,784	75,000	66,353	75,000
Total	\$331,949	\$491,206	\$112,800	\$382,158	\$112,800

INFORMATION SECURITY DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	511,693	590,011	908,684	743,334	981,376	981,376	1,003,361
Materials & Services	107,813	159,476	369,800	430,399	169,800	169,800	169,800
Total	\$619,506	\$749,487	\$1,278,484	\$1,173,733	\$1,151,176	\$1,151,176	\$1,173,161

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 ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4D: Increase resiliency	Improve Nationwide Cybersecurity Review (NCSR) maturity score by an average of 0.25 for each category from the FY2023 baseline.	June 30, 2024
	Improve the Center for Internet Security (CIS) Controls maturity by 0.8 from the FY2023 baseline.	June 30, 2024
	Develop and implement an enterprise data asset inventory.	June 30, 2024

Information Security Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	375,156	447,504	687,766	559,909	770,338
Fringe	136,537	142,507	220,918	183,425	233,023
Total	\$511,693	\$590,011	\$908,684	\$743,334	\$1,003,361

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PCI Compliance Audit	107,813	97,353	110,000	137,638	110,000
Professional & Technical-Gen & Adm		59,278	259,800	216,805	59,800
Other Materials- Gen & Adm		2,845		75,956	
Total	\$107,813	\$159,476	\$369,800	\$430,399	\$169,800

ENTERPRISE SYSTEMS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,529,910	4,890,342	4,519,067	4,656,388	4,990,979	4,990,979	5,045,424
Materials & Services	51,797	223,052	154,000	285,115	403,600	403,600	403,600
Total	\$4,581,707	\$5,113,394	\$4,673,067	\$4,941,503	\$5,394,579	\$5,394,579	\$5,449,024

Department Description & Responsibilities

Major Functions: The Enterprise Systems Department is responsible for the following major functions: Application development, maintenance, monitoring and automation for strategic business systems, including integrations, data management and administration, information technology planning and implementation, systems/process analysis and development of long-term information technology strategies.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4C: Improve service delivery	Enhance the value of existing technology investments by optimizing their utilization by 10%. Create an application portfolio roadmap for the most important (Tier 1) enterprise applications.	June 30, 2024
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Complete the initial two projects to retire technical debt. Propose an additional two projects for FY2025.	June 30, 2024
	Adopt IT Service Management changes to improve efficiency, transparency, and resource planning.	June 30, 2024

Enterprise Systems Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	3,434,767	3,684,958	3,425,555	3,588,211	4,497,664
Fringe	1,320,689	1,307,528	1,093,512	1,100,817	1,416,176
Capitalized Labor-Fringe	-225,546	-102,144		-32,640	-868,416
Total	\$4,529,910	\$4,890,342	\$4,519,067	\$4,656,388	\$5,045,424

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	6,667	19,285	100,000	33,334	349,600
Temporary Help-Gen & Adm	44,753	203,767	50,000	248,257	50,000
Other Services- Gen & Adm				302	
Other Materials- Gen & Adm	377		4,000	1,334	4,000
Unreconciled P-Card Expense				1,888	
Total	\$51,797	\$223,052	\$154,000	\$285,115	\$403,600

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,792,520	2,832,390	3,147,707	3,180,514	3,782,109	3,782,109	3,842,131
Materials & Services	30,555	26,898	503,500	213,845	33,500	33,500	33,500
Total	\$2,823,075	\$2,859,288	\$3,651,207	\$3,394,359	\$3,815,609	\$3,815,609	\$3,875,631

Department Description & Responsibilities

Major Functions: The Intelligent Transportation Systems 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
<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	<p>Ensure that all ITS System improvements and replacements are in alignment with federally mandated regional ITS Architecture and are documented in the regional ITS architecture.</p> <p>Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.</p> <p>Continue to develop the regional framework for implementing and maintaining a new Transit Signal Priority (TSP) by negotiating intergovernmental agreements and implementing cross agency working groups.</p>	<p>June 30, 2024</p>
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance ▪ Objective #4C: Improve service delivery 	<p>Improve ITS systems in conjunction with the Transportation and Maintenance Divisions to ensure that TriMet service is efficient and effective as possible.</p> <p>Enhance communication, collaboration and cooperation with Transportation and Maintenance staff with improved project reporting and issue alerting.</p> <p>Provide real time and post operational data from ITS systems for customer service information systems, union maintenance groups, system analysis and other TriMet and regional partners.</p>	<p>June 30, 2024</p>

Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	2,062,801	2,202,645	2,396,031	2,502,857	3,258,111
Fringe	787,448	726,108	751,676	713,086	996,796
Capitalized Labor-Fringe	-57,729	-96,363		-35,429	-412,776
Total	\$2,792,520	\$2,832,390	\$3,147,707	\$3,180,514	\$3,842,131

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	26,666	22,383	498,000	204,010	28,000
Other Materials- Gen & Adm	3,889	4,515	5,500	9,627	5,500
Unreconciled P-Card Expense				208	
Total	\$30,555	\$26,898	\$503,500	\$213,845	\$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		258,968	26	216,690	325,036
Director, Project & Portfolio Management	1.00	NU	FT		199,341	22	158,703	238,055
Manager, Mobility & Location Based Services	1.00	NU	FT		169,466	19	124,590	186,886
Project Manager, IT	3.00	NU	FT		453,918	18	114,749	172,125
Project Manager, IT	1.00	NU	FT	✓	143,437	18	114,749	172,125
Manager, Service Desk	1.00	NU	FT		148,499	18	114,749	172,125
Analyst, Senior, IT Systems	6.00	NU	FT		737,513	16	97,122	145,683
Engineer, Senior, Geospatial Data	1.00	NU	FT		130,142	16	97,122	145,683
Analyst, Senior, Geospatial Systems	1.00	NU	FT		121,402	16	97,122	145,683
Analyst, Senior, Geospatial Data	2.00	NU	FT		196,631	14	81,948	122,923
Technical Writer, Senior	1.00	NU	FT		111,467	14	81,948	122,923
Analyst, IT Finance & Planning	1.00	NU	FT		102,436	14	81,948	122,923
Specialist, Senior, Technical Support	2.00	NU	FT		163,363	12	68,933	103,397
Analyst, Geospatial Data	1.00	NU	FT	✓	86,164	12	68,933	103,397
Assistant, Executive Administrative	1.00	NU	FT		78,520	11	63,146	94,720
Total	24.00				3,101,267			

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		184,045	21	146,525	219,789
Manager, Network Communications	1.00	NU	FT		150,400	19	124,590	186,886
Manager, Physical Infrastructure	1.00	NU	FT		151,484	18	114,749	172,125
Manager, Technical Services	1.00	NU	FT		142,625	18	114,749	172,125
Engineer, Senior, Network (Communications)	3.00	NU	FT		438,463	17	105,613	158,418
Engineer, Senior, Network (Fiber)	3.00	NU	FT		406,903	17	105,613	158,418
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT		547,444	17	105,613	158,418
Engineer, Senior, Systems (Server Administration)	1.00	NU	FT	✓	132,017	17	105,613	158,418
Engineer, Senior, Telecommunications	2.00	NU	FT		263,978	16	97,122	145,683
Network Engineer (Communications)	1.00	NU	FT		125,137	16	97,122	145,683
Engineer, Senior, Mobile Device	1.00	NU	FT		121,898	16	97,122	145,683
Engineer, Senior, Virtual Desktop	1.00	NU	FT		114,786	16	97,122	145,683
Engineer, Systems (Server Administration)	2.00	NU	FT		233,593	15	89,263	133,894
Specialist, Senior, Technical Support	5.00	NU	FT		431,343	12	68,933	103,397
Total	27.00				3,444,116			

Information Technology Personnel Profile

Information Security Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Information Security	1.00	NU	FT		223,537	22	158,703	238,055
Analyst, Senior, Network Ops & Cybersecurity	4.00	NU	FT		546,801	17	105,613	158,418
Total	5.00				770,338			

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		205,381	22	158,703	238,055
Manager, Enterprise Systems Development	1.00	NU	FT		174,908	20	135,157	202,735
Manager, Oracle Technology	1.00	NU	FT		185,682	20	135,157	202,735
Manager, Enterprise Architecture	1.00	NU	FT		166,208	20	135,157	202,735
DBA, Senior, Oracle Applications	3.00	NU	FT		476,177	18	114,749	172,125
Database Architect, Senior	1.00	NU	FT		147,444	18	114,749	172,125
Project Manager, IT	1.00	NU	FT	✓	143,437	18	114,749	172,125
Engineer, Senior, Software	5.00	NU	FT		707,278	18	114,749	172,125
Engineer, Senior, Software	1.00	NU	FT	✓	143,437	18	114,749	172,125
Developer, Senior, Oracle	3.00	NU	FT		444,109	17	105,613	158,418
Analyst, Senior, IT Systems	2.00	NU	FT		240,730	16	97,122	145,683
Analyst, Senior, IT Business Systems	2.00	NU	FT	✓	242,804	16	97,122	145,683
Engineer, Software	7.00	NU	FT		870,298	16	97,122	145,683
Engineer, Software	3.00	NU	FT	✓	349,770	16	97,122	145,683
Total	32.00				4,497,663			

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		203,347	22	158,703	238,055
Manager, ITS OCC Systems	1.00	NU	FT		182,014	20	135,157	202,735
Engineer, Senior, Intelligent Transp Systems	11.00	NU	FT		1,551,151	18	114,749	172,125
Engineer, Senior, Software	4.00	NU	FT		620,242	18	114,749	172,125
Engineer, Intelligent Transportation Systems	2.00	NU	FT		241,383	16	97,122	145,683
Engineer, Intelligent Transportation Systems	3.00	NU	FT	✓	364,206	16	97,122	145,683
Engineer, Associate, Intelligent Transp Systems	1.00	NU	FT		95,769	13	75,186	112,779
Total	23.00				3,258,112			

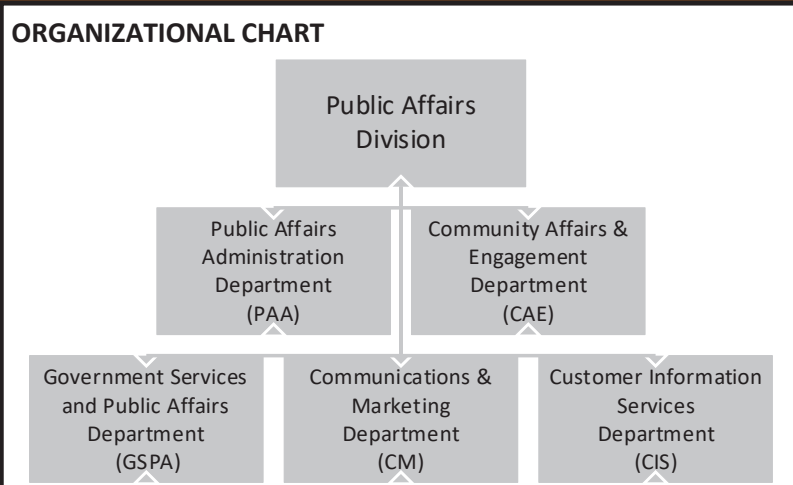


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Public Affairs Division

DEPARTMENTS	PAGE
• Public Affairs Administration (PAA)	191
• Policy & Planning	193
• Community Affairs & Engagement (CAE)	195
• Government Services and Public Affairs (GSPA)	197
• Communications & Marketing (CM)	199
• Customer Information Services (CIS)	202

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



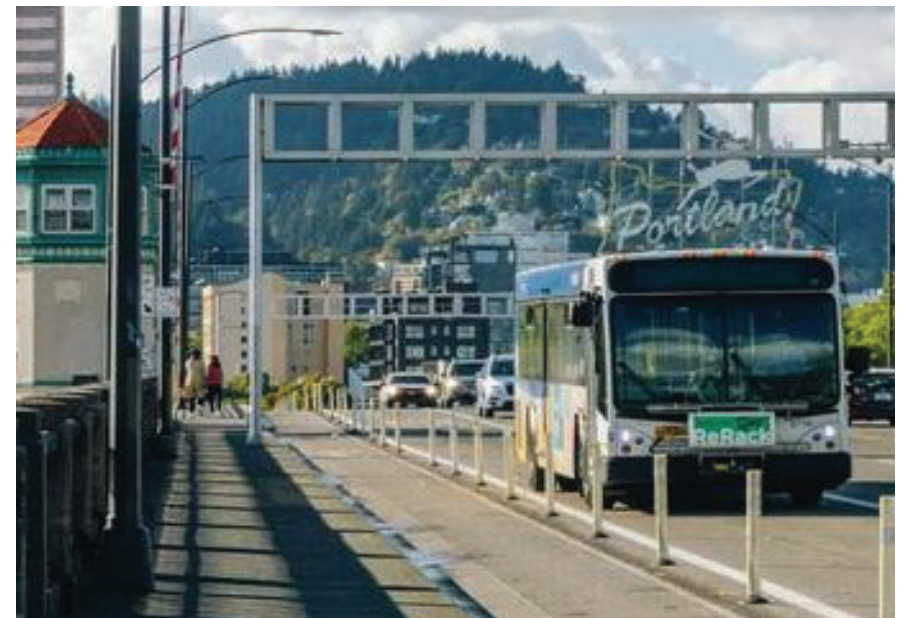
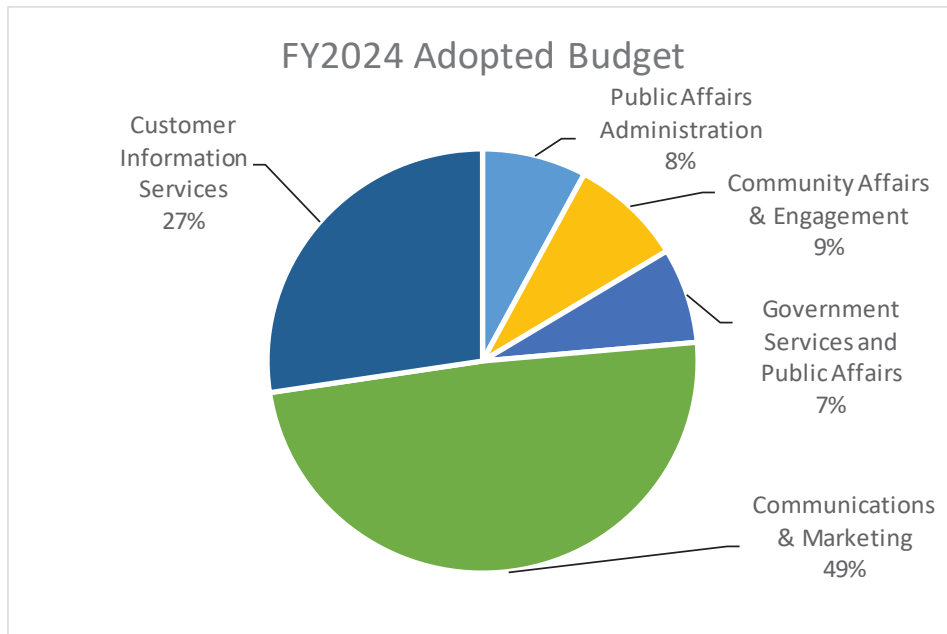
- DIVISIONAL FUN FACTS...**
- » In January 2022, TriMet launched a new and improved trimet.org homepage, putting the information riders need most—trip planning, tracking and real-time vehicle locations—front and center. That led to more than 10.6 million page views and a 327% increase in time spent on the homepage.
 - » TriMet’s Communication’s team regularly engages riders and the public, with a combined nearly 147,000 followers on the agency’s social media channels (Twitter, Facebook, Instagram, LinkedIn).
 - » Riders and the public can sign up to receive TriMet’s free monthly newsletter, TriMet on the Move, at trimet.org/email.
 - » TriMet’s Employee Communications team is dedicated to providing employees important agency updates and news relevant to their work. In 2022, the team published more than 400 posts in the agency’s online internal newsletter.

Performance Metrics Public Affairs Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Build ridership to 90% of pre-pandemic levels.			X	Public Affairs Administration	50%	70%	50%
With staff deployed by Board district, strengthen TriMet’s presence in the community by attending 10% more public meetings or events than the previous year.		X	X	Community Affairs & Engagement	N/A	N/A	100%
Partner with 10 community based organizations to engage equity priority communities in discussions about service, policy and capital projects.		X		Community Affairs & Engagement	N/A	N/A	100%
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%	80%	100%
Establish a viable political framework for implementation of TriMet funding goals by engaging critical political entities and elected officials, in political constructs that further their goals as well as TriMet’s.	X	X		Government Services and Public Affairs	50%	60%	80%
Increase awareness of TriMet’s services and initiatives through monthly newsletters to neighborhood associations, CBO’s, employers, regional and state leaders.	X			Communications & Marketing	50%	70%	100%
Identify and implement at least 1 focused marketing opportunity to mitigate impact of COVID-19 pandemic on ridership.	X			Communications & Marketing	60%	70%	100%
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.	X			Customer Information Services	100%	95%	100%
Distribute schedules and service information internally and externally to regional partners and ticket outlets.	X			Customer Information Services	90%	85%	90%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	9,312,772	7,976,273	9,064,063	9,172,699	11,021,072	11,021,072	11,057,904
Materials & Services	5,666,496	3,890,743	5,260,100	5,071,319	5,724,800	5,724,800	5,724,800
Total	\$14,979,268	\$11,867,016	\$14,324,163	\$14,244,018	\$16,745,872	\$16,745,872	\$16,782,704

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Public Affairs Administration	948,506	851,918	1,126,535	752,323	1,319,076	1,319,076	1,313,116
Policy & Planning	4,475,231						
Community Affairs & Engagement	1,412,202	1,435,291	2,306,080	2,149,671	1,418,559	1,418,559	1,425,671
Government Services and Public Affairs	981,444	723,751	918,776	968,147	1,211,754	1,211,754	1,220,348
Communications & Marketing	3,601,026	5,497,683	5,832,740	6,441,510	8,203,095	8,203,095	8,227,192
Customer Information Services	3,560,859	3,358,373	4,140,032	3,932,367	4,593,388	4,593,388	4,596,377
Total	\$14,979,268	\$11,867,016	\$14,324,163	\$14,244,018	\$16,745,872	\$16,745,872	\$16,782,704

Total Division FTE	87.25	85.25	82.25	82.25	94.00	94.00	94.00
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* Transferred \$741,719 in appropriation in Resolution 22-09-52 to the Office of IDEA.

PUBLIC AFFAIRS ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	588,161	540,086	830,035	477,202	1,022,576	1,022,576	1,016,616
Materials & Services	360,345	311,832	296,500	275,121	296,500	296,500	296,500
Total	\$948,506	\$851,918	\$1,126,535	\$752,323	\$1,319,076	\$1,319,076	\$1,313,116

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1B: Increase ridership	Implement marketing and communications strategies to improve ridership by 3% - 8% depending on circumstances beyond TriMet's control.	June 30, 2027
Category: Customers ➤ Goal #2: Satisfied community stakeholders and employers ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept	Effectively communicate agency goals, services and gather public and community input during four public information gathering sessions and potentially one engagement per Board district with the GM or Public Affairs staff attending/leading.	June 30, 2024
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4C: Improve service delivery	Advance Customer Experience improvements including improved audio announcements on bus and MAX, visual announcements on bus, and the replacement of displays at high traffic MAX and bus stops (such as frequent service bus lines 2, 4, 6, 8, etc.).	June 30, 2024

Public Affairs Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	387,926	410,857	695,443	336,270	851,563
Fringe	200,235	129,229	134,592	140,932	165,053
Total	\$588,161	\$540,086	\$830,035	\$477,202	\$1,016,616

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal		2,672	5,000	3,400	5,000
Professional & Technical-Gen & Adm	113,555	17,096	94,400	71,788	94,400
Temporary Help-Gen & Adm			1,500	500	1,500
Other Services- Gen & Adm	-782	5,108	18,800	9,559	18,800
Office Supplies	4,611	5,252	7,800	6,425	7,800
Other Materials- Gen & Adm	435	3,318	4,800	5,394	4,800
Unreconciled P-Card Expense		13,981		2,928	
Safety Supplies- Gen & Adm		2,109			
Telephone	81,708	94,886	67,500	78,878	67,500
NU-Dues & Subscriptions	40,844	24,998	29,800	36,817	29,800
NU-Local Travel & Meetings	4,058	3,575	18,400	10,621	18,400
NU-Education & Training - Gen & Adm	3,802	23,545	28,000	20,681	28,000
NU-Out-Of-Town Travel	52	10,568	19,500	26,368	19,500
Employee Recognition	112,062	104,724	1,000	1,762	1,000
Total	\$360,345	\$311,832	\$296,500	\$275,121	\$296,500

POLICY & PLANNING DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,186,991						
Materials & Services	3,288,240						
Total	\$4,475,231						

The Policy & Planning Department was moved to Engineering & Construction Division in FY2022 & then moved to the Chief Operating Officer Division for FY2024.

Policy & Planning Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	856,174				
Fringe	344,012				
Capitalized Labor-Fringe	-13,195				
Total	\$1,186,991				

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	428,558				
Metro Unified Work Prog	250,000				
Ride Connection Program	969,651				
Accessibility Services - State Program (5310)	163,180				
Accessibility Services - Federal (Program)	1,273,081				
Other Services- Gen & Adm	201,116				
Other Materials- Gen & Adm	796				
Computer Equip under \$5,000	202				
Telephone	1,561				
NU-Education & Training - Gen & Adm	95				
Total	\$3,288,240				

COMMUNITY AFFAIRS & ENGAGEMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,102,854	976,198	717,480	1,172,318	828,959	828,959	836,071
Materials & Services	309,348	459,093	1,588,600	977,353	589,600	589,600	589,600
Total	\$1,412,202	\$1,435,291	\$2,306,080	\$2,149,671	\$1,418,559	\$1,418,559	\$1,425,671

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1D: Ensure equitable distribution of services and resources ➤ Goal #3: Supportive broader community ▪ Objective #3A: Ensure strong support for transit and TriMet	With staff deployed by Board district, strengthen TriMet’s presence in the community by attending 10% more public meetings or events than the previous year.	June 30, 2024
	Partner with 10 community based organizations to engage equity priority communities in discussions about service, policy and capital projects.	June 30, 2024
	Establish procedures to strengthen consistency among TriMet advisory committees and support participation by diverse community members.	June 30, 2024
Category: Internal Business Practices ➤ Goal#6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6A: Grow business inclusion and diversity efforts	Embed Community Affairs staff with technical and jurisdiction partner staff to develop relationships and knowledge of community needs to inform design and construction for 82 nd Ave and TV Highway BRT projects by developing outreach materials, attending community meetings and events, and participating in meetings with technical and policy staff.	June 30, 2026

*In FY2023 the “Transit Equity Inclusion” responsibilities were moved in Budget Transfer Resolution #22-09-52 to the IDEA Department in the Office of the General Manager Division.

Community Affairs & Engagement Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	1,381,758	1,077,676	1,119,154	1,307,099	1,165,678
Fringe	541,054	487,386	421,630	511,218	461,533
Capitalized Labor-Fringe	-819,958	-588,864	-823,304	-645,999	-791,140
Total	\$1,102,854	\$976,198	\$717,480	\$1,172,318	\$836,071

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	555	390		16,666	
Student Pass/BETC Program		790	10,000	3,642	
First Step Youth	75,000	73,200		24,400	
Other Services- Gen & Adm	153,315	331,061	1,497,300	877,442	508,300
Office Supplies	1,158	1,218			
Other Materials- Gen & Adm	5,932	3,135			
Unreconciled P-Card Expense				484	
Community Outreach	67,571	21,958	81,300	48,675	81,300
Outreach/Promotions	2,600	19,278		5,000	
Telephone	652	642		948	
NU-Dues & Subscriptions	2,220	7,278		96	
NU-Local Travel & Meetings	325				
NU-Out-Of-Town Travel	20	143			
Total	\$309,348	\$459,093	\$1,588,600	\$977,353	\$589,600

GOVERNMENT SERVICES AND PUBLIC AFFAIRS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	595,242	354,939	524,276	571,752	752,254	752,254	760,848
Materials & Services	386,202	368,812	394,500	396,395	459,500	459,500	459,500
Total	\$981,444	\$723,751	\$918,776	\$968,147	\$1,211,754	\$1,211,754	\$1,220,348

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: Internal Business Practices ➤ Goal #5: Design and deliver successful projects ▪ Objective #5B: 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 at minimum on a monthly basis.	June 30, 2025
	Obtain more funding via development of a political framework and legislative plan.	June 30, 2025
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6B: Increase financial resources	Establish a viable political framework for implementation of TriMet funding goals by engaging critical political entities and elected officials, in political constructs that further their goals as well as TriMet's.	June 30, 2025
	Enhance and extend 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, 2025

Government Services and Public Affairs Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	419,770	273,568	394,402	433,744	579,159
Fringe	175,472	81,371	129,874	138,008	181,689
Total	\$595,242	\$354,939	\$524,276	\$571,752	\$760,848

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	236,687	304,865	328,300	302,087	393,300
Consumer Research & Eval	80,548	1,997			
Other Services- Gen & Adm	8,100	5,850	6,300	7,500	6,300
Other Materials- Gen & Adm		400	1,000	334	1,000
NU-Dues & Subscriptions	500				
NU-APTA & OTA Dues	60,342	55,700	58,900	86,474	58,900
Media Fees	25				
Total	\$386,202	\$368,812	\$394,500	\$396,395	\$459,500

COMMUNICATIONS & MARKETING DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,737,235	3,269,045	3,402,340	3,495,289	4,373,995	4,373,995	4,398,092
Materials & Services	863,791	2,228,638	2,430,400	2,946,221	3,829,100	3,829,100	3,829,100
Total	\$3,601,026	\$5,497,683	\$5,832,740	\$6,441,510	\$8,203,095	\$8,203,095	\$8,227,192

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1B: Increase ridership ▪ Objective #1C: Improve customer experience, information, and services 	Finalize development of a comprehensive ridership recovery marketing plan.	September 30, 2023
	Conduct market research quarterly to enhance communications and outreach that will encourage return and new riders.	June 30, 2024
Category: Customers ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Increase awareness of TriMet’s service and initiatives through coordinated digital, social and media communications.	June 30, 2024
	Hold monthly employee Town Hall events and produce weekly employee newsletters to keep employees informed of agency initiatives and priorities.	June 30, 2024
	Coordinate or promote a minimum of 10 volunteer opportunities for employees and management through “Team TriMet” and Ride Guide programs.	June 30, 2024

Communications & Marketing Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	2,032,051	2,417,387	2,588,882	2,715,531	3,319,045
Fringe	779,443	973,570	1,004,338	943,805	1,265,461
Capitalized Labor-Fringe	-74,259	-121,912	-190,880	-164,047	-186,414
Total	\$2,737,235	\$3,269,045	\$3,402,340	\$3,495,289	\$4,398,092

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Production	116,940	113,200	152,800	198,674	152,800
Professional & Technical-Gen & Adm	81,825	139,636	130,300	120,298	130,300
Student Pass/BETC Program					119,000
Consumer Research & Eval		90,580	103,500	96,051	153,500
Software Hosting/Subscription Services	68,993	46,468		28,966	
Other Services- Gen & Adm	2,218	18,499	660,000	489,977	386,000
Graphics Material	3,221	2,840	8,300	2,766	8,300
Office Supplies	49,646	12,683			
Unreconciled P-Card Expense		4,628			
Computer Equip under \$5,000	2,764	12,911	5,000	3,837	5,000
Safety Supplies- Gen & Adm	109,800				
Community Outreach					464,000
Promotions	65,241	109,738	85,500	103,190	85,500
Publications	122	3,569	1,000	642	1,000
Outreach/Promotions	87,470	1,487,017	787,100	1,158,698	576,800
Van Pool	207				
Sales Programs	15,263	9,468	10,000	12,467	10,000
Telephone	12,092	10,990		6,865	
NU-Dues & Subscriptions	95				
Chamber Dues & Fees	5,568	5,560	5,900	7,526	5,900
NU-Local Travel & Meetings	2	38			
NU-Education & Training - Gen & Adm	2,075	1,671			
Media Fees	220,363	112,005	227,000	286,909	227,000

Communications & Marketing Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Employee Communications	3,423	588	4,000	6,102	4,000
Employee Recognition	16,463	46,549		16,325	
Special Event Expenses			250,000	406,928	1,500,000
Total	\$863,791	\$2,228,638	\$2,430,400	\$2,946,221	\$3,829,100

CUSTOMER INFORMATION SERVICES DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,102,289	2,836,005	3,589,932	3,456,138	4,043,288	4,043,288	4,046,277
Materials & Services	458,570	522,368	550,100	476,229	550,100	550,100	550,100
Total	\$3,560,859	\$3,358,373	\$4,140,032	\$3,932,367	\$4,593,388	\$4,593,388	\$4,596,377

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 #1C: Improve customer experience, information, and services ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: 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.	June 30, 2024
	Management responds to all rider requests within five days for information, amenities, and signage.	June 30, 2024
	Distribute service information to regional partners within 30 days of service impact.	June 30, 2024
	90% agency-wide Division participation in supporting field operations with on-street staffing.	June 30, 2024
Category: People and Innovation <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-service employees 	Pilot the e-learning module for customer service training with 150 employees participating.	June 30, 2024
	Provide semi-annual reports on detailed analysis of TriMet rider preferences to support customer friendly initiatives.	January 30, 2024

Customer Information Services Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	2,149,546	1,915,745	2,441,298	2,431,638	2,774,243
Fringe	1,023,025	920,260	1,148,634	1,024,500	1,272,034
Capitalized Labor-Fringe	-70,282				
Total	\$3,102,289	\$2,836,005	\$3,589,932	\$3,456,138	\$4,046,277

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	637	2,114	7,300	14,044	7,300
Other Services- Gen & Adm	1,607	2,733	2,500	1,399	2,500
Uniforms- Rev Veh Op	1,046		2,500	834	2,500
Schedule & service information	127,952	194,465	185,000	187,164	185,000
Office Supplies	1,178	873		1,453	
Other Materials- Gen & Adm	509	4,282	2,500	1,217	2,500
Unreconciled P-Card Expense		240		1,785	
Safety Supplies- Gen & Adm	2,445	269			
Schedule Books & Map	2,431	1,012	10,900	5,931	10,900
On Street Customer Service	12,749	19,668	23,700	65,695	23,700
Customer Info Material	15,581		11,400	3,800	11,400
Customer information & signage	184,728	194,006	216,600	141,292	216,600
Call Center Operations	102,862	96,194	85,900	48,421	85,900
Telephone	4,545	6,512		2,594	
Customer Service Training	300		1,800	600	1,800
Total	\$458,570	\$522,368	\$550,100	\$476,229	\$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		222,170	24	185,778	278,668
Project Manager	1.00	NU	FT		86,164	12	68,933	103,397
Assistant, Executive Administrative	1.00	NU	FT		80,496	11	63,146	94,720
Total	3.00				388,830			

Community Affairs & Engagement Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Community Affairs & Engagement	1.00	NU	FT		144,132	18	114,749	172,125
Manager, Community Engagement Programs	1.00	NU	FT		108,475	16	97,122	145,683
Manager, Community Affairs	1.00	NU	FT		117,241	16	97,122	145,683
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT		82,205	13	75,186	112,779
Coordinator, Community Affairs	1.00	NU	FT		86,795	12	68,933	103,397
Coordinator, Community Affairs	3.00	NU	FT	✓	251,466	12	68,933	103,397
Coordinator, Outreach Services	1.00	NU	FT		88,258	11	63,146	94,720
Coordinator, Outreach Programs & Events	2.00	NU	FT		157,864	11	63,146	94,720
Representative, Community Affairs	1.00	NU	FT		77,471	10	57,815	86,720
Assistant, Administrative	1.00	NU	FT		51,771	7	44,136	66,204
Total	13.00				1,165,678			

Government Services and Public Affairs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Government Relations	1.00	NU	FT		176,657	20	135,157	202,735
Program Manager, Government Relations	1.00	NU	FT		156,492	19	124,590	186,886
Program Manager, Government Affairs & Policy	1.00	NU	FT		141,292	18	114,749	172,125
Coordinator, Senior, Government Affairs	1.00	NU	FT	✓	104,718	15	89,263	133,894
Total	4.00				579,159			

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		185,885	21	146,525	219,789
Director, Communications	1.00	NU	FT		162,846	19	124,590	186,886
Manager, Fare Programs	1.00	NU	FT		104,395	16	97,122	145,683
Manager, Media Relations	1.00	NU	FT		110,491	16	97,122	145,683
Manager, Creative Services	1.00	NU	FT		111,008	15	89,263	133,894
Manager, Digital Communications	1.00	NU	FT		111,764	15	89,263	133,894
Manager, Employee Communications	1.00	NU	FT		106,370	15	89,263	133,894
Manager, Marketing Strategy & Promotions	1.00	NU	FT		120,210	15	89,263	133,894
Analyst, Senior, Research	2.00	NU	FT		204,872	14	81,948	122,923
Coordinator, Senior, Fare Policy Program	1.00	NU	FT		107,046	14	81,948	122,923
Coordinator, Senior, Marketing & Business Develop	1.00	NU	FT		107,112	14	81,948	122,923
Public Information Officer	2.00	NU	FT		208,940	14	81,948	122,923
Coordinator, Senior, Communications	1.00	NU	FT		94,423	13	75,186	112,779
Coordinator, Employee Communications	1.00	NU	FT		94,229	12	68,933	103,397
Designer, Web/Developer	2.00	NU	FT		178,211	12	68,933	103,397
Coordinator, Marketing Communications	1.00	NU	FT		80,692	11	63,146	94,720
Coordinator, Marketing Communications	1.00	NU	FT	✓	78,932	11	63,146	94,720
Coordinator, Outreach Programs & Events	4.00	NU	FT		316,042	11	63,146	94,720
Coordinator, Transportation Options	1.00	NU	FT		88,500	11	63,146	94,720
Graphic Designer	3.00	NU	FT		242,289	11	63,146	94,720
Representative, Transportation Options	2.00	NU	FT		160,501	11	63,146	94,720
Coordinator, Print Production	1.00	NU	FT		78,588	10	57,815	86,720
Assistant, Senior Administrative	1.00	NU	FT		62,837	9	52,876	79,312
Specialist, Senior, Transportation Options	2.00	NU	FT		133,141	9	52,876	79,312
Specialist, Senior, Video Production	1.00	NU	FT		69,722	9	52,876	79,312
Total	35.00				3,319,046			

Public Affairs Personnel Profile

Customer Information Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Customer Experience	1.00	NU	FT		116,463	17	105,613	158,418
Manager, Customer Experience	1.00	NU	FT		109,910	15	89,263	133,894
Manager, Customer Information	1.00	NU	FT		94,907	13	75,186	112,779
Project Manager	1.00	NU	FT		89,942	12	68,933	103,397
Coordinator, Senior, On-Street Customer Service	1.00	NU	FT		80,226	10	57,815	86,720
Assistant, Senior Administrative	1.00	NU	FT		66,643	9	52,876	79,312
Coordinator, Operations	2.00	U	FT		165,527	876	57,574	76,752
Specialist, Information Development	8.00	U	FT		691,568	732	61,672	82,222
Customer Service Representative	6.00	U	FT		469,599	731	54,434	72,571
Representative, Field Outreach & Comm. Rels.	7.00	U	FT		241,627	715	35,131	43,930
Customer Experience Agent	8.00	U	FT		434,085	714	40,477	53,581
Supervisor, Customer Service Center	2.00	U	FT		160,087	710	63,627	84,822
Total	39.00				2,720,584			



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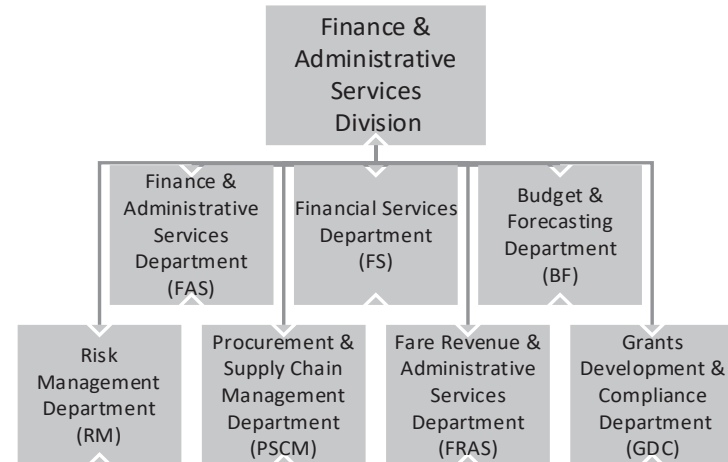
Finance & Administrative Services Division

DEPARTMENTS	PAGE
• Finance & Administrative Services (FAS)	211
• Financial Services (FS).....	213
• Budget & Forecasting (BF)	215
• Risk Management (RM)	217
• Procurement & Supply Chain Management (PSCM)	219
• Fare Revenue & Administrative Services (FRAS)	221
• Grants Development & Compliance (GDC).....	224

MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

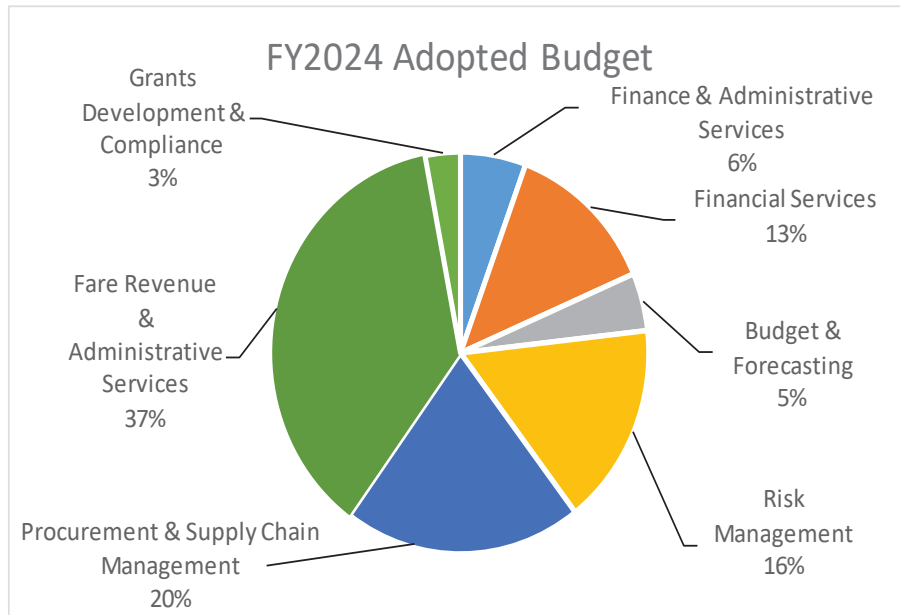
- » TriMet's total adopted budget has exceeded \$1 billion for the past ten years.
- » TriMet received its first GFOA Distinguished Budget Award in FY2021 in its inaugural year of applying for the award.
- » For over ten consecutive fiscal years, TriMet's audit of our Federal awards has been free from audit findings, material weaknesses or significant deficiencies noted by our external auditors. TriMet's audited financial statements along with the audit of the District's Federal awards is posted at: [Transparency and Accountability \(trimet.org\)](https://www.trimet.org/transparency-and-accountability).
- » In FY2024, the Supply Chain Team will transition the materials management operation to a hub and spoke model and move many of the parts, materials and supplies necessary to maintain our assets to a warehouse on the Columbia Bus Base property.
- » Since the launch of Hop Fastpass in July 2017, there have been over 150 million taps on the system and \$225 million in revenue.

Performance Metrics Finance & Administrative Services Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Meet the six Strategic Financial Plan guidelines through complex strategic financial planning, forecasting and analysis, and budgeting.		X		Finance & Administrative Services	100%	100%	100%
Publish annual audited financial statements and single audit within six months of fiscal year -end.		X		Financial Services	100%	100%	100%
Maintain payroll systems with annual patches and software upgrades needed to process bi-weekly in-house payroll without interruptions 95% of the time.		X		Financial Services	95%	95%	95%
Develop and publish the Monthly Performance Report (MPR) and Dashboard within one week of month end close.	X			Budget & Forecasting	100%	100%	100%
Develop and publish all three public versions of the annual Budget on time.		X		Budget & Forecasting	100%	100%	100%
Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects.		X		Grants Development & Compliance	100%	100%	100%
Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.		X		Risk Management	90%	95%	90%
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	40%	In process	80%
Implement a virtual marketplace for supplies that are purchased frequently by various TriMet Departments from catalog suppliers.			X	Procurement & Supply Chain Management	N/A	50%	100%
Set vision for the Future of Fare Collection. Define a cross-departmental and/or cross-agency strategy and capability roadmap for fare collection. By doing so, FRAS can establish a “performance to schedule” indicator breaking down vendors and internal performance. The projects that will receive specific attention includes: TVMs, Fareboxes, Customer website, institutional website, account management apps and point of sale solution.			X	Fare Revenue & Administrative Services	N/A	N/A	50%
Maintain the same or an increased percentage of fares collected via Hop Fastpass® vs cash collected via fare boxes.	X	X	X	Fare Revenue & Administrative Services	87%	87%	87%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	15,864,825	16,022,920	19,964,323	17,973,424	21,816,468	21,816,468	22,101,877
Materials & Services	6,772,017	8,351,205	12,661,800	9,898,853	11,603,800	11,603,800	11,131,700
Total	\$22,636,842	\$24,374,125	\$32,626,123	\$27,872,277	\$33,420,268	\$33,420,268	\$33,233,577

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Finance & Administrative Services	799,259	675,723	1,575,450	781,372	1,791,101	1,791,101	1,870,334
Financial Services	3,209,993	3,450,670	3,928,997	3,762,295	4,308,859	4,308,859	4,296,445
Budget & Forecasting	1,198,723	1,569,894	1,943,556	1,506,247	2,011,531	2,011,531	1,547,582
Risk Management	4,365,826	5,274,407	5,887,967	5,227,178	5,957,215	5,957,215	5,435,739
Procurement & Supply Chain Management	5,242,989	5,344,728	6,431,231	6,086,823	6,986,967	6,986,967	6,800,095
Fare Revenue & Administrative Services	7,820,052	8,058,703	12,858,922	10,508,362	12,364,595	12,364,595	12,278,943
Grants Development & Compliance							1,004,439
Total	\$22,636,842	\$24,374,125	\$32,626,123	\$27,872,277	\$33,420,268	\$33,420,268	\$33,233,577

Total Division FTE	133.00	137.00	156.50	156.50	160.50	160.50	161.50
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FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	486,604	554,092	1,243,350	570,324	1,444,001	1,444,001	1,442,234
Materials & Services	312,655	121,631	332,100	211,048	347,100	347,100	428,100
Total	\$799,259	\$675,723	\$1,575,450	\$781,372	\$1,791,101	\$1,791,101	\$1,870,334

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 ➤ Goal #10: Fiscally sound and compliant ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines ➤ Goal #12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan ▪ Objective #12A: Manage financial capacity to deliver regional expectations for service growth	Meet the 6 Strategic Financial Plan goals through complex strategic financial planning, forecasting and analysis, and budgeting.	June 30, 2024
	Manage the monthly Capital Project Program in support of capital planning and project financing functions.	June 30, 2024
	Manage and provide monthly oversight of the deferred compensation (457) plan and defined contribution (401a) plan, and provide oversight of the defined benefit plan for retirees.	June 30, 2024
	Manage, review, and strategize agency funding of all operating and capital needs.	June 30, 2024

Finance & Administrative Services Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	340,349	324,274	983,883	369,414	1,132,605
Fringe	146,255	229,818	259,467	200,910	309,629
Total	\$486,604	\$554,092	\$1,243,350	\$570,324	\$1,442,234

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	17,453		125,000	41,666	42,800
Professional & Technical-Gen & Adm	255,998	44,802	29,800	47,154	73,500
Recruitment Expense	135	630	1,000	373	1,000
Temporary Help-Gen & Adm	956				
Other Services- Gen & Adm	12,242	6,825	18,500	13,717	12,000
Office Supplies	3,709	3,168	27,700	16,249	99,000
Equip/Furn < \$5,000-Gen & Adm	150		12,000	4,000	12,000
Other Materials- Gen & Adm			2,500	2,497	2,500
Safety Supplies- Gen & Adm	73				
Telephone	12,718	26,593	22,300	4,636	37,300
NU-Dues & Subscriptions	2,811	1,108	18,000	9,339	21,000
NU-Local Travel & Meetings	111			161	
NU-Education & Training - Gen & Adm	6,024	2,394	54,600	25,220	17,000
NU-Out-Of-Town Travel	205	33,460	10,700	40,774	100,000
Employee Recognition	70	2,651	10,000	5,262	10,000
Total	\$312,655	\$121,631	\$332,100	\$211,048	\$428,100

FINANCIAL SERVICES DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,756,280	2,813,459	3,327,997	3,178,639	3,802,859	3,802,859	3,790,445
Materials & Services	453,713	637,211	601,000	583,656	506,000	506,000	506,000
Total	\$3,209,993	\$3,450,670	\$3,928,997	\$3,762,295	\$4,308,859	\$4,308,859	\$4,296,445

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6B: 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, 2024
	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, 2024
Category: Financial ➤ Goal #10: Fiscally sound and compliant ▪ Objective #10A: 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, 2023
	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. Policy changes are adopted by Resolution by the Board of Directors.	June 30, 2024
	Maintain self-insurance reserves within +/-10% recommended reserves levels to ensure adequate coverage.	June 30, 2024

Financial Services Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	1,925,487	1,995,442	2,391,734	2,355,134	2,753,518
Fringe	830,793	818,017	936,263	823,505	1,036,927
Total	\$2,756,280	\$2,813,459	\$3,327,997	\$3,178,639	\$3,790,445

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	637		12,000	4,000	12,000
Audits	221,089	240,000	315,000	292,856	225,000
Professional & Technical-Gen & Adm	64,642	148,133	30,000	16,966	30,000
Banking Charges	130,613	151,556	185,000	181,513	185,000
Temporary Help-Gen & Adm	10,221	34,066			
Software Hosting/Subscription Services	1,297	7,448	12,000	13,065	12,000
Other Services- Gen & Adm	4,130	17,242	24,000	14,806	24,000
Procurement Advertising		150			
Office Supplies	727	2,601		21,132	
Equip/Furn < \$5,000-Gen & Adm		20,702	4,000	10,342	14,000
Other Materials- Gen & Adm	14,235	2,500	19,000	14,212	4,000
Safety Supplies- Gen & Adm	21				
Telephone	1,911	3,578		3,177	
NU-Dues & Subscriptions	3,376	4,710		5,446	
NU-Education & Training - Gen & Adm	15	3,154		6,001	
Fines and Penalties - Payroll	799	1,371			
Employee Recognition				140	
Total	\$453,713	\$637,211	\$601,000	\$583,656	\$506,000

BUDGET & FORECASTING DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,134,541	1,365,466	1,643,656	1,356,938	1,847,031	1,847,031	1,274,682
Materials & Services	64,182	204,428	299,900	149,309	164,500	164,500	272,900
Total	\$1,198,723	\$1,569,894	\$1,943,556	\$1,506,247	\$2,011,531	\$2,011,531	\$1,547,582

Department Description & Responsibilities

Major Functions: The Budget & Forecasting Department is responsible for agency financial planning, forecasting and budgeting, performance reporting and analysis and fare revenue analysis.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #10: Fiscally sound and compliant ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines	Develop and publish the Monthly Performance Report (MPR) and Dashboard within 1 week of month end close.	June 30, 2024
	Maintain a Forecast accuracy of 90% or greater on all major resources and requirements.	June 30, 2024
	Develop and publish all three public versions of the annual Budget on time.	June 30, 2024
	Maintain the GFOA Budget Award for the FY2024 Budget.	December 31, 2023
Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes	Complete the annual Transit Asset Management (TAM) analysis.	September 30, 2024

Budget & Forecasting Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	842,624	995,628	1,231,100	1,042,848	972,321
Fringe	291,917	369,838	412,556	314,090	302,361
Total	\$1,134,541	\$1,365,466	\$1,643,656	\$1,356,938	\$1,274,682

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	27,037	127,934	225,300	76,844	202,300
Economic Forecasts	28,695	38,612	32,000	41,605	40,000
Ridership Counts/Surveys			15,000	5,000	15,000
Other Services- Gen & Adm	2,676	1,249	15,000	16,269	13,000
Office Supplies	111	1,127		667	
Other Materials- Gen & Adm	958	1,675	12,600	4,200	2,600
NU-Dues & Subscriptions	3,645	2,620		1,675	
NU-Education & Training - Gen & Adm	1,060	1,398		2,599	
NU-Out-Of-Town Travel				450	
Software License Fees		29,813			
Total	\$64,182	\$204,428	\$299,900	\$149,309	\$272,900

RISK MANAGEMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	789,478	689,412	818,267	829,993	862,115	862,115	867,339
Materials & Services	3,576,348	4,584,995	5,069,700	4,397,185	5,095,100	5,095,100	4,568,400
Total	\$4,365,826	\$5,274,407	\$5,887,967	\$5,227,178	\$5,957,215	\$5,957,215	\$5,435,739

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 #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: 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, 2024
Category: Financial <ul style="list-style-type: none"> ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #10A: 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, 2024
Category: Financial <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: 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, 2024

Risk Management Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	552,653	515,456	577,370	617,230	620,701
Fringe	237,368	176,904	240,897	212,763	246,638
Capitalized Labor-Fringe	-543	-2,948			
Total	\$789,478	\$689,412	\$818,267	\$829,993	\$867,339

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Claims Services	1,620	1,623	2,000	2,361	2,000
Other Services- Gen & Adm	1,824	2,681	8,100	30,419	8,100
Office Supplies	837	591		451	
Other Materials- Gen & Adm	4,792	3,669	1,000	1,659	1,000
Unreconciled P-Card Expense		1			
Safety Supplies- Gen & Adm		419			
Telephone				2,021	
Phys Damage Ins - B,G &Eq	558,805	1,639,710	1,175,000	1,174,973	1,250,300
Railroad Protective Ins	154,246	133,091	220,000	154,335	247,100
Cyber Security Insurance	41,198	-21,886	90,000	30,000	66,700
PMLR Insurance Costs	399,834	486,731	539,000	505,289	
WES Insurance Costs	1,821,467	2,217,329	2,459,300	2,303,166	2,575,600
Public Entity Liability Insurance	591,725	120,741	575,300	192,236	417,600
NU-Dues & Subscriptions				275	
NU-Education & Training - Gen & Adm		295			
Total	\$3,576,348	\$4,584,995	\$5,069,700	\$4,397,185	\$4,568,400

PROCUREMENT & SUPPLY CHAIN MANAGEMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,040,726	4,922,202	6,215,231	5,802,333	6,730,967	6,730,967	6,599,095
Materials & Services	202,263	422,526	216,000	284,490	256,000	256,000	201,000
Total	\$5,242,989	\$5,344,728	\$6,431,231	\$6,086,823	\$6,986,967	\$6,986,967	\$6,800,095

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 ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6A: Grow business inclusion and diversity efforts	Develop a communication campaign to increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.	June 30, 2024
	Develop a Policy to present to the Board of Directors that promulgates rules and guidance that advances equity through TriMet's supply chain.	June 30, 2024
Category: People and Innovation ➤ Goal #9: Foster service excellence and innovation ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships	Partner with IT to transition the print, copier and fax machine fleet to a managed print services solution.	June 30, 2024
	Implement a virtual marketplace for supplies that are purchased frequently by various TriMet Departments from catalog suppliers.	June 30, 2024
Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #11A: 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, 2024

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	3,530,432	3,493,965	4,442,322	4,208,863	4,768,692
Fringe	1,510,366	1,428,531	1,772,909	1,597,204	1,830,403
Capitalized Labor-Fringe	-72	-294		-3,734	
Total	\$5,040,726	\$4,922,202	\$6,215,231	\$5,802,333	\$6,599,095

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	17,028	70,550	8,000	31,898	70,000
Photocopier Maintenance	20,334	117,101	15,000	9,663	5,000
Laundry	15	25	3,000	1,000	2,500
Other Services- Gen & Adm	22,021	15,888	20,000	14,620	24,000
Procurement Advertising		14,387	35,000	22,391	30,000
Office Supplies	39,475	56,527	68,400	38,636	
Freight	51,444	53,282	40,000	42,104	40,000
Equip/Furn < \$5,000-Rev Eq Maint	2,245	7,405	1,000	334	5,000
Equip/Furn < \$5,000-Gen & Adm				10,990	
Inventory Adjustments				70,615	
Other Materials- Gen & Adm	12,919	58,442	14,500	23,022	15,000
Other Materials- Rev Eq Maint	25,411	20,448	5,100	7,290	5,000
Unreconciled P-Card Expense		1,461		975	
Default Expense				53	
Safety Supplies- Gen & Adm	1,518	3,608	5,000	2,743	3,500
Telephone	4,221	2,655		2,522	
OR Corporate Activity Tax (CAT)		7		44	
NU-Dues & Subscriptions	6,798			5,000	
NU-Education & Training - Gen & Adm	-886	740		50	
NU-Out-Of-Town Travel	-280				
CDL Renewals			1,000	334	1,000
Employee Recognition				206	
Total	\$202,263	\$422,526	\$216,000	\$284,490	\$201,000

FARE REVENUE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,657,196	5,678,289	6,715,822	6,235,197	7,129,495	7,129,495	7,146,143
Materials & Services	2,162,856	2,380,414	6,143,100	4,273,165	5,235,100	5,235,100	5,132,800
Total	\$7,820,052	\$8,058,703	\$12,858,922	\$10,508,362	\$12,364,595	\$12,364,595	\$12,278,943

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2B: Advance mobility for all 	Operate Hop Fastpass® Fare Collection Solution. Partner with local agencies and retailers to support travel and payment options. Continue to administer the Personalized Honored Citizen, Low Income Fare, General Education Development (GED) and STIF Summer Pass programs as well as manage Hop cards for LIFT Paratransit riders.	Continuous
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	Maintain the same or an increased percentage of fares collected via Hop Fastpass® vs cash collected via fare boxes. Set vision for the Future of Fare Collection. Define a cross-department and cross-agency strategic roadmap for fare collection. The projects that will receive specific attention includes: TVMs, fare boxes, customer website, institutional website, account management apps and point of sale solution.	Continuous June 30, 2024
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Maintain a minimum of 90% staff retention (excluding retirements) for FY2024. For a staff of 55, this would be no more than 5 external turnovers.	Continuous

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	3,975,915	4,073,656	4,899,767	4,632,851	5,249,952
Fringe	1,742,291	1,626,767	1,816,055	1,619,730	1,896,191
Capitalized Labor-Fringe	-61,010	-22,134		-17,384	
Total	\$5,657,196	\$5,678,289	\$6,715,822	\$6,235,197	\$7,146,143

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Banking Charges	531,868	799,789	2,472,000	1,471,008	1,584,000
Money Transport	23,051	32,618	36,200	36,059	36,200
Ticket Vend & Servicing	142,114	192,987	190,000	324,817	240,000
Equipment Repair & Mtc - Gen & Adm		4,250	9,000	3,000	9,000
Photo Copier Maint-Doc Svcs	40,424	32,892	19,000	28,172	35,000
Cont ROW Mtc Comm		1,594		18,110	
Contracted Mtc-Fare Eq	1,099	16,365	2,000	876	2,000
Office Maint Custodial		134	15,000	5,000	15,000
Laundry	1,098	1,124	1,400	1,176	1,400
Other Services- Gen & Adm	75,201	162,776	160,000	223,660	160,000
Other Services-Transp Adm			4,000	1,334	4,000
Payment Card Processing Fee				3,830	
Retail Network Commissions	446,192	337,905	595,000	478,005	513,000
Uniforms - Veh Ops		3,364	2,900	2,268	2,900
Tickets, Passes & Fare Media Cards	373,979	43,123	2,030,000	1,079,093	1,800,000
Office Supplies	14,780	23,989	17,000	19,754	
Freight		133	2,000	668	1,000
Equip/Furn < \$5,000-Gen & Adm	18,663	2,516	6,000	2,000	6,000
Small Hand Tools-Fac/Eq Maint	2,375	2,867	8,000	4,169	3,000
Other Materials- Gen & Adm	17,367	33,388	54,000	40,253	54,000
Other Materials- Fac/Eq Maint	9,422	605	16,000	6,350	14,000
Unreconciled P-Card Expense	1	73			
Postage - Gen & Admin	133,449	153,695	138,000	118,517	172,000

Fare Revenue & Administrative Services Department

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Computer Equip under \$5,000	784	6,921	2,500	4,876	2,500
Doc Svcs Supplies	14,014	7,838	15,000	7,410	15,000
Safety Supplies- Gen & Adm	425				
Safety Supplies - Fac/Eq Maint	15,937	15,467	8,000	10,219	15,500
Obsolete Inventory		35,223			
Maint Matl Fare Equip	197,646	272,194	310,000	239,086	310,000
Maint - eFare Equipment	30			73	
Maint Materials Comm/Video	65,819	135,702	25,000	122,550	135,000
Telephone	32,812	54,812		13,663	
NU-Dues & Subscriptions	2,100	2,199		210	
NU-Education & Training - Gen & Adm	1,524	2,565		461	
CDL Renewals			1,000	334	1,000
Rental	682	1,306	4,100	6,164	1,300
Total	\$2,162,856	\$2,380,414	\$6,143,100	\$4,273,165	\$5,132,800

GRANTS DEVELOPMENT & COMPLIANCE DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							981,939
Materials & Services							22,500
Total							\$1,004,439

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Grants Development & Compliance Department is responsible for development, administration, reporting and compliance for all federal and state grants.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6B: Increase financial resources	Seek out at least one new eligible discretionary funding source and submit applications to fund capital projects, replacement or expansion of fleet vehicles or regional mobility expansion.	June 30, 2024
Category: Financial ➤ Goal #12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan ▪ Objective #12A: Manage financial capacity to deliver regional expectations for service growth	Complete annual compliance monitoring of all sub recipients receiving Federal and/or state funding on projects.	June 30, 2024
	Timely execute all available annual FTA apportionment funding to sustain agency operations and for preventive maintenance.	June 30, 2024

Grants Development & Compliance Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor					734,143
Fringe					247,796
Total					\$981,939

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm					11,500
Other Services- Gen & Adm					8,500
Equip/Furn < \$5,000-Gen & Adm					2,500
Total					\$22,500

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
Chief Financial Officer	1.00	NU	FT		308,008	27	235,651	353,477
Assistant, Executive Administrative	1.00	NU	FT		91,187	11	63,146	94,720
Clerk, Administrative	1.00	NU	FT		50,898	5	36,740	55,110
Total	3.00				450,093			

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		186,190	21	146,525	219,789
Manager, Senior, Financial Services	1.00	NU	FT		157,875	19	124,590	186,886
Manager, Debt and Treasury	1.00	NU	FT		130,532	18	114,749	172,125
Manager, Accounting	1.00	NU	FT		132,017	17	105,613	158,418
Manager, Payroll	1.00	NU	FT		126,894	16	97,122	145,683
Program Manager, Financial Systems	1.00	NU	FT		151,263	16	97,122	145,683
Analyst, Business (Financial System)	1.00	NU	FT		109,426	14	81,948	122,923
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT		95,730	14	81,948	122,923
Accountant, Senior, Grants	2.00	NU	FT		187,684	13	75,186	112,779
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT		93,982	13	75,186	112,779
Accountant, Senior, Revenue	1.00	NU	FT		96,965	13	75,186	112,779
Accountant, Financial	2.00	NU	FT		139,919	11	63,146	94,720
Accountant, Revenue	1.00	NU	FT		66,360	11	63,146	94,720
Specialist, Senior, Accounts Receivable	1.00	NU	FT		71,573	9	52,876	79,312
Assistant, Senior Administrative	1.00	NU	FT		72,634	9	52,876	79,312
Senior Payroll Clerk	3.00	U	FT		250,440	340	60,590	80,787
Timekeeper	1.00	U	FT		97,767	336	90,667	90,667
Timekeeper	0.50	U	PT		24,442	336	90,667	90,667
Finance Clerk (Accounting)	3.00	U	FT		233,483	323	54,142	72,176
Finance Clerk (Payroll)	3.00	U	FT		202,379	323	54,142	72,176
Senior Accounts Payable Clerk	1.00	U	FT		87,107	322	60,590	80,787
Total	28.50				2,714,662			

Finance & Administration Personnel Profile

Budget & Forecasting Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Budget & Forecasting	1.00	NU	FT		173,000	21	146,525	219,789
Manager, Financial Analysis & Forecasting	1.00	NU	FT		137,137	18	114,749	172,125
Manager, Budget	1.00	NU	FT		142,940	17	105,613	158,418
Program Manager, Financial Systems	1.00	NU	FT		136,371	16	97,122	145,683
Analyst, Senior, Financial (Capital Forecasting)	1.00	NU	FT		93,568	15	89,263	133,894
Analyst, Senior, Financial (Budget)	1.00	NU	FT		108,631	15	89,263	133,894
Analyst, Budget	1.00	NU	FT		93,982	13	75,186	112,779
Analyst, Financial	1.00	NU	FT		86,691	12	68,933	103,397
Total	8.00				972,320			

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		169,764	20	135,157	202,735
Administrator, Worker's Compensation	1.00	NU	FT		103,143	12	68,933	103,397
Adjuster, Claims	2.00	NU	FT		167,355	11	63,146	94,720
Specialist, Senior, Claims Investigation	1.00	NU	FT		58,760	10	57,815	86,720
Specialist, Senior, Claims Recovery	1.00	NU	FT		68,806	9	52,876	79,312
Assistant, Administrative	1.00	NU	FT		52,874	7	44,136	66,204
Total	7.00				620,702			

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 & Supply Chain Management	1.00	NU	FT		157,957	20	135,157	202,735
Manager, Contracts	1.00	NU	FT		125,634	17	105,613	158,418
Manager, Stores & Warranty Programs	1.00	NU	FT		125,208	16	97,122	145,683
Manager, Purchasing	1.00	NU	FT		118,874	16	97,122	145,683
Administrator, Senior, Contracts & Equity	1.00	NU	FT		77,648	13	75,186	112,779
Administrator, Senior, Contracts	4.00	NU	FT		393,092	13	75,186	112,779
Administrator, Contracts	2.00	NU	FT		156,696	12	68,933	103,397
Assistant Manager, Supply Chain	4.00	NU	FT		381,472	13	75,186	112,779
Analyst, Supply Chain	1.00	NU	FT		74,856	12	68,933	103,397
Coordinator, Warranty Programs	1.00	NU	FT		85,891	11	63,146	94,720
Assistant, Senior Administrative	1.00	NU	FT		64,750	9	52,876	79,312
Buyer	1.00	U	FT		76,303	432	60,653	80,870
Partsman (Bus)	15.00	U	FT		1,139,715	376	68,453	73,341
Partsman (Rail)	3.00	U	FT		225,279	376	68,453	73,341
Senior Buyer	5.00	U	FT		456,811	373	84,718	84,718
Senior Partsman (Rail)	5.00	U	FT		395,391	372	73,341	73,341
Assist Storekeeper Inventory Control	2.00	U	FT		166,053	371	77,002	77,002
Assistant Storekeeper (Bus)	3.00	U	FT		249,080	371	77,002	77,002
Assistant Storekeeper (Rail)	2.00	U	FT		166,053	371	77,002	77,002
Total	54.00				4,636,763			

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		155,709	21	146,525	219,789
Manager, Fare Systems (Operations)	1.00	NU	FT		125,201	16	97,122	145,683
Manager, Fare Systems (Projects)	1.00	NU	FT		126,943	16	97,122	145,683
Manager, Fare Revenue	1.00	NU	FT		124,256	16	97,122	145,683
Manager, Fare & Communication Equipment	1.00	NU	FT		138,860	16	97,122	145,683
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT		200,051	14	81,948	122,923
Analyst, Fare Systems	2.00	NU	FT		201,622	14	81,948	122,923
Assistant Manager, Fare Revenue Controls	1.00	NU	FT		93,032	13	75,186	112,779
Analyst, Business (Fare Revenue)	1.00	NU	FT		97,397	12	68,933	103,397
Analyst, Fare Revenue Controls	1.00	NU	FT		78,932	11	63,146	94,720
Assistant Manager, Document Services	1.00	NU	FT		71,219	9	52,876	79,312
Fare Revenue Assistant Supervisor	1.00	U	FT		84,738	736	58,947	78,582
Fare Revenue Specialist	9.00	U	FT		685,300	733	53,872	71,822
Fare Revenue Supervisor	1.00	U	FT		91,472	716	63,627	84,822
Field Technician	23.00	U	FT		1,993,361	591	80,371	80,371
Assistant Supervisor, Field Technician	2.00	U	FT		199,351	590	92,435	92,435
Mail Services Clerk	1.00	U	FT		65,237	356	45,386	60,507
Moneyroom Clerk	3.80	U	FT		325,565	331	64,771	86,362
Moneyroom Supervisor	1.20	U	FT		110,414	330	66,789	89,045
Total	55.00				4,968,660			

Grants Development & Compliance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Grant Development & Compliance	1.00	NU	FT		183,157	21	146,525	219,789
Manager, Grants	1.00	NU	FT		135,928	17	105,613	158,418
Analyst, Senior, Grants Compliance	2.00	NU	FT		227,094	15	89,263	133,894
Specialist, Senior, Grant Development	2.00	NU	FT		187,964	13	75,186	112,779
Total	6.00				734,143			

Labor Relations & Human Resources Division

DEPARTMENTS

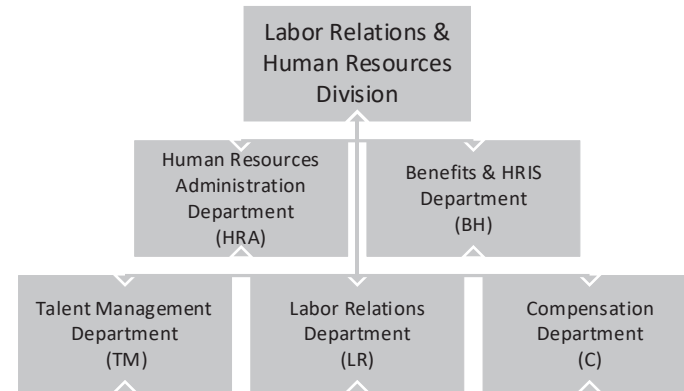
PAGE

- Human Resources Administration (HRA).....233
- Benefits & HRIS (BH).....235
- Talent Management (TM)237
- Labor Relations (LR).....239
- Compensation (C)241

MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

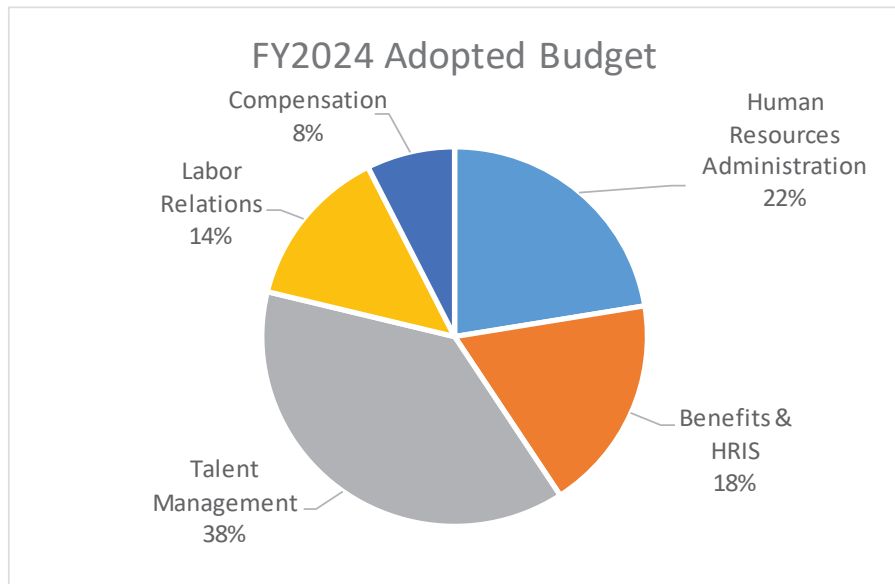
- » There are seven Employee Resource Groups (ERGs) at TriMet. The newest is the Veterans ERG, formed in 2022, and the oldest is the Women's Forum, established in 2017. In 2019 PRIDE was created and between 2020-2021 the Latinx, TriMet-ABLE, AsPIRe, and Black/African American ERGs were formed.
- » The E3 Program promoted self-paced learning to all employees with access to a library of 23,000+ eLearning courses, with employees completing over 1400 eLearning courses in 2022.
- » In 2022 the Talent Management hired over 400 employees; 263 operators, 98 non-union, 42 union maintenance, and 26 new managers were hired or promoted.
- » Labor Relations and ATU 757 have successfully collaborated on 24 Memorandums of Agreement in 2022, covering a variety of topics including employee bonuses, outside hiring of full-time Operators, and Facilities overtime callout and stand-by program.
- » The Benefits Department partnered with each of its Benefits carriers to successfully hold 24 participant Open Enrolment events; including two retiree meetings.

Performance Metrics Labor Relations & Human Resources Services Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Develop and oversee the IT division strategic planning efforts and monitoring implementation progress. Work and communicate directly with IT at least monthly as a departmental liaison, ensuring coordination on IT projects.	X			Human Resources Administration	100%	100%	100%
Coordinate budget preparation and monitoring budget performance for the division by preparing monthly reports and routinely meeting with Department Directors (at least quarterly) to ensure budget compliance.	X			Human Resources Administration	100%	100%	100%
Enhance the HR technology platform to increase manager and employee productivity and access to information. Complete four manager service training sessions.		X		Benefits & HRIS	100%	100%	100%
Implement second phase of Oregon Paid Family & Medical Insurance.			X	Benefits & HRIS	30%	100%	100%
Focus will be on increasing women in the workforce by 5%.			X	Talent Management	2%	5%	5%
Develop and oversee talent development programs and /activities In order to improve the ability of employees to stay and thrive within TriMet, expand required course in certificate in management program by at least 40%.			X	Talent Management	75%	90%	100%
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.	2 ea.	2 ea.
Conduct monthly meetings to advise managers regarding changes in rules, procedures and processes; and manage communications and any mid-term bargaining obligations with ATU.	X			Labor Relations	100%	100%	100%
Close out FY2023 OPM administration for merit.		X		Compensation	100%	100%	100%
Conduct Non-Union Compensation Market Update for implementation in FY2025.		X		Compensation	100%	100%	100%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,749,913	4,349,910	5,860,350	5,397,553	6,789,647	6,789,647	7,029,691
Materials & Services	1,269,239	1,792,707	2,990,100	2,533,719	3,432,200	3,432,200	3,435,700
Total	\$5,019,152	\$6,142,617	\$8,850,450	\$7,931,272	\$10,221,847	\$10,221,847	\$10,465,391

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Human Resources Administration	541,976	674,755	1,894,574	1,241,274	2,339,544	2,339,544	2,344,658
Benefits & HRIS	1,338,008	1,478,065	1,842,704	1,760,614	1,921,711	1,921,711	1,922,755
Talent Management	1,845,028	2,520,854	3,260,784	3,055,086	3,824,151	3,824,151	3,980,128
Labor Relations	772,965	885,923	1,120,255	1,094,277	1,382,900	1,382,900	1,441,791
Compensation	521,175	583,020	732,133	780,021	753,541	753,541	776,059
Total	\$5,019,152	\$6,142,617	\$8,850,450	\$7,931,272	\$10,221,847	\$10,221,847	\$10,465,391

Total Division FTE	30.80	32.80	40.80	40.80	45.80	45.80	46.80
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HUMAN RESOURCES ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	385,217	381,962	783,474	428,304	885,444	885,444	890,558
Materials & Services	156,759	292,793	1,111,100	812,970	1,454,100	1,454,100	1,454,100
Total	\$541,976	\$674,755	\$1,894,574	\$1,241,274	\$2,339,544	\$2,339,544	\$2,344,658

Department Description & Responsibilities

Major Functions: The Administration Department is responsible for aligning the division on strategy, objectives and project ownership to establish TriMet as a place where diverse and talented people want to come, stay, and thrive. The Department is also responsible for developing the division 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.

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #8C: 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.	June 30, 2024
	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.	June 30, 2024
Category: People and Innovation ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Provide support for records management for the division by getting on the Enterprise Content Management System (ECM) roadmap, coordinating implementation of Oracle enhancements in the Performance Management module, and participate on the Process Improvement Committee (PIC) as scheduled.	June 30, 2024
	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 30, 2024

Human Resources Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	288,236	297,680	670,438	327,643	783,427
Fringe	96,981	84,282	113,036	100,661	107,131
Total	\$385,217	\$381,962	\$783,474	\$428,304	\$890,558

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	121,777	2,682	350,000	121,821	135,200
Professional & Technical-Gen & Adm		47,000		17,325	366,800
Recruitment Expense	2,594	135			
Other Services- Gen & Adm	10,233	27,204	5,000	128,460	5,000
Office Supplies	734	1,628	2,000	1,681	2,000
Other Materials- Gen & Adm	5,224	3,464	5,000	5,001	5,000
Unreconciled P-Card Expense	809	3,982			
Postage - Gen & Admin	236		1,000	334	1,000
Telephone	4,866	7,851	6,000	17,705	6,000
NU-Dues & Subscriptions	2,661	1,789	3,500	3,967	3,500
NU-Local Travel & Meetings		605	1,000	4,149	1,000
NU-Education & Training - Gen & Adm	8,611	15,468	73,000	41,908	73,000
NU-Out-Of-Town Travel		6,112	1,000	12,338	1,000
Union Contractual Services	-750	159,358	465,600	187,211	465,600
Employee Recognition			193,000	266,563	384,000
Employee Awards		15,515	5,000	4,507	5,000
Awards & Banquets	-236				
Total	\$156,759	\$292,793	\$1,111,100	\$812,970	\$1,454,100

BENEFITS & HRIS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	847,475	798,290	994,604	1,027,153	1,073,611	1,073,611	1,074,655
Materials & Services	490,533	679,775	848,100	733,461	848,100	848,100	848,100
Total	\$1,338,008	\$1,478,065	\$1,842,704	\$1,760,614	\$1,921,711	\$1,921,711	\$1,922,755

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Benefits & HRIS Department is responsible for ensuring a competitive benefits package, enhancing HR technology solutions, and designing flexibility in the HR policies and procedures.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8E: 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, 2024
	Create manager training for FMLA/OFLA, Paid Leave Oregon and ADA.	June 30, 2024
	Complete two manager training sessions annually.	June 30, 2024
	Implement second phase of Paid Leave Oregon.	September 30, 2023
Category: People and Innovation ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Complete the annual benefits open enrollment process.	November 30, 2023
	Create efficiencies by evaluating current procedures and retirement processes. Create and/or improve procedures for overpayments, QDRO's (Qualified Domestic Relation Orders), stale dated checks and implement procedures.	June 30, 2024
	Conduct six benefits eligibility audits.	June 30, 2024

Benefits & HRIS Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	625,100	592,397	714,458	767,463	784,155
Fringe	222,375	205,893	280,146	259,690	290,500
Total	\$847,475	\$798,290	\$994,604	\$1,027,153	\$1,074,655

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm		4,988	12,000	4,270	12,000
DOTS Renewal Medical Svcs	-995				
Union Long Term Disab. Program			7,000	2,334	7,000
Health Benefit Consultant	18,427	141,277	253,100	137,420	253,100
BenefitHelp Solutions FSA 3rd Party Administrator	31,510	31,441	30,000	16,455	30,000
FMLA/OFLA 3rd Party Administrator	287,099	271,213	300,000	285,650	300,000
Compensation Survey Services	6,000	30,000		27,600	
Other Services- Gen & Adm	4,070	108,327	162,500	111,238	162,500
Office Supplies	408	112		203	
Other Materials- Gen & Adm	39,919	3,160	35,000	48,992	35,000
Postage - Gen & Admin	16,702	6,325	30,000	32,814	30,000
NU-Education & Training - Gen & Adm	544				
Employee Relations	86,849	82,932	18,500	66,485	18,500
Total	\$490,533	\$679,775	\$848,100	\$733,461	\$848,100

TALENT MANAGEMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,292,845	1,736,363	2,313,384	2,262,395	2,799,751	2,799,751	2,955,728
Materials & Services	552,183	784,491	947,400	792,691	1,024,400	1,024,400	1,024,400
Total	\$1,845,028	\$2,520,854	\$3,260,784	\$3,055,086	\$3,824,151	\$3,824,151	\$3,980,128

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8D: Achieve agency Affirmative Action goals ▪ Objective #8E: Recruit a talented workforce 	Recruit a diverse and talented workforce. TriMet has made strides in increasing individuals of color in its workforce. However, during the pandemic there had been a decline in women in TriMet’s workforce. We are starting to see small traction with an increase in TriMet’s Women workforce at 26%. 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, 2024
	Develop and oversee talent development programs and activities In order to improve the ability of employees to stay and thrive within TriMet, expand required course in certificate in management program by at least 40%.	June 30, 2024
	Focus on workforce development, including early onboarding program, internships and various community partnerships. This includes establishing a minimum of three workforce programs to assist in attracting and increasing the development of employee skills and knowledge.	June 30, 2024

Talent Management Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	876,245	1,220,530	1,645,238	1,654,322	2,128,437
Fringe	416,600	515,833	668,146	608,073	827,291
Total	\$1,292,845	\$1,736,363	\$2,313,384	\$2,262,395	\$2,955,728

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	18,664	19,167	39,600	14,567	349,600
Recruitment Expense	183,105	167,890	236,200	236,940	196,200
Pre-Employment Screening Services	724	2,246			
Other Services- Gen & Adm	6,885	386	40,000	13,362	40,000
Equip/Furn < \$5,000-Gen & Adm	15,014				14,000
Other Materials- Gen & Adm	2,305		7,000	2,383	
Unreconciled P-Card Expense	576	12,204		2,238	
NU-Education & Training - Gen & Adm	32,601	6,217		11,758	
UNION-Education Reimbursement			67,000	22,334	67,000
MGMT-Education Reimbursement	78,695	148,135	107,600	77,872	107,600
Agency Training	213,614	428,246	450,000	411,237	250,000
Total	\$552,183	\$784,491	\$947,400	\$792,691	\$1,024,400

LABOR RELATIONS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	750,896	879,427	1,106,755	1,083,137	1,372,900	1,372,900	1,428,291
Materials & Services	22,069	6,496	13,500	11,140	10,000	10,000	13,500
Total	\$772,965	\$885,923	\$1,120,255	\$1,094,277	\$1,382,900	\$1,382,900	\$1,441,791

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #8C: Foster sense of community and cross-functional camaraderie 	Conduct two training sessions to managers on grievance handling, investigations, performance management, labor law and the labor contract that affect management.	June 30, 2024
	Conduct monthly meetings to advise managers regarding changes in rules, procedures and processes; and manage communications and any mid-term bargaining obligations with the ATU.	June 30, 2024
	Conduct quarterly coaching meetings with managers on performance management, contract administration and labor matters with the represented workforce.	June 30, 2024
	Within 24-hours of notice, facilitate labor management meetings between labor and operating managers.	June 30, 2024

Labor Relations Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	567,034	593,236	831,689	811,743	1,073,488
Fringe	183,862	286,191	275,066	271,394	354,803
Total	\$750,896	\$879,427	\$1,106,755	\$1,083,137	\$1,428,291

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm					3,500
Other Services- Gen & Adm	4,240		10,000	5,008	10,000
Equip/Furn < \$5,000-Gen & Adm	15,014		3,500	1,166	
Telephone	2,815	6,496		4,966	
Total	\$22,069	\$6,496	\$13,500	\$11,140	\$13,500

COMPENSATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	473,480	553,868	662,133	596,564	657,941	657,941	680,459
Materials & Services	47,695	29,152	70,000	183,457	95,600	95,600	95,600
Total	\$521,175	\$583,020	\$732,133	\$780,021	\$753,541	\$753,541	\$776,059

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8A: Invest wisely in people	Administer the FY2024 non-union Annual Salary Administration program and year-round salary actions in line with the Salary Administration policy, PCM guidelines, budget and the Oregon Pay Equity law.	June 30, 2024
	Maintain classifications and JDs in response to year round job evaluations within a 2 – 8 week turnaround based on the type of evaluation required.	June 30, 2024
	Implement changes as recommended by compensation consultant to identify pay practices that will improve our ability to competitively recruit and retain our workforce.	June 30, 2024
	Close out FY2023 OPM administration for merit.	October 31, 2023
	Conduct Non-Union Compensation Market Update for implementation in FY2025.	October 31, 2024

Compensation Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	319,985	391,813	477,710	440,486	494,437
Fringe	153,495	162,055	184,423	156,078	186,022
Total	\$473,480	\$553,868	\$662,133	\$596,564	\$680,459

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	4,700	4,900	12,100	47,594	6,100
Compensation Survey Services	42,465	22,695	56,000	134,971	87,600
Other Materials- Gen & Adm	530	1,544	1,900	834	1,900
Unreconciled P-Card Expense		13		58	
Total	\$47,695	\$29,152	\$70,000	\$183,457	\$95,600

Labor Relations & Human Resources Personnel Profile

Human Resources Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	NU	FT		277,171	27	235,651	353,477
Administrator, Human Resources Program	1.00	NU	FT		90,858	12	68,933	103,397
Total	2.00				368,029			

Benefits & HRIS Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Benefits & HRIS	1.00	NU	FT		150,004	19	124,590	186,886
Program Manager, HRIS	1.00	NU	FT		128,496	16	97,122	145,683
Administrator, Senior, Benefits	1.00	NU	FT		99,237	14	81,948	122,923
Analyst, Senior, Leave & Disability	1.00	NU	FT		99,239	14	81,948	122,923
Administrator, Senior, Pension & Retirement	1.00	NU	FT		100,905	14	81,948	122,923
Specialist, Benefits	2.00	NU	FT		145,039	9	52,876	79,312
Specialist, Benefits	0.80	NU	PT		61,235	9	52,876	79,312
Total	7.80				784,155			

Labor Relations & Human Resources Personnel Profile

Talent Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Talent Management	1.00	NU	FT		183,839	20	135,157	202,735
HR Business Partner	1.00	NU	FT		126,151	17	105,613	158,418
Talent Development Partner	1.00	NU	FT		132,017	17	105,613	158,418
HR Investigator	1.00	NU	FT		124,660	17	105,613	158,418
Manager, Recruiting	1.00	NU	FT		113,633	17	105,613	158,418
Manager, Training & Development	1.00	NU	FT		126,314	16	97,122	145,683
Program Manager, Training & Development	1.00	NU	FT		106,209	15	89,263	133,894
Senior Human Resources Generalist	1.00	NU	FT		93,220	15	89,263	133,894
Assistant Manager, Recruiting	1.00	NU	FT		82,690	14	81,948	122,923
Coordinator, Senior, Training & Development	1.00	NU	FT		101,551	14	81,948	122,923
HR Generalist	3.00	NU	FT		239,252	12	68,933	103,397
Sourcer	1.00	NU	FT		86,164	12	68,933	103,397
Project Manager	1.00	NU	FT		77,140	12	68,933	103,397
Recruiter	1.00	NU	FT		77,410	12	68,933	103,397
Coordinator, Training & Development	1.00	NU	FT		66,282	11	63,146	94,720
Recruiter, Associate	3.00	NU	FT		215,530	10	57,815	86,720
Specialist, Senior, Training and Development	1.00	NU	FT	✓	66,094	9	52,876	79,312
Specialist, Senior, Recruiting	1.00	NU	FT		51,334	8	48,331	72,496
Assistant, Administrative	1.00	NU	FT		58,947	7	44,136	66,204
Total	23.00				2,128,437			

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		161,053	21	146,525	219,789
Deputy General Counsel, Senior, Emp Law & LR	1.00	NU	FT		167,525	20	135,157	202,735
Manager, Labor Relations	1.00	NU	FT		155,737	19	124,590	186,886
Program Manager, Labor Relations	2.00	NU	FT		259,003	17	105,613	158,418
Representative, Senior, Labor Relations	1.00	NU	FT		99,788	15	89,263	133,894
Analyst, Senior, Leave & Disability	1.00	NU	FT		97,188	14	81,948	122,923
Assistant, Senior Administrative	2.00	NU	FT		133,195	9	52,876	79,312
Total	9.00				1,073,489			

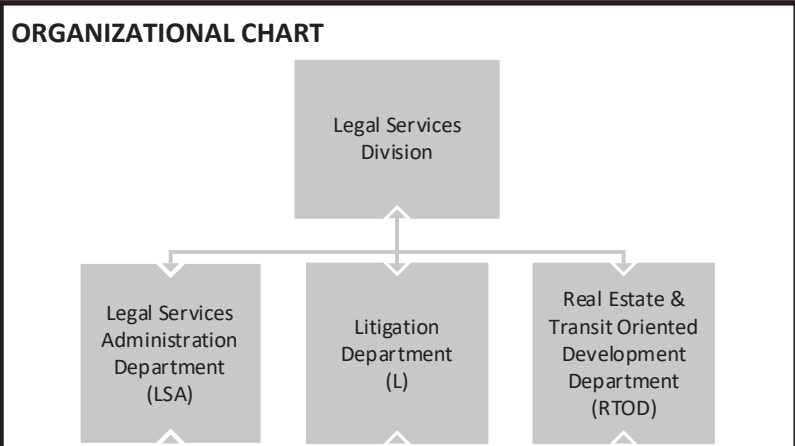
Labor Relations & Human Resources Personnel Profile

Compensation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Compensation	1.00	NU	FT		159,637	19	124,590	186,886
Analyst, Senior Compensation	1.00	NU	FT		95,475	15	89,263	133,894
Analyst, Compensation	1.00	NU	FT		75,285	13	75,186	112,779
HR Generalist	1.00	NU	FT		86,164	12	68,933	103,397
Coordinator, Employee Programs	1.00	NU	FT		77,875	10	57,815	86,720
Total	5.00				494,436			

Legal Services Division

DEPARTMENTS	PAGE
• Legal Services Administration (LSA).....	249
• Litigation (L).....	251
• Real Estate & Transit Oriented Development (RTOD).....	253

- 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.



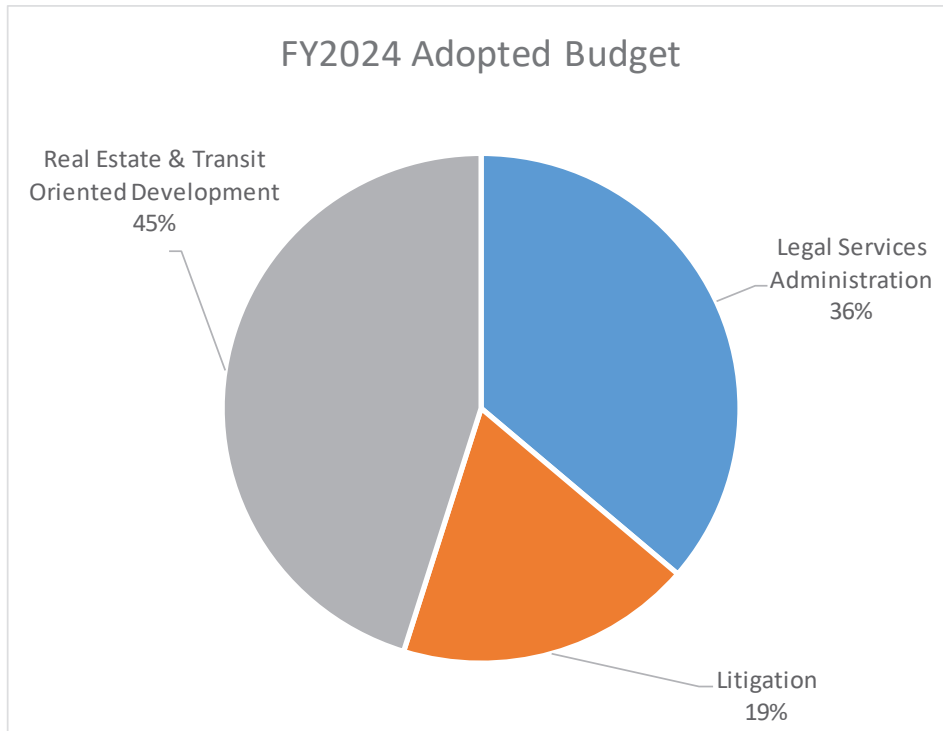
- DIVISIONAL FUN FACTS...**
- » TriMet received over 600 Public Records requests in 2022. TriMet is subject to Public Records laws and requests can be made online through TriMet’s website. Requests are also logged and can be tracked online.
 - » The work of the Litigation Department in defending the agency in Oregon’s state and federal courts, as well as administrative proceedings, was not entirely stopped by COVID. The litigation team tried the second ever entirely virtual civil jury trial in Multnomah County and got a verdict in our favor. All aspects of the trial, from selecting a jury to hearing from witnesses to deliberations were conducted online.
 - » Since 2015, a total of 718 residential housing units have been constructed on TriMet property that was sold for development. The Fuller Station Transit Oriented project was completed in October 2022, bringing the total of affordable housing apartments to 477 of 718 housing units.

Performance Metrics Legal Services Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
General Counsel or Deputy (GC) to attend 100% of all public board meetings, executive sessions, and board education sessions.	X	X		Legal Services Administration	100%	100%	100%
General Counsel to partner with General Manager to plan at least 2 Executive Team Retreats.		X		Legal Services Administration	N/A	N/A	2 ea.
Move an ECM project forward through the PMO process and successfully complete it.		X		Legal Services Administration	N/A	N/A	100%
100% of department staff maintain all professional credentials and certifications.		X		Litigation	100%	100%	100%
Close at least 15 litigation files.		X		Litigation	15 ea.	15 ea.	15 ea.
Negotiate long-term lease with Bridge for its 224-unit affordable housing development at Hollywood Transit Center.	X	X		Real Estate & Transit Oriented Development	90%	90%	90%
Complete the TriMet TOD Regional Plan. Launch plan with internal & external stakeholder outreach, press release, and updated website.	X	X	X	Real Estate & Transit Oriented Development	75%	75%	100%
Negotiate purchase and sale agreement for East County Library project at Gresham City Hall. Complete property line adjustment work and development agreements to support project delivery.	X	X		Real Estate & Transit Oriented Development	N/A	75%	100%
Acquire property rights as necessary to allow construction for the Better Red Project to be completed on time and within budget.	X	X	X	Real Estate & Transit Oriented Development	75%	75%	100%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,937,167	3,167,826	3,649,605	3,753,887	4,598,510	4,598,510	4,623,435
Materials & Services	2,450,267	2,673,787	3,109,200	2,823,065	1,669,000	1,669,000	1,667,700
Total	\$5,387,434	\$5,841,613	\$6,758,805	\$6,576,952	\$6,267,510	\$6,267,510	\$6,291,135

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Administration	1,295,225	1,418,743	2,046,372	1,722,998	2,337,098	2,337,098	2,281,904
Litigation	977,103	987,752	1,095,070	1,123,874	1,139,105	1,139,105	1,168,052
Real Estate & Transit Oriented Development	3,115,106	3,435,118	3,617,363	3,730,080	2,791,307	2,791,307	2,841,179
Total	\$5,387,434	\$5,841,613	\$6,758,805	\$6,576,952	\$6,267,510	\$6,267,510	\$6,291,135

Total Division FTE	24.00	25.00	28.00	28.00	28.00	28.00	28.00
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LEGAL SERVICES ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,169,228	1,281,717	1,833,472	1,557,740	2,040,198	2,040,198	1,986,304
Materials & Services	125,997	137,026	212,900	165,258	296,900	296,900	295,600
Total	\$1,295,225	\$1,418,743	\$2,046,372	\$1,722,998	\$2,337,098	\$2,337,098	\$2,281,904

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	General Counsel (GC) or Deputy GC to attend 100% of all public Board meetings, executive sessions and Board education sessions.	Continuous
	General Counsel to partner with General Manager to plan at least two Executive Team Retreats.	June 30, 2024
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8E: Recruit a talented workforce ➤ Goal #9: Foster service excellence and innovation ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships	Move an ECM project forward through the PMO process and successfully complete it.	June 30, 2024

Legal Services Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	992,289	976,129	1,399,130	1,185,238	1,550,847
Fringe	313,915	360,597	434,342	372,545	435,457
Capitalized Labor-Fringe	-136,976	-55,009		-43	
Total	\$1,169,228	\$1,281,717	\$1,833,472	\$1,557,740	\$1,986,304

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	27,096	40,232	65,000	37,397	73,700
Professional & Technical-Gen & Adm	2,600	14,138	10,000	8,935	15,000
Other Services- Gen & Adm	2,092	3,794	10,000	5,550	15,000
Office Supplies	238	262	3,000	1,251	3,000
Other Materials- Gen & Adm	10,820	7,765	14,000	9,432	14,000
Unreconciled P-Card Expense		3,515		9	
Telephone	3,768	4,146	3,000	4,230	5,000
NU-Dues & Subscriptions	67,207	56,876	80,900	68,340	80,900
NU-Local Travel & Meetings		573	2,000	1,965	7,000
NU-Education & Training - Gen & Adm	12,176	5,725	25,000	22,016	27,000
NU-Out-Of-Town Travel				5,606	50,000
Employee Recognition				527	5,000
Total	\$125,997	\$137,026	\$212,900	\$165,258	\$295,600

LITIGATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	970,873	987,752	1,075,070	1,117,160	1,119,105	1,119,105	1,148,052
Materials & Services	6,230		20,000	6,714	20,000	20,000	20,000
Total	\$977,103	\$987,752	\$1,095,070	\$1,123,874	\$1,139,105	\$1,139,105	\$1,168,052

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 and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8F: Pursue professional growth for employees 	100% of department staff maintain all professional credentials and certifications.	June 30, 2024
Category: Financial ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines 	Close at least 15 litigation files.	June 30, 2024

Litigation Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	718,959	764,757	820,168	859,506	874,995
Fringe	251,914	222,995	254,902	257,654	273,057
Total	\$970,873	\$987,752	\$1,075,070	\$1,117,160	\$1,148,052

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	6,230		20,000	6,666	20,000
Other Services- Gen & Adm				48	
Total	\$6,230		\$20,000	\$6,714	\$20,000

REAL ESTATE & TRANSIT ORIENTED DEVELOPMENT DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	797,066	898,357	741,063	1,078,987	1,439,207	1,439,207	1,489,079
Materials & Services	2,318,040	2,536,761	2,876,300	2,651,093	1,352,100	1,352,100	1,352,100
Total	\$3,115,106	\$3,435,118	\$3,617,363	\$3,730,080	\$2,791,307	\$2,791,307	\$2,841,179

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 #1B: Increase ridership ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Negotiate long-term lease with Bridge for its 224-unit affordable housing development at Hollywood Transit Center.	June 30, 2024
	Complete the TriMet TOD Regional Plan. Launch plan with internal and external stakeholder outreach, press release and updated website.	June 30, 2024
	Negotiate purchase and sale agreement for East County Library project at Gresham City Hall. Complete Property line adjustment work and development agreement to support project delivery.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5C: Improve existing MAX infrastructure for ongoing reliability and capacity ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	Acquire property rights as necessary to allow construction of the Better Red Project to be completed on time and within budget.	June 30, 2024

Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	942,741	1,165,652	1,334,536	1,389,795	1,424,243
Fringe	406,067	479,151	475,395	463,865	489,153
Capitalized Labor-Fringe	-551,742	-746,446	-1,068,868	-774,673	-424,317
Total	\$797,066	\$898,357	\$741,063	\$1,078,987	\$1,489,079

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Legal	8,904	3,161	10,700	18,431	60,700
Professional & Technical-Gen & Adm	21,026	240,076		224,402	75,000
Security Services	14,260	14,260			
Other Services- Gen & Adm	11,419	15,325	75,000	43,577	100,300
Other Materials- Gen & Adm	150	2,177	10,000	3,534	23,800
Unreconciled P-Card Expense		56			
Property Taxes	78,572	2,261	48,300	17,347	48,300
Lease Agreements	133,761	103,884		76,759	
Office Leases	2,049,948	2,155,561	2,732,300	2,267,043	1,044,000
Total	\$2,318,040	\$2,536,761	\$2,876,300	\$2,651,093	\$1,352,100

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
Executive Dir, Legal Services (General Counsel)	1.00	NU	FT		301,939	27	235,651	353,477
Deputy General Counsel, Senior	1.00	NU	FT		196,830	20	135,157	202,735
Deputy General Counsel	1.00	NU	FT		139,010	18	114,749	172,125
Manager, Records Governance	1.00	NU	FT		120,811	15	89,263	133,894
Business Analyst, Senior, ECM Systems	1.00	NU	FT		86,663	15	89,263	133,894
Coordinator, ADA Compliance	1.00	NU	FT		79,671	12	68,933	103,397
Analyst, Records	2.00	NU	FT		164,060	11	63,146	94,720
Assistant, Senior, Legal	1.00	NU	FT		78,932	11	63,146	94,720
Assistant, Executive Administrative	1.00	NU	FT		79,040	11	63,146	94,720
Total	10.00				1,246,956			

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		184,754	22	158,703	238,055
Deputy General Counsel, Senior	3.00	NU	FT		490,907	20	135,157	202,735
Paralegal Investigator	1.00	NU	FT		104,333	14	81,948	122,923
Specialist, Senior, Litigation	1.00	NU	FT		95,000	13	75,186	112,779
Total	6.00				874,994			

Legal Services Personnel Profile

Real Estate & Transit Oriented Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Real Estate & Transit Oriented Development	1.00	NU	FT		176,957	21	146,525	219,789
Program Manager, TOD Strategy	1.00	NU	FT		160,652	19	124,590	186,886
Deputy General Counsel	1.00	NU	FT	✓	161,628	18	114,749	172,125
Program Manager, TOD Design	1.00	NU	FT		124,235	17	105,613	158,418
Manager, Real Estate	1.00	NU	FT		133,015	17	105,613	158,418
Project Manager, Senior, Third Party Projects	1.00	NU	FT		104,584	15	89,263	133,894
Surveyor, Senior, Right-Of-Way	1.00	NU	FT	✓	119,017	15	89,263	133,894
Manager, Space Planning	1.00	NU	FT		103,825	14	81,948	122,923
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT		198,635	13	75,186	112,779
Coordinator, Space Planning	1.00	NU	FT	✓	76,156	12	68,933	103,397
Assistant, Senior Administrative	1.00	NU	FT		65,541	9	52,876	79,312
Total	12.00				1,424,245			



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Engineering & Construction Division

DEPARTMENTS

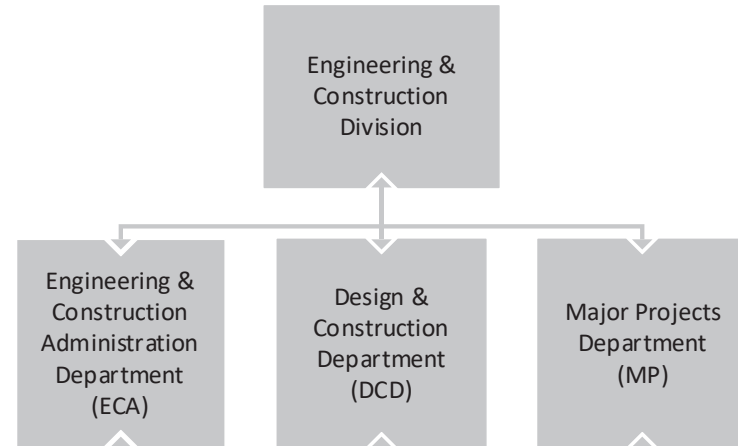
PAGE

- Engineering & Construction Administration (ECA).....261
- Policy & Planning263
- Design & Construction (DCD)265
- Major Projects (MP)267
- Project Development & Permitting269

MAJOR PRIORITIES OF THE DIVISION

- ▽ (ECA) Responsible for overseeing project cost and budget controls, ensuring compliance with federal requirements and establishing sound business practices that support the needs of the Division. The ECA also provides estimating, quality, and schedule services along with on-call consultant support for the Division.
- ▽ (DCD) Provides design and construction project management for projects that replace District light rail system and vehicle assets at end-of life to ensure a state of good repair. DCD also implements projects that enhance the light rail system to increase safety, reliability and capacity and increase bus operations base capacity in addition to technical support of light rail systems and vehicles.
- ▽ (MP) Plans and coordinates internally and with Regional Partners the development and funding for expanding the transit system to improve transit speed, reliability, and increase service along with providing project development, permitting, and environmental support activity at over 6,000 bus stops.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

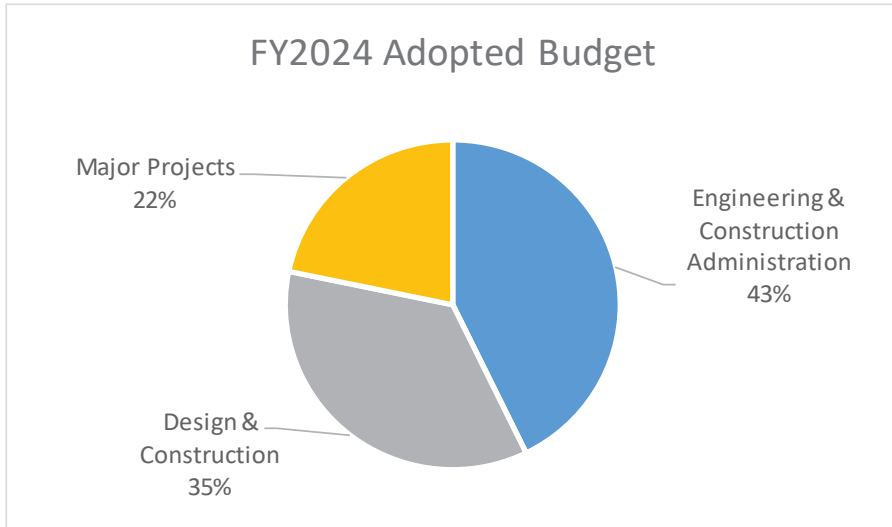
- » The Engineering & Construction Division has designed and built all MAX projects on or ahead of schedule, and on or under budget over the last 35+ years and remains underway with the Better Red Project that will improve schedule reliability for the entire system opening in fall 2024.
- » The division is managing approximately 40 active projects in FY2024 with approximately a \$200 million total budget.

Performance Metrics Engineering & Construction Division	Frequency			Department	Actual FY2022	Estimate FY2023	Target FY2024
	Monthly	Annual	Long Term				
Provide independent cost estimates and reconcile with construction projects bi-weekly.	X			Administration	100%	100%	100%
Update and distribute monthly agency-wide project schedules.	X			Administration	100%	100%	100%
Conduct internal and external audits on active construction projects; produce reports within a 2-week period and distribute to project managers.	X			Administration	100%	100%	100%
Conduct certified payroll and labor compliance for construction projects by conducting weekly on-site interviews and providing monthly reports; resolve issues by project closeout.	X			Administration	100%	100%	100%
Reconcile project cost databases and ensure cost compliance on a monthly basis; prepare monthly cash flow reports for the Division and quarterly cash flow reports for the Agency.	X			Administration	100%	100%	100%
Increase transit service reliability and capacity by managing projects in accordance with baseline schedules/budgets. Complete MMC Building10 element of Columbia Bus Base. Advance CBC master plan and design.		X		Design & Construction	100%	In process	100%
Improve SGR by managing projects in accordance with their baseline schedules/budgets including: 97 th Curves element; receive Type 6 LRVs.		X		Design & Construction	100%	In process	100%
Provide technical support to internal maintenance groups upon request throughout the year.		X		Design & Construction	100%	In process	100%
Implement BRT/FX investments in accordance with Regional Transportation Plan and 2040 Growth Concept. Deploy ZEB service with BRT/FX investments on 82 nd Ave and TV Highway.		X		Major Projects	5%	5%	10%
Improve transit speed & reliability with Better Bus (Enhanced Transit Corridor) investments.			X	Major Projects	N/A	N/A	100%
Successfully deliver the Better Red Project.		X	X	Major Projects	65%	65%	100%
Develop a locally preferred alternative on 82nd and TV Highway corridors.			X	Major Projects	75%	75%	100%
Improve the speed and reliability of our frequent service bus network by working with partners to identify and implement Better Bus improvements.			X	Major Projects	50%	50%	60%

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,089,550	3,382,543	3,443,403	3,182,387	4,508,015	4,508,015	4,338,818
Materials & Services	460,964	4,504,149	5,435,800	4,028,737	726,000	726,000	726,000
Total	\$2,550,514	\$7,886,692	\$8,879,203	\$7,211,124	\$5,234,015	\$5,234,015	\$5,064,818

Department Totals	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Administration	1,115,361	1,542,289	1,518,353	1,362,529	2,198,453	2,198,453	2,166,862
Policy & Planning		5,269,497	6,202,156	4,969,435			
Design & Construction	655,459	497,550	790,168	382,498	1,956,805	1,956,805	1,796,384
Major Projects	447,316	577,356	368,526	496,662	1,078,757	1,078,757	1,101,572
Project Development & Permitting	332,378						
Total	\$2,550,514	\$7,886,692	\$8,879,203	\$7,211,124	\$5,234,015	\$5,234,015	\$5,064,818

Total Division FTE	69.00	63.00	93.00	93.00	90.00	90.00	90.00
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ENGINEERING & CONSTRUCTION ADMINISTRATION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	755,061	1,168,752	1,120,653	1,049,753	1,679,153	1,679,153	1,647,562
Materials & Services	360,300	373,537	397,700	312,776	519,300	519,300	519,300
Total	\$1,115,361	\$1,542,289	\$1,518,353	\$1,362,529	\$2,198,453	\$2,198,453	\$2,166,862

Department Description & Responsibilities

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

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5A: Develop higher capacity bus services ▪ Objective #5C: Improve existing MAX infrastructure for ongoing reliability and capacity 	Provide independent cost estimates and reconcile with construction projects on a bi-weekly basis.	June 30, 2024
	Update and distribute monthly agency-wide project schedules.	June 30, 2024
	Conduct internal and external audits on active construction projects; produce reports within a 2-week period and distribute to project managers.	June 30, 2024
	Conduct certified payroll and labor compliance for construction projects by conducting weekly on-site interviews and providing monthly reports. Resolve issues prior to project closeouts.	June 30, 2024
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	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.	June 30, 2024
	Ensure payment of all design and construction invoices are prompt and meet rules and regulations.	June 30, 2024
	Implement the replacement of the existing PMIS software and begin implementation of a new product.	June 30, 2024

Engineering & Construction Administration Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	1,206,615	2,074,760	3,337,246	2,821,613	3,407,913
Fringe	494,902	910,172	1,044,524	996,153	1,019,133
Capitalized Labor-Fringe	-946,456	-1,816,180	-3,261,117	-2,768,013	-2,779,484
Total	\$755,061	\$1,168,752	\$1,120,653	\$1,049,753	\$1,647,562

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	66,396	99,455	100,000	62,393	100,000
Contracted Conservation - ROW Art	137,731	129,042	120,000	27,416	120,000
Printing/Bindery Services	2,481	877	3,500	2,370	2,500
Other Services- Gen & Adm	9,627	11,984	5,700	12,385	7,000
Office Supplies	9,520	17,042		10,254	
Other Materials- Gen & Adm		536	27,000	48,990	27,000
Unreconciled P-Card Expense		470			
Computer Equip under \$5,000			2,000	22,199	20,000
Safety Supplies- Gen & Adm	30		5,000	2,578	2,000
Telephone	32,557	29,020	35,000	33,626	37,100
NU-Dues & Subscriptions	54,516	40,736	35,000	26,343	35,000
NU-Local Travel & Meetings	29,700	7,875	30,000	19,000	14,700
NU-Education & Training - Gen & Adm	17,742	20,743	25,000	20,270	58,500
NU-Out-Of-Town Travel		11,896	2,000	21,394	78,000
Employee Recognition		3,861	7,500	3,558	7,500
Special Event Expenses					10,000
Total	\$360,300	\$373,537	\$397,700	\$312,776	\$519,300

POLICY & PLANNING DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		1,212,788	1,396,756	1,412,766			
Materials & Services		4,056,709	4,805,400	3,556,669			
Total		\$5,269,497	\$6,202,156	\$4,969,435			

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

Policy & Planning Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor		875,853	1,023,815	1,083,883	
Fringe		361,080	372,941	390,916	
Capitalized Labor-Fringe		-24,145		-62,033	
Total		\$1,212,788	\$1,396,756	\$1,412,766	

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm		182,264	317,000	267,177	
Metro Unified Work Prog		250,000	250,000	250,000	
Ride Connection Program		919,670	1,002,100	990,028	
Accessibility Services - State Program (5310)		1,312,460	1,963,400	743,589	
Accessibility Services - Federal (Program)		1,272,899	1,272,900	1,305,750	
Other Services- Gen & Adm		117,333			
Other Materials- Gen & Adm		110		125	
Computer Equip under \$5,000		1,973			
Total		\$4,056,709	\$4,805,400	\$3,556,669	

DESIGN & CONSTRUCTION DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	644,555	493,431	773,468	374,156	1,950,105	1,950,105	1,789,684
Materials & Services	10,904	4,119	16,700	8,342	6,700	6,700	6,700
Total	\$655,459	\$497,550	\$790,168	\$382,498	\$1,956,805	\$1,956,805	\$1,796,384

Department Description & Responsibilities

Major Functions: The Design & Construction Department (DCD) provides management of the Project Delivery phases (design, permitting and construction) of capital projects for assigned projects funded in TriMet's Capital Improvement Program (CIP). This work follows Project Development work performed/managed by others. Projects typically include those that implement system enhancements to increase reliability and capacity and those that maintain TriMet facilities in a state of good repair (SGR).

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5C: Improve existing MAX infrastructure for ongoing reliability and capacity 	Increase transit service reliability and capacity by managing projects funded in the CIP and assigned to the DCD in accordance with their baseline schedules and budgets. Complete MMC Building 10 element of Columbia Bus Base. Advance Columbia Bus Base master plan and design.	June 30, 2024
Category: Financial <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all asset classes 	Improve SGR by managing projects funded in the CIP and assigned to the DCD in accordance with their baseline schedules and budgets. Complete 97th Curves element of Track Rehab Program. Receive Type 6 LRVs as scheduled.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	Provide technical support to selected internal maintenance groups upon request throughout the year. Provide rail systems reliability support of MOW signals and OCS vehicle engineering support of REM light rail vehicle maintenance upon request throughout the year.	June 30, 2024

Design & Construction Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	3,411,201	3,031,855	3,989,964	3,468,823	5,008,560
Fringe	1,327,385	1,053,587	1,377,166	1,127,839	1,647,114
Capitalized Labor-Fringe	-4,094,031	-3,592,011	-4,593,662	-4,222,506	-4,865,990
Total	\$644,555	\$493,431	\$773,468	\$374,156	\$1,789,684

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Professional & Technical-Gen & Adm	9,100		10,000	3,334	5,000
Other Services- Gen & Adm	407				
Office Supplies	1,397	1,532		1,009	
Unreconciled P-Card Expense		2,237		1,767	
Computer Equip under \$5,000			5,000	1,666	
Bid Advertising		350	1,700	566	1,700
Total	\$10,904	\$4,119	\$16,700	\$8,342	\$6,700

MAJOR PROJECTS DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	441,764	507,572	152,526	345,712	878,757	878,757	901,572
Materials & Services	5,552	69,784	216,000	150,950	200,000	200,000	200,000
Total	\$447,316	\$577,356	\$368,526	\$496,662	\$1,078,757	\$1,078,757	\$1,101,572

Department Description & Responsibilities

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

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 #1B: Increase ridership ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept ▪ Objective #2E: Ease congestion by providing attractive travel options during peak periods 	Implement Bus Rapid Transit (BRT)/FX investments in the region in accordance with the Regional Transportation Plan and the Metro 2040 Growth Concept.	August 31, 2024
	Deploy Zero Emission Bus service with the BRT/FX investments on 82 nd Ave and TV Highway Corridors.	June 30, 2027
	Pursue a system-wide BRT/FX Plan by: Developing a system wide approach to a BRT/FX Plan for the system that looks at equity, ridership, connectivity and land use.	June 30, 2024
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5A: Develop higher capacity bus services ▪ Objective #5B: Develop partnerships to support faster and more reliable bus service ▪ Objective #5C: Improve existing MAX infrastructure for ongoing reliability and capacity 	Improve the capacity and reliability of our existing light rail system by successfully delivering the Better Red Project in FY2025.	September 30, 2024
	Continue the design and advancement of BRT/FX transit capital improvements to advance the 82 nd and TV Highway Corridor BRT projects. Develop a locally preferred alternative on 82nd and TV Highway corridors.	August 31, 2024
	Improve the speed and reliability of our frequent service bus network by working with partners to identify and implement Better Bus improvements.	June 30, 2027

Major Projects Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	2,031,803	2,134,045	2,988,456	2,689,557	3,790,042
Fringe	935,648	708,888	1,011,771	798,312	1,226,787
Capitalized Labor-Fringe	-2,525,687	-2,335,361	-3,847,701	-3,142,157	-4,115,257
Total	\$441,764	\$507,572	\$152,526	\$345,712	\$901,572

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Rail Volution Conference		16,100	15,000	21,819	15,000
Professional & Technical-Gen & Adm		18,644	150,000	55,891	155,000
Willamette Shore Line		30,000	30,000	40,000	30,000
Equip/Furn < \$5,000-Gen & Adm	164				
Other Materials- Gen & Adm	-285				
Unreconciled P-Card Expense		129		1,478	
Computer Equip under \$5,000			1,000	3,617	
Special Event Expenses	5,673	4,911	20,000	28,145	
Total	\$5,552	\$69,784	\$216,000	\$150,950	\$200,000

PROJECT DEVELOPMENT & PERMITTING DEPARTMENT

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	248,170						
Materials & Services	84,208						
Total	\$332,378						

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

Project Development & Permitting Department

Personnel Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Labor	752,700				
Fringe	225,013				
Capitalized Labor-Fringe	-729,543				
Total	\$248,170				

Materials & Services Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
Rail Volution Conference	15,000				
Professional & Technical-Gen & Adm	69,208				
Total	\$84,208				

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		278,400	26	216,690	325,036
Director, Program Management	1.00	NU	FT		189,725	22	158,703	238,055
Manager, Quality Assurance	1.00	NU	FT		159,773	19	124,590	186,886
Manager, Cost Estimating & Value Engineering	1.00	NU	FT		147,534	19	124,590	186,886
Manager, Engineering and Construction	1.00	NU	FT		179,919	19	124,590	186,886
Manager, Project Programs	1.00	NU	FT		166,119	19	124,590	186,886
Engineer, Principal, Structural	1.00	NU	FT		156,863	18	114,749	172,125
Project Manager, Principal, Eng & Const	1.00	NU	FT		156,082	18	114,749	172,125
Program Scheduler, Senior	1.00	NU	FT		145,095	17	105,613	158,418
Project Manager, Senior, Eng & Const	2.00	NU	FT		253,723	17	105,613	158,418
Coordinator, Senior, Quality Assurance	1.00	NU	FT		110,500	16	97,122	145,683
Manager, CADD	1.00	NU	FT		123,609	16	97,122	145,683
Project Manager, Eng & Const	2.00	NU	FT	✓	267,767	16	97,122	145,683
Analyst, Senior, Cost Control	1.00	NU	FT		120,210	15	89,263	133,894
Cost Estimator, Senior	1.00	NU	FT		111,578	15	89,263	133,894
Program Scheduler	1.00	NU	FT		96,858	15	89,263	133,894
Administrator, Public Art	1.00	NU	FT		108,710	14	81,948	122,923
Coordinator, Compliance	1.00	NU	FT		99,730	13	75,186	112,779
Cost Estimator	1.00	NU	FT		95,051	13	75,186	112,779
Specialist, Senior, Project Control	1.00	NU	FT		91,000	12	68,933	103,397
Assistant, Executive Administrative	1.00	NU	FT		87,630	11	63,146	94,720
Total	23.00				3,145,876			

Engineering & Construction Personnel Profile

Design & Construction Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Design and Construction	1.00	NU	FT		201,334	22	158,703	238,055
Manager, Eng & Const Vehicle Engineering	1.00	NU	FT		156,590	20	135,157	202,735
Manager, Eng & Const Rail Systems	1.00	NU	FT		149,747	19	124,590	186,886
Manager, Engineering and Construction	3.00	NU	FT		440,066	19	124,590	186,886
Project Manager, Principal, Eng & Const	3.00	NU	FT	✓	436,858	18	114,749	172,125
Project Manager, Principal, Eng & Const Vehicles	2.00	NU	FT		301,872	18	114,749	172,125
Project Manager, Senior, Eng & Const	7.00	NU	FT		899,870	17	105,613	158,418
Project Manager, Senior, Eng & Const	4.00	NU	FT	✓	530,043	17	105,613	158,418
Project Manager, Senior, Eng & Const Systems	3.00	NU	FT		399,636	17	105,613	158,418
Project Manager, Senior, Eng & Const Vehicles	1.00	NU	FT		139,422	17	105,613	158,418
Project Manager, Eng & Const	2.00	NU	FT		232,363	16	97,122	145,683
Project Manager, Eng & Const	1.00	NU	FT	✓	123,500	16	97,122	145,683
Project Manager, Eng & Const Systems	3.00	NU	FT		376,232	16	97,122	145,683
Project Manager, Eng & Const Vehicles	2.00	NU	FT		239,865	16	97,122	145,683
Project Coordinator, Eng & Const	1.00	NU	FT		87,431	12	68,933	103,397
Project Coordinator, Eng & Const	1.00	NU	FT	✓	85,856	12	68,933	103,397
Assistant, Senior Administrative	3.00	NU	FT		207,875	9	52,876	79,312
Total	39.00				5,008,560			

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		191,581	22	158,703	238,055
Manager, Small Starts Projects	3.00	NU	FT		504,616	20	135,157	202,735
Manager, Capital Planning	1.00	NU	FT		153,764	18	114,749	172,125
Project Manager, Principal, Eng & Const	2.00	NU	FT		282,399	18	114,749	172,125
Project Manager, Principal, Eng & Const	3.00	NU	FT	✓	441,318	18	114,749	172,125
Project Manager, Senior, Eng & Const	6.00	NU	FT		817,562	17	105,613	158,418
Project Manager, Senior, Eng & Const	7.00	NU	FT	✓	956,476	17	105,613	158,418
Project Manager, Eng & Const	1.00	NU	FT	✓	121,402	16	97,122	145,683
Coordinator, Senior, Environmental Permits	1.00	NU	FT		107,527	14	81,948	122,923
Coordinator, Eng & Const Projects	1.00	NU	FT	✓	86,164	12	68,933	103,397
Assistant, Senior Administrative	1.00	NU	FT		67,787	9	52,876	79,312
Assistant, Administrative	1.00	NU	FT		59,446	7	44,136	66,204
Total	28.00				3,790,042			



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Capital Improvement Program

The Capital Improvement Program (CIP) is the body of projects that Agency has committed to fund in order to keep the transit system in a state of good repair, take preventative measure to identify and resolve concerns, or advance new initiatives to promote public transportation in regions. These project acquisitions or constructions of a major capital assets are defined as capital expenditures and have useful life of greater than one year. The projects are governed by Capital Program Committee (CPC), TriMet General Manager and the Board of Directors and 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 Master List of Projects, 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 move forward as funding allows. Classification 4 are Opportunity Based projects. These are externally funded projects that will not

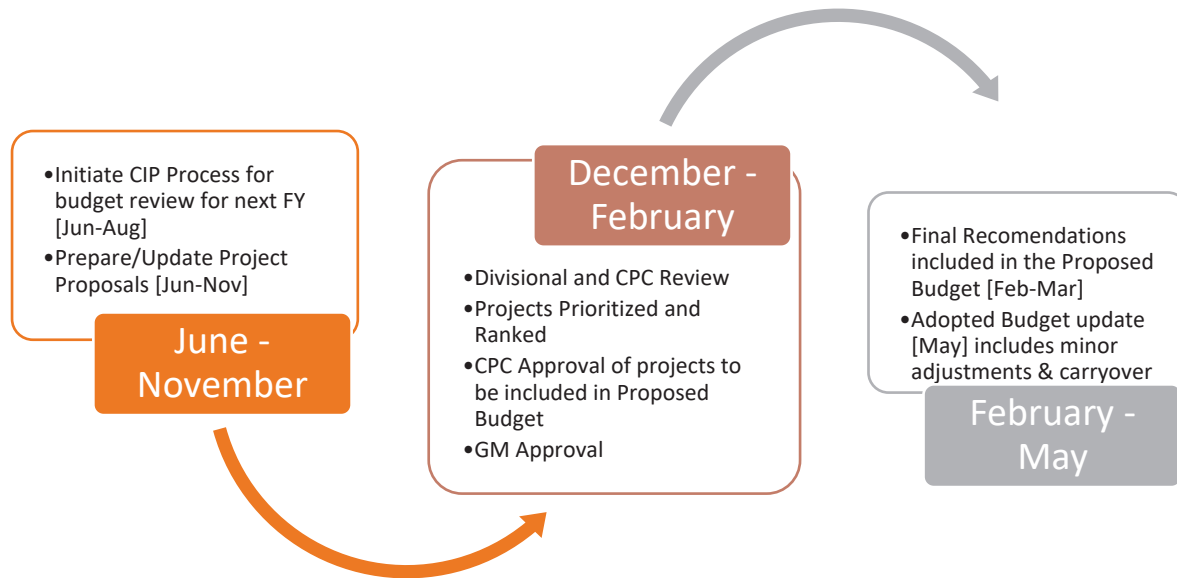
be completed without the identification and securing of external funding. Classification 5 projects are Future Projects which are not typically funded, but are shared with the CPC to inform them of future project work to be considered.

MODA (Multi-Objective Decision Analysis) Prioritization evaluates each project by a series of agency-specific criteria. The criterion used for this prioritization – reflected in the chart to the right – were developed by a 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, and each team's score is consolidated to give each project a unique priority score relative to the other projects considered for advancing to the fiscal year Master List of Projects.

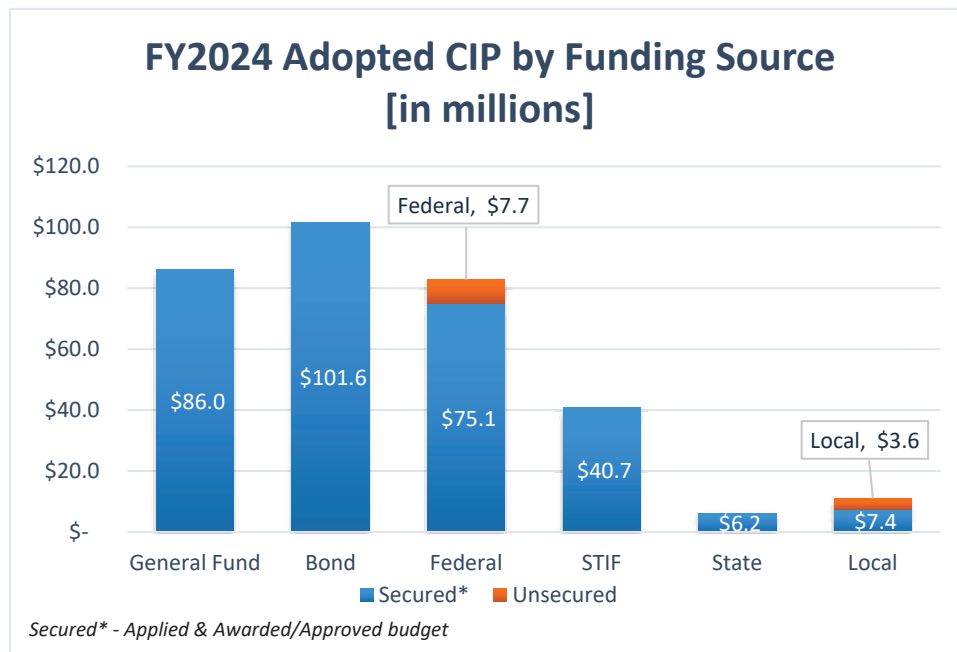
MODA Prioritization Criteria

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

These two prioritization classifications – along with the Divisional priorities defined by each Executive Director, clarifying how the division prioritizes the projects submitted – help provide an initial framework for the importance and urgency of each project that is used during the CPC budget discussions. These priorities inform the robust dialogue about each project considering agency resource constraints to determine which projects will be funded and placed in the CIP. Once the projects align with the available funding, the proposed CIP plan is adopted by the CPC and then presented to the General Manager for final approval. The final CIP Master List of Projects is included in the agency's budget for the upcoming year which is adopted 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 FY2024 CIP Adopted Budget totals \$328.3 million with a mix of general fund contributions, bond proceeds, federal, state and local funding. Bond proceeds total \$101.6 million reflect the greatest funding source for the agency which stems from bond issuances in 2019 and 2021. The General Fund serves as the second largest funding source at \$86.0 million for the CIP in FY2024, which directly correlates to strong payroll tax revenue growth. External funding totals over \$140.7 million and consists of federal, STIF, State and local funding. Federal funding, the third largest funding source at \$82.8 million. The majority of the federal spending is attributable to the Red Line Extension & Reliability project, a service enhancement project that extends our Red Line airport service further west and increases reliability of all of our MAX lines. STIF funding, funds 15 projects in the FY2024 budget, totaling \$40.7 million. State & Local funding from other agencies in the region fully or partially fund 12 projects, accounting for \$17.2 million of external funding supporting CIP projects.

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

MAJOR INVESTMENTS IN FY2024

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

- *A Better Red Project (MAX Red Line Extension & Reliability Improvements)*. The FY2024 Adopted Budget includes \$65.3 million of funding to continue construction 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.
- *Portland-Milwaukie Light Rail*. There is \$15.7 million in the FY2024 Adopted Budget to finish development around the MAX Orange Line, connecting Portland and Milwaukie. The development will add two floors to the Park Avenue Park & Ride facility.
- *Electric Vehicle Charging Infrastructure*. The agency committed \$5.3 million in the FY2024 Adopted Budget to further develop the charging infrastructure at the Powell and part of Merlo bus facility to support electric buses in the future.
- *Hollywood Transit Center Transit Oriented Development & Substation Replacement*. There is \$9.8 million in this budget committed to this project to work with local partners and create transit-oriented development in the Hollywood District of downtown Portland. A large portion of the budget supports a substation replacement.
- *Columbia Bus Base*. \$12.6M has been budgeted to design and develop a fourth bus maintenance facility that supports future service expansion and alternative fuels. The budget in FY2024 is to support further design of the site.

Recurring Capital Investments:

Vehicle Purchases:

- *Light Rail Vehicles (LRV)*. The FY2024 Adopted Budget includes \$38.6 million for the construction of the new Type 6 LRVs. The first new LRV arrived in spring 2022 with new vehicles continuing to be delivered through winter of 2023/2024.
- *Buses*. The FY2024 Adopted Budget includes \$27.2 million for 24 electric buses that will replace some of our diesel fleet.
- *ATP Vehicles*. The paratransit department of the agency is leveraging significant state grants in addition to bond funds, with \$12.6 million in this Adopted Budget to replace 84 of their aging vehicles.

State of Good Repair (SGR):

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. The agency approved its TAM Plan in September 2018 and represents an opportunity for the agency to better anticipate lifecycle costs and maintain the system in a state of good repair for recurring capital expenditures. While the agency has always dedicated funding towards maintaining assets in a state of good repair, the TAM Plan provides a framework by which the agency can track its progress toward a mature, data-driven asset management system by setting a baseline of existing conditions and activities required to maintain all of the agency's assets in a state of good repair. The FY2024 Adopted Budget dedicates \$159.3M million towards SGR projects, which is 48.5% of the CIP Budget. In addition to the vehicle purchases detailed earlier – much of which is SGR replacement – the following projects reflect the most significant SGR projects:

- *Light Rail Infrastructure*. There are a few projects that focus specifically on light rail infrastructure for such things as track replacement, light rail station upgrades and substation replacements. This category of SGR [exclusive of the vehicle purchases above] totals \$27.9 million for FY2024.
- *IT Infrastructure*. The FY2024 Adopted Budget includes \$7.9 million to replace aging IT equipment, including mobile routers, servers, communications towers, desktop computers, and fiber lines.
- *Fare Infrastructure*. The FY2024 Adopted Budget includes \$7.3 million for two projects that involve fare collections (farebox replacements and ticket vending machine replacements).

Other Capital Projects:

- *Safety Enhancements.* In addition to spending dedicated funds to safety and security imbedded in the other projects, the FY2024 Adopted Budget includes \$13.4 million for 16 projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.
- *Transit Enhancement Projects.* In addition to the Division Transit and the Hollywood Transit Center TOD projects noted above, there is \$37.7 million budgeted in FY2024 for 17 projects that work in partnership with state and local agencies to create priority treatments along the agency's Frequent Service bus network, decrease bus & MAX travel time, increase development around the transit alignment (Transit-Oriented Development, or TOD), and increase service safety, accessibility, & reliability.



ONGOING OPERATIONAL IMPACTS

The CIP also impacts the operating budget as projects are completed and operating funds are necessary for routine maintenance and the ongoing operation of new facilities and equipment. These ongoing costs must be identified and budgeted for as a part of the operating budget to ensure they are managed properly into the future. The chart below shows the expected operating impacts for all CIP projects funded in the FY2024 budget. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

FY2024 CIP Impacts on Operations						
Div	PN	Project Name	Impact on Operating Costs	Is the Impact One-Time Only or Continuous?	Estimated FY2024 impact	Description
SS	1130	Vehicle Borne CCTV	Additional units to support	Continuous	\$10K-\$50K	Increasing the number CCTVs and data components
EC	1161	PMIS Replacement	No FY2024 impact; Operating cost reduction expected FY2025+	Continuous	\$10K-\$50K	Further design/implementation in FY2024; operating efficiencies expected as project is completed
IT	1174	NextGen Transit Signal Priority	Operating cost reduction expected FY2025+	Continuous	\$100K-\$150K	Additional software licensing & maintenance expense expected after project completed
FA	1175	Fixed Route Farebox Replacement	Operating cost reduction starting FY2024+	Continuous	\$100K-\$150K	Less calls for maintenance support as fareboxes replaced
SS	1182	Security Software	Increase software maintenance costs	Continuous	\$100K-\$150K	Software maintenance
EC	2045	MAX Station Optimization	Reduces Operating costs	Continuous	\$10K-\$50K	Reduced platform maintenance expenses
EC	2048	Garage, Layover, & TC Expansion	Increases costs FY2024+	Continuous	\$150K-\$250k	Dependent on number of additions that need maintained
EC	2049	North Downtown Bus Layover	Increased costs FY2027+	Continuous		Additional staff and maintenance costs
TR	3614	Cross Mall Turn Back	Operating cost increase expected FY2026+	Continuous		Additional maintenance cost once project completed
MT	3687	LRV Fleet Replacement & Expansion	Increases FY2024 Operations	One-time Only	\$10K-\$50K	Cost for on-call inspector
EC	4638	Red Line Extension & Reliability Improvements	Increases FY2025 Operations	Continuous		Additional staff and maintenance costs
MT	4662	Elevator EOL	Increased efficiency FY2025+	Continuous		Reduces maintenance calls; encourages more ridership
SS	5606	Rail Crossing Safety Enhancements	Increased FY2024 Operations	Continuous	\$10K-\$50K	Adding enhancements needing to be maintained; offset with some risk avoidance
MT	5615	Electric Vehicle Charging Infrastructure - Powell	Increases FY2025 Operations	Continuous		Ongoing maintenance, licensing, and parts for charging units
EC	7215	Enhanced Transit Concepts/Better Bus	Reduces Operating costs	Continuous	\$10K-\$50K	Better efficiency of routes and quicker travel times
EC	7219	82nd Avenue Transit Improvements	Increased costs FY2029+	Continuous		Additional staff and maintenance costs
TR	7581	WES RDC	Operating cost increase expected FY2024+	Continuous	\$10K-\$50K	Maint cost increase
EC	7591	Columbia Bus Base	Operating cost increase expected FY2024+	Continuous	\$10K-\$50K	Maint cost increase

FIVE YEAR CIP FORECAST SUMMARY

The five year CIP forecast for the agency totals \$1.36 billion for fiscal year 2024 to 2028. The forecast includes funds broken out by program type and funding source. The forecast considers all known CIP project needs as they have been developed at this time. However, as the agency continues operations, new needs and analysis on existing work are likely to develop, adding to later years. This is particularly true as the agency is in the midst of making various decisions around the conversion of our bus fleet from fossil-fuel powered engines to low-emission vehicles. For this reason, the CPC reviews the CIP list in its entirety before recommending funding for the next year's budget. In fiscal year 2024, 95.4% of secured funds are fully awarded and approved to support fleet & substation replacement and system & bus expansion. The forecasts for FY2025 to FY2028 is for planning purposes only and will be fully evaluated and adopted by the CPC in year of expenditure, by which resource availability and needs are.

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

Fund Type	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
General Fund	\$85,964,246	\$79,950,000	\$63,280,000	\$47,660,000	\$45,370,000	\$322,224,246
Bond	\$101,644,317	\$84,320,000	\$65,270,000	\$69,490,000	\$37,790,000	\$358,514,317
STIF	\$40,728,282	\$22,070,000	\$28,150,000	\$30,820,000	\$12,370,000	\$134,138,282
Federal	\$82,798,650	\$58,620,000	\$52,370,000	\$88,780,000	\$93,250,000	\$375,818,650
State	\$6,176,454	\$4,340,000	\$12,080,000	\$11,080,000	\$16,110,000	\$49,786,454
Local	\$11,005,029	\$11,710,000	\$29,700,000	\$27,090,000	\$40,040,000	\$119,545,029
Total Funding Request	\$328,316,978	\$261,010,000	\$250,850,000	\$274,920,000	\$244,930,000	\$1,360,026,978

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

Secured Funding						
Fund Type	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
General Fund	\$85,964,246	\$31,210,000	\$30,110,000	\$29,910,000	\$29,920,000	\$207,114,246
Bond	\$101,644,317	\$39,260,000	\$20,900,000	\$2,490,000	\$0	\$164,294,317
STIF	\$40,728,282	\$22,070,000	\$0	\$0	\$0	\$62,798,282
Federal	\$75,115,930	\$50,800,000	\$43,970,000	\$58,380,000	\$32,730,000	\$260,995,930
State	\$6,176,454	\$1,340,000	\$0	\$0	\$0	\$7,516,454
Local	\$7,406,000	\$2,950,000	\$3,540,000	\$2,870,000	\$1,870,000	\$18,636,000
Total Funding Request	\$317,035,229	\$147,630,000	\$98,520,000	\$93,650,000	\$64,520,000	\$721,355,229
Unsecured* Funding						
Fund Type	FY2024*	FY2025	FY2026	FY2027	FY2028	TOTAL
General Fund	\$0	\$48,740,000	\$33,170,000	\$17,750,000	\$15,450,000	\$115,110,000
Bond	\$0	\$45,060,000	\$44,370,000	\$67,000,000	\$37,790,000	\$194,220,000
STIF	\$0	\$0	\$28,150,000	\$30,820,000	\$12,370,000	\$71,340,000
Federal	\$7,682,720	\$7,820,000	\$8,400,000	\$30,400,000	\$60,520,000	\$114,822,720
State	\$0	\$3,000,000	\$12,080,000	\$11,080,000	\$16,110,000	\$42,270,000
Local	\$3,599,029	\$8,760,000	\$26,160,000	\$24,220,000	\$38,170,000	\$100,909,029
Total Funding Request	\$11,281,749	\$113,380,000	\$152,330,000	\$181,270,000	\$180,410,000	\$638,671,749

Footnote:

FY2024* - Unsecured funding including pending grant applications at the time of the budget adoption

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

Program	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
Equipment	\$15,788,473	\$8,740,000	\$6,070,000	\$8,320,000	\$3,240,000	\$42,160,473
Facilities	\$50,303,965	\$57,490,000	\$65,090,000	\$79,000,000	\$64,780,000	\$316,663,965
Fleet	\$89,349,303	\$98,230,000	\$99,760,000	\$135,130,000	\$76,770,000	\$499,239,303
Information Technology	\$19,434,309	\$14,680,000	\$15,660,000	\$13,080,000	\$9,180,000	\$72,034,309
Infrastructure	\$39,029,961	\$38,740,000	\$35,020,000	\$29,710,000	\$24,670,000	\$167,169,961
Other Projects	\$585,635	\$570,000	\$160,000	\$160,000	\$170,000	\$1,645,635
Planning/Studies	\$4,855,874	\$4,070,000	\$1,980,000	\$1,700,000	\$1,700,000	\$14,305,874
Safety & Security	\$17,330,097	\$9,750,000	\$10,740,000	\$2,230,000	\$1,420,000	\$41,470,097
System Expansion	\$91,639,361	\$28,740,000	\$16,370,000	\$5,590,000	\$63,000,000	\$205,339,361
Total Funding Request	\$328,316,978	\$261,010,000	\$250,850,000	\$274,920,000	\$244,930,000	\$1,360,028,978

The following 2 tables identify secured and unsecured funding by program

Secured Funding						
Program	FY2024	FY2025	FY2026	FY2027	FY2028	TOTAL
Equipment	\$15,788,473	\$6,740,000	\$6,070,000	\$6,030,000	\$3,240,000	\$37,868,473
Facilities	\$42,621,246	\$40,070,000	\$16,040,000	\$8,850,000	\$5,620,000	\$113,201,246
Fleet	\$89,349,303	\$46,980,000	\$48,470,000	\$58,250,000	\$35,960,000	\$279,009,303
Information Technology	\$19,434,309	\$10,490,000	\$8,040,000	\$5,170,000	\$5,980,000	\$49,114,309
Infrastructure	\$37,190,932	\$8,800,000	\$10,610,000	\$12,020,000	\$10,430,000	\$79,050,932
Other Projects	\$585,635	\$570,000	\$160,000	\$160,000	\$170,000	\$1,645,635
Planning/Studies	\$4,855,874	\$4,070,000	\$1,980,000	\$1,700,000	\$1,700,000	\$14,305,874
Safety & Security	\$17,330,097	\$9,750,000	\$5,700,000	\$1,470,000	\$1,420,000	\$35,670,097
System Expansion	\$89,879,361	\$20,160,000	\$1,450,000	\$0	\$0	\$111,489,361
Total Funding Request	\$317,035,230	\$147,630,000	\$98,520,000	\$93,650,000	\$64,520,000	\$721,355,230
Unsecured* Funding						
Program	FY2024*	FY2025	FY2026	FY2027	FY2028	TOTAL
Equipment	\$0	\$2,000,000	\$0	\$2,290,000	\$0	\$4,290,000
Facilities	\$7,682,719	\$17,420,000	\$49,050,000	\$70,150,000	\$59,160,000	\$203,462,719
Fleet	\$0	\$51,250,000	\$51,290,000	\$76,880,000	\$40,810,000	\$220,230,000
Information Technology	\$0	\$4,190,000	\$7,620,000	\$7,910,000	\$3,200,000	\$22,920,000
Infrastructure	\$1,839,029	\$29,940,000	\$24,410,000	\$17,690,000	\$14,240,000	\$88,119,029
Other Projects	\$0	\$0	\$0	\$0	\$0	\$0
Planning/Studies	\$0	\$0	\$0	\$0	\$0	\$0
Safety & Security	\$0	\$0	\$5,040,000	\$760,000	\$0	\$5,800,000
System Expansion	\$1,760,000	\$8,580,000	\$14,920,000	\$5,590,000	\$63,000,000	\$93,850,000
Total Funding Request	\$11,281,748	\$113,380,000	\$152,330,000	\$181,270,000	\$180,410,000	\$638,671,748

Footnote:

FY2024* - Unsecured funding including pending grant applications at the time of the budget adoption

CIP Resources

Revenue Category	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	15,144,166	28,428,795	27,525,302	16,804,700	63,127,565	63,127,565	57,909,765
Federal Transit Administration Grants, Programmed	33,519,649	99,583,883	68,976,394	50,020,852	74,915,778	74,915,778	82,798,649
Revenue Bond Proceeds	125,600,787	102,081,926	157,056,313	91,087,168	99,816,841	99,816,841	101,644,318
Operating Resources Dedicated for Capital*	15,964,924	21,028,917	50,501,037	38,822,459	84,486,887	84,486,887	85,964,246
Total CIP Resources	\$190,229,526	\$251,123,521	\$304,059,046	\$196,735,179	\$322,347,071	\$322,347,071	\$328,316,978

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

CIP Requirements

Division	FY2021	FY2022	FY2023	FY2023	FY2024		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division	181,623				2,422,731	2,422,731	2,944,832
Transportation Division	-19,353	480	8,279,709	1,914,404	15,486,941	15,486,941	16,387,807
Safety & Security Division	8,010,050	5,068,164	8,513,429	4,711,910	11,127,791	11,127,791	11,240,622
Maintenance Division	91,372,284	100,453,585	124,151,297	66,730,204	121,178,796	121,178,796	127,298,083
Transit System & Asset Support Division					927,093	927,093	927,093
Information Technology Division	4,223,160	8,748,939	14,656,134	9,793,709	16,344,836	16,344,836	12,962,229
Public Affairs Division	1,140,945	644,833	1,820,003	1,363,328	1,277,800	1,277,800	1,538,494
Finance & Administrative Services Division	2,950,701	705,718	4,864,185	629,292	13,871,464	13,871,464	10,991,398
Legal Services Division	592,842	965,344	11,250,879	10,999,824	13,152,881	13,152,881	13,755,309
Engineering & Construction Division	81,777,274	134,536,458	130,523,410	100,592,508	126,556,738	126,556,738	130,271,111
Total CIP Requirements	\$190,229,526	\$251,123,521	\$304,059,046	\$196,735,179	\$322,347,071	\$322,347,071	\$328,316,978

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2024	Comments
Chief Operating Officer Division							
PRJ_1183 Operator Workforce Management Systems Upgrade	1,502,247					1,502,247	STIF
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			120,484			120,484	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	717,912	527,310	76,879			1,322,101	Reg. STBG FHWA Flex, Local
Total Chief Operating Officer Division	\$2,220,159	\$527,310	\$197,363			\$2,944,832	
Transportation Division							
PRJ_3614 Cross-Mall Turnback Connector			1,450,847	239,420		1,690,267	
PRJ_4049 ATP Fleet Expansion / Replacement *	2,640,072	3,341,719	4,511,699		2,110,051	12,603,541	State Sec 5310, 5339(a), STIF, 2021 Bond
PRJ_4079 ATP Technology Grant	938,809		172,202			1,111,011	FTA 5310, State 5310, STIF
PRJ_4713 WES Vehicle CCTV *			275,438			275,438	
PRJ_7581 WES DMU Fleet *			215,458	352,063		567,521	
PRJ_7596 WES Bumping Post Replacement			140,029			140,029	
Total Transportation Division	\$3,578,881	\$3,341,719	\$6,765,673	\$591,483	\$2,110,051	\$16,387,807	
Safety & Security Division							
PRJ_1112 Security Fencing				170,684		170,684	
PRJ_1124 Operator Safety & Rider Awareness		123,972		47,501		171,473	Fed Sec 5312
PRJ_1130 Vehicle Borne CCTV Systems *					3,934,737	3,934,737	2019 Bond, 2021 Bond
PRJ_1133 CCTV & Intrusion Detection	445,000	519,852				964,852	FEMA
PRJ_1151 Security Funds for Transit Enhancement	1,200,000					1,200,000	STIF
PRJ_1181 Blue Light Phone program & Security Operations Center *			500,000			500,000	
PRJ_1182 Security Software			533,400			533,400	
PRJ_4077 Transit Police NRV's *			364,330	177,000		541,330	
PRJ_4548 Master Key Schema, Development & Implementation *			350,000	345,094		695,094	
PRJ_5606 Rail Crossing Safety Enhancements	39,737	100,927	2,355,852	32,536		2,529,052	Fed Sec 5312
Total Safety & Security Division	\$1,684,737	\$744,751	\$4,103,582	\$772,815	\$3,934,737	\$11,240,622	
Maintenance Division							
PRJ_2507 Bus Operator Protective Shields				3,700,000		3,700,000	
PRJ_3687 LRV Fleet Replacement/Expansion *					38,553,297	38,553,297	2019 & 2021 Bonds
PRJ_4001 Non-Revenue Vehicle Replacement *			1,640,984	2,067,857	578,017	4,286,858	2019 Bond
PRJ_4006 Bus Shop Equipment - Center *			448,195			448,195	
PRJ_4075 Blue Line Station Rehab *	3,000,000		4,361,361			7,361,361	FTA Comm Proj
PRJ_4076 Powell Maintenance Facility *					1,650,000	1,650,000	2021 Bond
PRJ_4078 Emergency Back-up Power *			1,932,632	14,782		1,947,414	
PRJ_4604 HVAC Systems *			386,700			386,700	
PRJ_4613 Type 1 Substation Replacement *			3,360,838	201,883		3,562,721	
PRJ_4652 Building Area/Components Replacement *			533,400			533,400	
PRJ_4653 Electrical Equipment & Systems Replacement *			457,800			457,800	
PRJ_4654 Lifting Equipment & Systems Replacement *			180,700			180,700	
PRJ_4655 Other Building Systems & Equipment *			254,500			254,500	
PRJ_4657 Bldg. Area & Components - Layover *			131,900			131,900	
PRJ_4658 Safety-Hazmat Systems *			26,400			26,400	

* Projects fully or partially allocated for State of Good Repairs initiatives

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2024	Comments
PRJ_4659 Site-Property Systems *			528,600			528,600	
PRJ_4662 Elevator End of Life Replacement/Refurbishment *			750,000			750,000	
PRJ_4683 Asphalt Pavement Maintenance Program *			1,000,000	537,782		1,537,782	
PRJ_4712 New Center St Fuel and Wash Facility *			1,189,740			1,189,740	
PRJ_4805 Facilities System Masterplan	492,648		511,884	133,942		1,138,474	STIF
PRJ_5025 Rail Reliability *			982,281			982,281	
PRJ_5028 Tree Grate Replacement Program (5 years) *			439,600			439,600	
PRJ_5508 Bus Stop Development *	692,500		1,722,002	131,066		2,545,568	STIF
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	5,100,000					5,100,000	STIF
PRJ_5626 Electric Bus Purchases *	27,174,032					27,174,032	Fed 5339(a), (c), FHWA Flex, STIF
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	200,000					200,000	STIF, FTA Comm Proj
PRJ_5635 STC Elevator Hoistway Water Intrusion *			2,347,500			2,347,500	
PRJ_6033 OCS Climate Resiliency Retrofit *			300,956			300,956	
PRJ_6204 Washington Park ECS *			3,052,308	437,249		3,489,557	
PRJ_6402 Signal System Relay to PLC *			210,465			210,465	
PRJ_6403 Track Rehab Program *			3,500,000			3,500,000	
PRJ_7503 Light Rail Shop Equipment Repl. *			902,755		3,165,803	4,068,558	2019 & 2021 Bonds
PRJ_7504 Rail Maintenance Equipment			843,500	600,000		1,443,500	
PRJ_7508 Type 1 LRV Decommissioning *				445,224		445,224	
PRJ_7535 Light Rail Electrification & Signaling Systems *			3,000,000			3,000,000	
PRJ_7559 Light Rail Track and Structures *			1,500,000			1,500,000	
PRJ_7586 Ultrasonic Rail Testing and Repairs *			375,000			375,000	
PRJ_7587 Rail MOW Equipment Acquisition			1,000,000	550,000		1,550,000	
Total Maintenance Division	\$36,659,180		\$37,872,001	\$8,819,785	\$43,947,117	\$127,298,083	
Transit System & Asset Support Division							
PRJ_1500 Enterprise Asset Management System			627,093			627,093	
PRJ_6031 Bus Training Yard			300,000			300,000	
Total Transit System & Asset Support Division			\$927,093			927,093	
Information Technology Division							
PRJ_1070 Servers Replacement *			1,055,316			1,055,316	
PRJ_1091 Desktop Computing Replacement *			1,323,381			1,323,381	
PRJ_1095 Data Communications System Replacement *			1,361,750			1,361,750	
PRJ_1131 Communication Environment Replacement - capital *			1,059,644	186,000		1,245,644	
PRJ_1152 Radio & Microwave Communication Systems *			2,901,000			2,901,000	
PRJ_1174 NextGen Transit Signal Priority		1,434,115			2,243,531	3,677,646	State ATCMTD, 2019 Bond
PRJ_1180 Regional Mobility Planner	1,122,492					1,122,492	STIF
PRJ_6032 Bus Dispatch Central System Upgrade			275,000			275,000	
Total Information Technology Division	\$1,122,492	\$1,434,115	\$7,976,091	\$186,000	\$2,243,531	\$12,962,229	

* Projects fully or partially allocated for State of Good Repairs initiatives

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2024	Comments
Public Affairs Division							
PRJ_6021 Transit Tracker Project *	805,811		471,989	260,694		1,538,494	Fed Sec 5312, State 5310, STIF
Total Public Affairs Division	\$805,811		\$471,989	\$260,694		\$1,538,494	
Finance & Administrative Services Division							
PRJ_1166 TVM Refurbishment or Replacement *					2,157,257	2,157,257	2021 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement *			3,744,739	1,432,761		5,177,500	
PRJ_1176 Hop Fastpass 2.0			926,945	279,763		1,206,708	
PRJ_6207 Hop Mobile and Web			300,000			300,000	
PRJ_7544 eFare				363,202	1,786,731	2,149,933	2019 Bond
Total Finance & Administrative Services Division			\$4,971,684	\$2,075,726	\$3,943,988	\$10,991,398	
Legal Services Division							
PRJ_1147 ECM Implementation Project			350,000	149,109		499,109	
PRJ_1178 Downtown Admin Relocation				2,446,319		2,446,319	
PRJ_4711 Gresham City Hall - Civic Hub Improvements			1,000,000			1,000,000	
PRJ_7595 Hollywood TC TOD & Substation Replacement *					9,809,881	9,809,881	2021 Bond
Total Legal Services Division			\$1,350,000	\$2,595,428	\$9,809,881	\$13,755,309	
Engineering & Construction Division							
PRJ_1146 Division Transit Project	2,294,548				3,161,046	5,455,594	Fed Sec 5309 CIG, 2018 & 2019 Bonds
PRJ_1161 PMIS Upgrade *				186,989		186,989	
PRJ_2045 MAX Station Optimization *			794,721	107,206		901,927	
PRJ_2048 Garage, Layover, and TC Expansion	3,989,541					3,989,541	FTA Comm Proj, Fed Sec 5339(a), STIF
PRJ_2049 North Downtown Bus Layover Facility			570,000			570,000	
PRJ_3642 Timber Gate Artwork Restoration *			194,240	37,145		231,385	
PRJ_3651 Portland-Milwaukie Light Rail Project	8,100,000			470,475	7,156,143	15,726,618	Fed Sec 5309 CIG, 2021 Bond
PRJ_4638 Red Line Extension and Reliability Improvements	37,908,159	4,858,227			22,538,086	65,304,472	Fed Sec 5309 CIG, 2021 Bond
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR) *				258,146		258,146	
PRJ_5581 Willamette Shore Trolley *	1,727,083		345,417			2,072,500	FTA Comm Proj
PRJ_5597 TV Highway Transit Improvements	1,839,029		500,000			2,339,029	Local
PRJ_5624 Southwest Corridor			500,000			500,000	
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only	2,998,204		62,500			3,060,704	FRA, Local
PRJ_6805 BRT System & Implementation Plan	322,677					322,677	STIF
PRJ_7201 Third Party Recovery	1,999,150					1,999,150	Local
PRJ_7202 Third Party Project Betterment	2,826,823					2,826,823	Local
PRJ_7215 Enhanced Transit Concepts - Better Bus	8,112,017				25,858	8,137,875	STIF, Local, 2018 Bond
PRJ_7219 82nd Avenue Transit Improvements	1,760,000		2,000,000			3,760,000	Local
PRJ_7591 Columbia Bus Base	9,853,801				2,773,880	12,627,681	USDOT RAISE, FTA Comm, STIF, Bonds
Total Engineering & Construction Division	\$83,731,032	\$4,858,227	\$4,966,878	\$1,059,961	\$35,655,013	\$130,271,111	
Total Capital Improvement Program (CIP) Requirements	\$129,802,292	\$10,906,122	\$69,602,354	\$16,361,892	\$101,644,318	\$328,316,978	

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Chief Operating Officer

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1139 Operator Training Equipment	25,257				
PRJ_1500 Enterprise Asset Management System	156,366				
PRJ_1183 Operator Workforce Management Systems Upgrade					1,502,247
PRJ_5622 HWY 8 Corridor Safety & Access to Transit					120,484
PRJ_5623 Powell-Division Corridor Safety & Access to Transit					1,322,101
Total Chief Operating Officer	\$181,623				\$2,944,832

CIP - Transportation

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_3614 Cross-Mall Turnback Connector			731,526	170,054	1,690,267
PRJ_4049 ATP Fleet Expansion / Replacement *	4,694		7,151,770	1,700,000	12,603,541
PRJ_4079 ATP Technology Grant					1,111,011
PRJ_4713 WES Vehicle CCTV *					275,438
PRJ_7581 WES DMU Fleet *			396,413	44,350	567,521
PRJ_7585 WES Vehicle & Shop Equipment Replacement	98,500	480			
PRJ_7589 Vehicle Intrusions	-122,547				
PRJ_7596 WES Bumping Post Replacement					140,029
Total Transportation	-\$19,353	\$480	\$8,279,709	\$1,914,404	\$16,387,807

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Safety & Security

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1112 Security Fencing			200,000	29,316	170,684
PRJ_1124 Operator Safety & Rider Awareness	3,017	33,672	171,685		171,473
PRJ_1129 Network CCTV System	2,112				
PRJ_1130 Vehicle Borne CCTV Systems *	1,897,876	41,724	3,598,408	248,027	3,934,737
PRJ_1133 CCTV & Intrusion Detection		409,666	596,100	46,483	964,852
PRJ_1149 MAX Intrusion Detection System					
PRJ_1151 Security Funds for Transit Enhancement	277,134	756,709	1,038,853	784,685	1,200,000
PRJ_1154 Access Control Equipment & Mappig	79,000				
PRJ_1181 Blue Light Phone program & Security Operations Center *					500,000
PRJ_1182 Security Software					533,400
PRJ_2502 Rail Yard Fence Line & Intrusion Detection					
PRJ_2504 Safety & Security Facility Relocation	3,235,933	4,046			
PRJ_2507 Bus Operator Protective Shields	1,842,701				
PRJ_4077 Transit Police NRV's *	10,645	314,356	846,000	487,264	541,330
PRJ_4548 Master Key Schema, Development & Implementation *			350,000	4,906	695,094
PRJ_4596 COVID-19 Equipment and Upgrades	163,020				
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel	115				
PRJ_5606 Rail Crossing Safety Enhancements	373,198	1,431,173	1,712,383	778,509	2,529,052
PRJ_7589 Vehicle Intrusions	122,547				
PRJ_9110 Reimagine Public Safety	2,752	2,076,818		2,332,720	
Total Safety & Security	\$8,010,050	\$5,068,164	\$8,513,429	\$4,711,910	\$11,240,622

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Maintenance

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_2507 Bus Operator Protective Shields					3,700,000
PRJ_3687 LRV Fleet Replacement/Expansion *	11,835,544	37,722,417	57,245,259	22,294,405	38,553,297
PRJ_4001 Non-Revenue Vehicle Replacement *	416,607	1,179,146	3,309,839	1,976,848	4,286,858
PRJ_4006 Bus Shop Equipment - Center *	448,696	153,116	1,079,285	123,515	448,195
PRJ_4058 Diesel Bus Purchases *	22,065,403	58,296	45,977	7,339	
PRJ_4060 Bus Refurbishments - Diesel to Electric *	2,928,954	2,995,417	2,837,083	-1,484,970	
PRJ_4075 Blue Line Station Rehab *					7,361,361
PRJ_4076 Powell Maintenance Facility *	32,132,269	32,391,676	34,106,447	23,522,100	1,650,000
PRJ_4077 Transit Police NRV's *	442,093				
PRJ_4078 Emergency Back-up Power *			1,068,900	1,054,118	1,947,414
PRJ_4604 HVAC Systems *	211,882	486,847	780,284	724,300	386,700
PRJ_4059 Bus Refurbishments - Diesel to Diesel *	299,799				
PRJ_4613 Type 1 Substation Replacement *	177	8,033	1,200,000	880,995	3,562,721
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel	-2,138				
PRJ_4652 Building Area/Components Replacement *	48,092	104,492	292,019	271,067	533,400
PRJ_4653 Electrical Equipment & Systems Replacement *	2,271,644	1,461,878	1,044,283	969,358	457,800
PRJ_4654 Lifting Equipment & Systems Replacement *	55,134	1,092,672	227,513	211,189	180,700
PRJ_4655 Other Building Systems & Equipment *	13,589	98,130	225,552	209,369	254,500
PRJ_4657 Bldg. Area & Components - Layover *	11,038	132,570	233,087	216,363	131,900
PRJ_4658 Safety-Hazmat Systems *	3,195	6,696	111,870	103,843	26,400
PRJ_4659 Site-Property Systems *	384,956	769,386	619,528	575,078	528,600
PRJ_4662 Elevator End of Life Replacement/Refurbishment *	359,741				750,000
PRJ_4676 Cleveland Crew Room Renovation *	1,456,875	8,020		3,555	
PRJ_4683 Asphalt Pavement Maintenance Program *			100,000	362,218	1,537,782
PRJ_4684 Blue & Red Line Stations Tactile Pavers Replacement (ADA) *	58,894				
PRJ_4688 Storeroom Master Plan, Renovation and Equipment		33,683			
PRJ_4708 Bus Hoist Units Replacement [Merlo 29,30] *	182,631				
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement *	262,608				
PRJ_4712 New Center St Fuel and Wash Facility *					1,189,740
PRJ_4805 Facilities System Masterplan	332,286	613,797	773,004	177,460	1,138,474
PRJ_5025 Rail Reliability *					982,281
PRJ_5028 Tree Grate Replacement Program (5 years) *					439,600
PRJ_5508 Bus Stop Development *	183,795	178,196	1,121,000	886,272	2,545,568
PRJ_5599 Lloyd District Transit Hub	6,871	5,526,217			
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	3,045,341		3,478,661	3,358,599	5,100,000
PRJ_5626 Electric Bus Purchases *	-64,119	5,197,921	79,000	79,000	27,174,032

CIP - Maintenance

Expense Category	FY2021	FY2022	FY2023	FY2023	FY2024
	Actual	Actual	Budget	Estimate	Budget
PRJ_5614 End-Of-Route Permanent Operator Restrooms	172				
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	452,253	4,480			200,000
PRJ_5635 STC Elevator Hoistway Water Intrusion *					2,347,500
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base	783	105,581		120,062	
PRJ_6033 OCS Climate Resiliency Retrofit *					300,956
PRJ_6204 Washington Park ECS *	183	29,648	736,363	299,124	3,489,557
PRJ_6205 LRV Overhaul - Travel Only	1,162	276		19,449	
PRJ_6402 Signal System Relay to PLC *	31,174	64,191	50,733	304,201	210,465
PRJ_6403 Track Rehab Program *	2,231,446	1,906,776	2,295,500	3,819,668	3,500,000
PRJ_6404 Arc Flash Implementation Program	192,973	521,633	136,033	80,774	
PRJ_7503 Light Rail Shop Equipment Repl. *	67,547	3,229,651	4,341,463	1,267,328	4,068,558
PRJ_7504 Rail Maintenance Equipment	517,808	82,800	1,163,700	563,700	1,443,500
PRJ_7508 Type 1 LRV Decommissioning *		3,250	541,871	84,019	445,224
PRJ_7535 Light Rail Electrification & Signaling Systems *	786,983	396,320	2,515,000	2,515,000	3,000,000
PRJ_7559 Light Rail Track and Structures *	1,160,924	947,773	1,500,000	978,850	1,500,000
PRJ_7561 MOW Equipment Replacement *	760	13,451			
PRJ_7586 Ultrasonic Rail Testing and Repairs *	409,075	277,637		37,300	375,000
PRJ_7587 Rail MOW Equipment Acquisition	282,039	150,518	550,000		1,550,000
PRJ_7588 Ruby Junction Truck Shop Equipment	15,327	5,604			
PRJ_7592 Ruby Junction Expansion	5,829,818	5,130,801	342,033	118,708	
PRJ_9998 Spare Parts on Operating Project Clearing		-2,635,411			
Total Maintenance	\$91,372,284	\$100,453,585	\$124,151,297	\$66,730,204	\$127,298,083

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Transit System & Asset Support

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1500 Enterprise Asset Management System					627,093
PRJ_6031 Bus Training Yard					300,000
Total Transit System & Asset Support					\$927,093

CIP - Information Technology

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1022 Lift Data Com Upgrade 3G to 4G	76,918				
PRJ_1042 Mobile Router Replacement *	240,817	2,075,197	1,385,954	1,178,673	
PRJ_1051 Unix Workstation	2,365				
PRJ_1054 Bus Dispatch Replacement	70,095				
PRJ_1070 Servers Replacement *	662,944	1,052,102	2,047,424	1,543,564	1,055,316
PRJ_1091 Desktop Computing Replacement *	511,303	1,287,756	1,257,825	1,257,825	1,323,381
PRJ_1095 Data Communications System Replacement *	923,661	981,099	1,089,028	1,056,277	1,361,750
PRJ_1131 Communication Environment Replacement - capital *	291,068	284,422	1,078,225	871,310	1,245,644
PRJ_1135 Learning Management System(LMS)-EBS Oracle Learning Magement	95,914				
PRJ_1152 Radio & Microwave Communication Systems *	123,262	2,009,575	3,052,609	3,052,609	2,901,000
PRJ_1174 NextGen Transit Signal Priority	614,118	1,058,788	4,745,069	833,451	3,677,646
PRJ_1177 DTP Fiber Betterment	610,695				
PRJ_1180 Regional Mobility Planner					1,122,492
PRJ_6032 Bus Dispatch Central System Upgrade					275,000
Total Information Technology	\$4,223,160	\$8,748,939	\$14,656,134	\$9,793,709	\$12,962,229

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Public Affairs

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_2009 Customer Support Facilities & Equipment		312			
PRJ_2045 MAX Station Optimization *	100,592				
PRJ_2048 Garage, Layover, and TC Expansion	174,897	64,040			
PRJ_5621 Barber-99W Corridor Safety & Access To Transit	3,439	-181,260			
PRJ_5622 HWY 8 Corridor Safety & Access To Transit	55,662	-133,166			
PRJ_5623 Powell-Division Corridor Safety & Access To Transit	26,569	-432,346			
PRJ_6021 Transit Tracker Project *	779,786	1,327,253	1,820,003	1,363,328	1,538,494
Total Public Affairs	\$1,140,945	\$644,833	\$1,820,003	\$1,363,328	\$1,538,494

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Finance & Administrative Services

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1160 Asset Management	23,887				
PRJ_1166 TVM Refurbishment or Replacement *	38,420	91,480	144,350	169,340	2,157,257
PRJ_1175 Fixed Route Bus Farebox Replacement *	357,345	193,189	1,494,000	50,000	5,177,500
PRJ_1176 Hop Fastpass 2.0	36,751	17,713	408,817	129,054	1,206,708
PRJ_1179 Navrisk Replacement Origami *				195,000	
PRJ_2028 Copier Equipment		6,258			
PRJ_4705 TriMet Ticket Office Upgrades	1,770,849	20			
PRJ_6207 Hop Mobile and Web					300,000
PRJ_7544 eFare	723,449	397,058	2,817,018	85,898	2,149,933
Total Finance & Administrative Services	\$2,950,701	\$705,718	\$4,864,185	\$629,292	\$10,991,398

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Legal Services

Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1147 ECM Implementation Project	592,842	216,614	802,364	163,767	499,109
PRJ_1178 Downtown Admin Relocation		65,344	10,000,000	7,553,681	2,446,319
PRJ_4711 Gresham City Hall - Civic Hub Improvements					1,000,000
PRJ_7595 Hollywood TC TOD & Substation Replacement *		683,386	448,515	3,382,376	9,809,881
Total Legal Services	\$592,842	\$965,344	\$11,250,879	\$10,999,824	\$13,755,309

* Projects fully or partially allocated for State of Good Repairs initiatives

CIP - Engineering & Construction

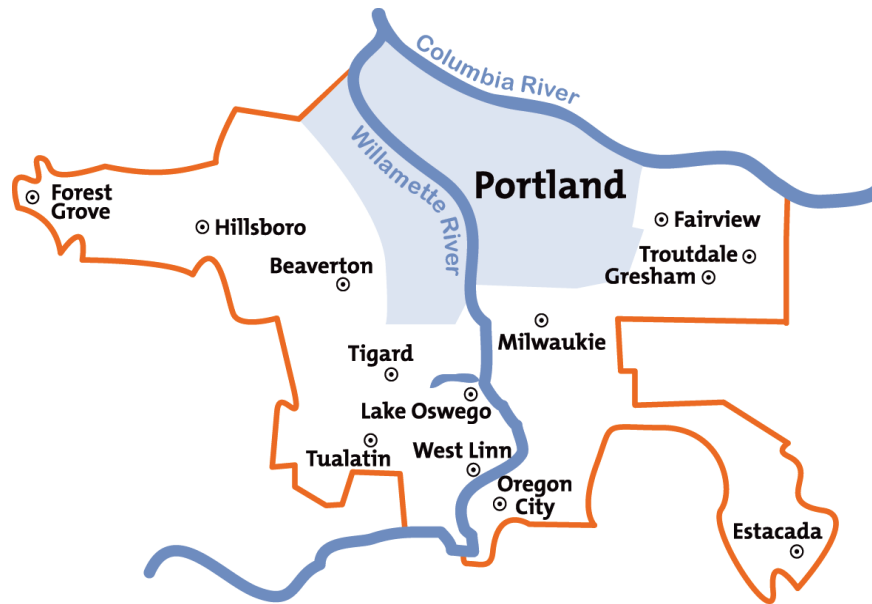
Expense Category	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Estimate	FY2024 Budget
PRJ_1130 Vehicle Born CCTV Systems *		112,471			
PRJ_1146 Division Transit Project	41,952,388	73,094,873	12,388,945	9,947,358	5,455,594
PRJ_1161 PMIS Upgrade *	13,600	123,481	720,587	433,598	186,989
PRJ_1177 DTP Fiber Betterment		725,861			
PRJ_2045 MAX Station Optimization *		204,807	694,545	273,092	901,927
PRJ_2048 Garage, Layover, and TC Expansion		560,910	3,694,053	1,357,062	3,989,541
PRJ_2049 North Downtown Bus Layover Facility					570,000
PRJ_3642 Timber Gate Artwork Restoration *	4,904	316,692	213,991	24,144	231,385
PRJ_3651 Portland-Milwaukie Light Rail Project	6,077,905	217,543	6,393,548	708,308	15,726,618
PRJ_3673 162nd Ave Pedestrian Access Improvements	110,455		376,717	436,376	
PRJ_4075 Blue Line Station Rehap *	-12				
PRJ_4076 Powell Maintenance Facility *	35				
PRJ_4613 Type 1 Substation Replacement *		8,033			
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel	1,770				
PRJ_4638 Red Line Extension and Reliability Improvements	10,140,778	49,831,994	86,502,200	74,827,810	65,304,472
PRJ_4639 Steel Bridge Transit Improvements	11,507,541	654,911	18,000	95,507	
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR) *					258,146
PRJ_5025 Rail Reliability *	377,715	616,575	821,438	821,438	
PRJ_5581 Willamette Shore Trolley *	9,968	80,363	120,000	516,558	2,072,500
PRJ_5597 TV Highway Transit Improvements		40,353	483,445	877,346	2,339,029
PRJ_5621 Barber-99W Corridor Safety & Access to Transit		400,779		2,772	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		142,579	192,690	192,689	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit		469,584	891,961	366,799	
PRJ_5624 Southwest Corridor	6,624,275	845,674	25,000	259,496	500,000
PRJ_6204 Washington Park ECS *		206,539			
PRJ_6402 Signal System Relay to PLC *		10,002			
PRJ_6403 Track Rehab Program *	9,942	76,478			
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only					3,060,704
PRJ_6805 BRT System & Implementation Plan					322,677
PRJ_7201 Third Party Recovery	170,385	647,904	1,409,569	1,134,758	1,999,150
PRJ_7202 Third Party Project Betterment	141,745	334,598	1,025,640	334,228	2,826,823
PRJ_7215 Enhanced Transit Concepts - Better Bus	522,748	-43,228	3,708,361	2,728,838	8,137,874
PRJ_7218 Enhanced Transit Concepts	808,394	446,469	1,809,818		
PRJ_7219 82nd Avenue Transit Improvements					3,760,000
PRJ_7508 Type 1 LRV Decommissioning *		57,545			
PRJ_7590 Track Geometry & Testing		4,895			
PRJ_7591 Columbia Bus Base	3,128,294	4,460,244	9,032,902	5,254,331	12,627,682
PRJ_7594 Rail Reliability Vehicle Engineering	-102				
PRJ_7595 Hollywood TC TOD & Substation Replacement *	174,546				
PRJ_9998 Spare Parts on Operating Project Clearing		-112,471			
Total Engineering & Construction	\$81,777,274	\$134,536,458	\$130,523,410	\$100,592,508	\$130,271,111

* Projects fully or partially allocated for State of Good Repairs initiatives



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TriMet Service District Area



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

Service area statistics:

383 square miles

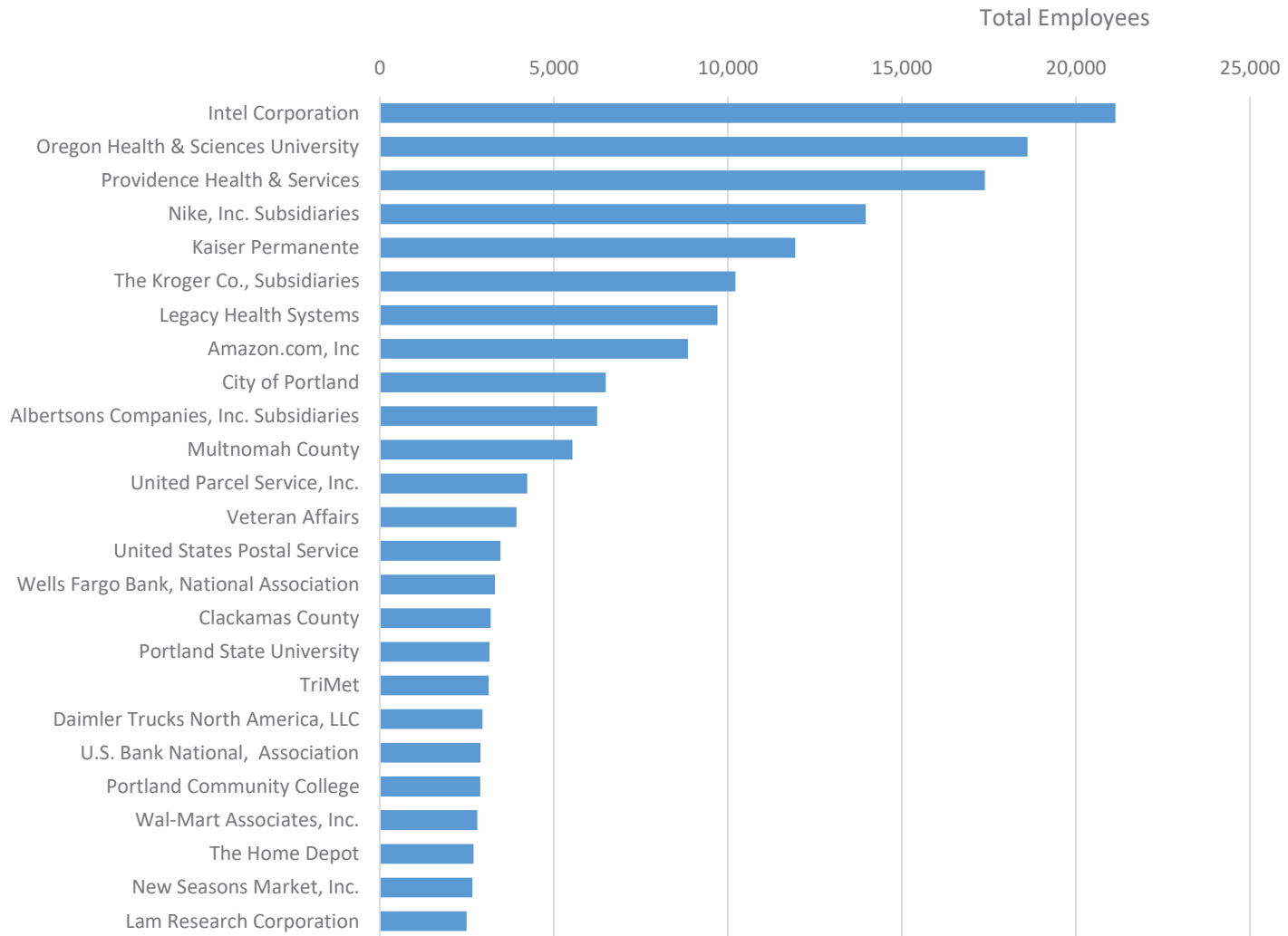
1,577,164 population

24 population rank out of 498 UZAs

524 UZA square miles

Covering 14 cities within 3 counties

Top 25 Largest Employers in TriMet



About 55% of TriMet's resources rely on the growth of the local economy, and the largest employers make up the bulk of payroll tax revenue. Payroll tax revenues from these employers pay for service, continue operations and investments in capital infrastructure.

Source: 2021 Quarterly Census of Employment Wages

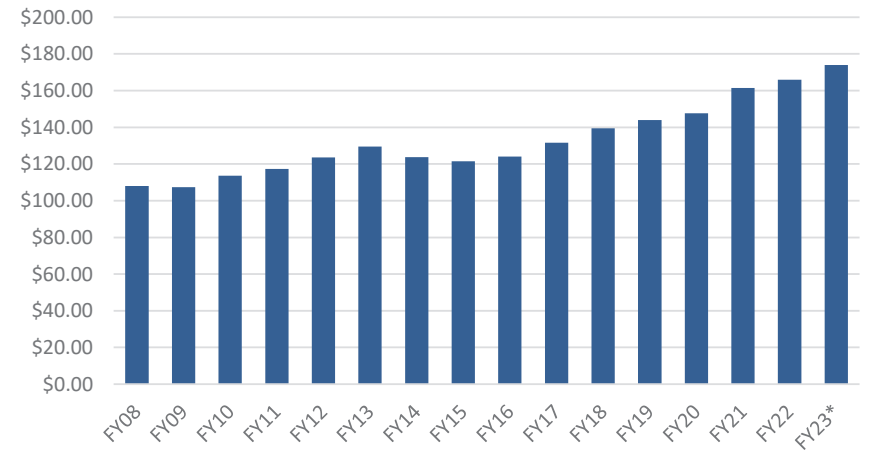
Ridership and Expense (Fixed Route)¹

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
FY08	99,098,400	2.2%	\$79,638,881	6.5%	2,231,064	1.1%	\$240,968,164	6.4%	\$108.01	5.2%
FY09	101,466,746	2.4%	\$88,726,972	11.4%	2,268,049	1.7%	\$243,669,632	1.1%	\$107.44	-0.5%
FY10	99,337,044	-2.1%	\$92,414,344	4.2%	2,195,934	-3.2%	\$249,553,677	2.4%	\$113.64	5.8%
FY11	100,002,660	0.7%	\$95,529,230	3.4%	2,038,392	-7.2%	\$239,271,929	-4.1%	\$117.38	3.3%
FY12	102,238,070	2.2%	\$100,587,848	5.3%	2,032,908	-0.3%	\$251,220,834	5.0%	\$123.58	5.3%
FY13	99,246,930	-2.9%	\$110,793,086	10.1%	2,026,056	-0.3%	\$262,522,672	4.5%	\$129.57	4.9%
FY14	98,775,270	-0.5%	\$113,229,366	2.2%	2,083,680	2.8%	\$257,937,448	-1.7%	\$123.79	-4.5%
FY15	100,711,776	2.0%	\$115,466,638	2.0%	2,175,552	4.4%	\$264,442,436	2.5%	\$121.55	-1.8%
FY16	100,478,770	-0.2%	\$116,941,160	1.3%	2,304,516	5.9%	\$285,729,992	8.0%	\$123.99	2.0%
FY17	97,968,810	-2.5%	\$115,781,791	-1.0%	2,351,724	2.0%	\$309,542,723	8.3%	\$131.62	6.2%
FY18	96,058,592	-1.9%	\$112,743,033	-2.6%	2,424,432	3.1%	\$338,136,674	9.2%	\$139.47	6.0%
FY19	95,687,824	-0.4%	\$105,557,397	-6.4%	2,549,652	5.2%	\$366,983,958	8.5%	\$143.93	3.2%
FY20	77,781,945	-18.7%	\$84,552,871	-19.9%	2,528,364	-0.8%	\$373,367,397	1.7%	\$147.67	2.6%
FY21	39,857,490	-48.8%	\$38,354,374	-54.6%	2,361,852	-6.6%	\$381,414,857	2.2%	\$161.49	9.4%
FY22	49,509,422	24.2%	\$48,189,592	25.6%	2,274,504	-3.7%	\$377,545,303	-1.0%	\$165.99	2.8%
FY23*	56,942,643	15.0%	\$55,768,544	15.7%	2,494,456	9.7%	\$433,945,246	14.9%	\$173.96	4.8%

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
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	1,839,390	-1.0%	825,175	-2.0%	\$67,068	5.3%	\$367,469,417,000	4.0%	\$55,342,563,149	3.3%
FY21	1,844,226	0.3%	784,459	-4.9%	\$73,099	9.0%	\$384,656,389,000	4.7%	\$57,343,423,970	3.6%
FY22	1,847,041	0.2%	824,212	5.1%	\$77,726	6.3%	\$411,230,067,000	6.9%	\$64,062,578,465	11.7%
FY23*	1,863,110	0.9%	857,180	4.0%	\$79,968	2.9%	\$431,791,570,350	5.0%	\$68,546,958,958	7.0%

Tri-County Population & Employment



Sources: PSU Research Center and Oregon Employment Department

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

* Data based on projection.

Tri-County Property Value & Payroll



Source: Oregon Employment Department

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Accountant	11	3.00	NU	206,279	63,146	94,720
Accountant, Senior	14	1.00	NU	95,730	81,948	122,923
Accountant, Senior	13	4.00	NU	378,631	75,186	112,779
Adjuster, Claims	11	2.00	NU	167,355	63,146	94,720
Administrator	14	1.00	NU	108,710	81,948	122,923
Administrator	13	1.00	NU	89,066	75,186	112,779
Administrator	12	4.00	NU	350,697	68,933	103,397
Administrator	11	1.00	NU	84,853	63,146	94,720
Administrator, Senior	14	4.00	NU	404,356	81,948	122,923
Administrator, Senior	13	5.00	NU	470,740	75,186	112,779
Analyst	16	1.00	NU	121,402	97,122	145,683
Analyst	14	3.00	NU	304,058	81,948	122,923
Analyst	13	14.00	NU	1,219,703	75,186	112,779
Analyst	12	4.00	NU	335,682	68,933	103,397
Analyst	11	5.00	NU	397,524	63,146	94,720
Analyst, Business	15	1.00	NU	86,663	89,263	133,894
Analyst, Business	14	1.00	NU	109,426	81,948	122,923
Analyst, Business	12	1.00	NU	97,397	68,933	103,397
Analyst, Business	11	1.00	NU	85,261	63,146	94,720
Analyst, Senior	17	4.00	NU	546,801	105,613	158,418
Analyst, Senior	16	12.00	NU	1,462,836	97,122	145,683
Analyst, Senior	15	7.00	NU	767,037	89,263	133,894
Analyst, Senior	14	9.00	NU	909,765	81,948	122,923
Analyst, Senior	13	1.00	NU	76,817	75,186	112,779
Apprentice Mechanic	934	6.00	U	388,882	48,838	68,453
Assistant Manager	16	18.00	NU	2,252,055	97,122	145,683
Assistant Manager	15	66.00	NU	7,420,738	89,263	133,894
Assistant Manager	14	21.00	NU	2,140,070	81,948	122,923
Assistant Manager	13	8.00	NU	771,633	75,186	112,779
Assistant Manager	9	1.00	NU	71,219	52,876	79,312

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Assistant Storekeeper	371	7.00	U	581,186	77,002	77,002
Assistant Supervisor	964	4.00	U	373,521	84,261	84,261
Assistant Supervisor	930	8.00	U	747,042	84,261	84,261
Assistant Supervisor	872	3.00	U	280,141	84,261	84,261
Assistant Supervisor	716	1.00	U	91,472	63,627	84,822
Assistant Supervisor	590	2.00	U	199,351	92,435	92,435
Assistant Supervisor	566	3.00	U	299,027	92,435	92,435
Assistant Supervisor	564	2.00	U	190,314	88,234	88,234
Assistant Supervisor	556	3.00	U	285,471	88,234	88,234
Assistant, Administrative	7	7.00	NU	372,549	44,136	66,204
Assistant, Executive Administrative	11	11.00	NU	899,403	63,146	94,720
Assistant, Senior	11	1.00	NU	78,932	63,146	94,720
Assistant, Senior Administrative	9	29.00	NU	1,981,155	52,876	79,312
Bus Body and Paint Technician	929	8.00	U	649,647	77,002	77,002
Bus Electronic Technician	928	7.00	U	2,030,147	77,002	77,002
Bus Mechanic	931	179.00	U	14,535,854	73,278	73,278
Buyer	432	1.00	U	76,303	60,653	80,870
Chief Financial Officer	27	1.00	NU	308,008	235,651	353,477
Chief Inclusion, Diversity, Equity & Access Off	23	1.00	NU	220,139	171,779	257,671
Chief Information Officer	26	1.00	NU	258,968	216,690	325,036
Chief Operating Officer	28	1.00	NU	331,643	256,270	384,405
Chief Station Agent	830	4.00	U	391,069	67,995	90,667
Cleaner	938	4.00	U	170,923	34,278	60,216
Clerk	5	1.00	NU	50,898	36,740	55,110
Commuter Rail Vehicle Maint. Technician	888	8.00	U	649,647	73,278	73,278
Coordinator	876	2.00	U	165,527	57,574	76,752
Coordinator	819	4.00	U	391,069	67,995	90,667
Coordinator	437	1.00	U	78,267	62,213	82,950
Coordinator	13	6.00	NU	553,341	75,186	112,779
Coordinator	12	10.00	NU	850,520	68,933	103,397

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Coordinator	11	13.00	NU	1,043,370	63,146	94,720
Coordinator	10	2.00	NU	156,463	57,815	86,720
Coordinator, Senior	16	1.00	NU	110,500	97,122	145,683
Coordinator, Senior	15	1.00	NU	104,718	89,263	133,894
Coordinator, Senior	14	11.00	NU	1,173,185	81,948	122,923
Coordinator, Senior	13	8.00	NU	740,740	75,186	112,779
Coordinator, Senior	10	1.00	NU	80,226	57,815	86,720
Cost Estimator	13	1.00	NU	95,051	75,186	112,779
Cost Estimator, Senior	15	1.00	NU	111,578	89,263	133,894
Customer Experience Agent	714	8.00	U	434,085	40,477	53,581
Customer Service Representative	731	6.00	U	469,599	54,434	72,571
Database Architect, Senior	18	1.00	NU	147,444	114,749	172,125
DBA, Senior, Oracle Applications	18	3.00	NU	476,177	114,749	172,125
Deputy General Counsel	18	2.00	NU	300,638	114,749	172,125
Deputy General Counsel, Senior	20	5.00	NU	855,262	135,157	202,735
Designer, Web/Developer	12	2.00	NU	178,211	68,933	103,397
Developer, Senior	17	3.00	NU	444,109	105,613	158,418
Director	22	8.00	NU	1,599,000	158,703	238,055
Director	21	9.00	NU	1,580,996	146,525	219,789
Director	20	9.00	NU	1,518,362	135,157	202,735
Director	19	9.00	NU	1,402,441	124,590	186,886
Director	18	4.00	NU	602,628	114,749	172,125
Director	17	1.00	NU	116,463	105,613	158,418
Dispatcher	836	23.00	U	2,141,690	64,771	86,362
Diversity, Equity & Inclusion Partner	17	1.00	NU	132,017	105,613	158,418
Engineer	18	1.00	NU	156,863	114,749	172,125
Engineer	17	5.00	NU	637,373	105,613	158,418
Engineer	16	5.00	NU	605,589	97,122	145,683
Engineer	15	2.00	NU	233,593	89,263	133,894
Engineer, Associate	13	1.00	NU	95,769	75,186	112,779

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Engineer, Senior	18	21.00	NU	3,022,108	114,749	172,125
Engineer, Senior	17	11.00	NU	1,524,827	105,613	158,418
Engineer, Senior	16	15.00	NU	1,850,872	97,122	145,683
Executive Assistant, Senior	14	2.00	NU	204,872	81,948	122,923
Executive Assistant, Senior	12	1.00	NU	94,843	68,933	103,397
Executive Director	27	2.00	NU	579,110	235,651	353,477
Executive Director	26	1.00	NU	278,400	216,690	325,036
Executive Director	24	4.00	NU	904,356	185,778	278,668
Executive Director	23	1.00	NU	214,725	171,779	257,671
Facilities Landscaper	974	4.00	U	286,076	52,354	69,805
Facilities Maintenance Trainer	915	2.00	U	186,760	84,261	84,261
Facilities Maintenance Worker	969	8.00	U	632,099	59,987	59,987
Facilities Maintenance Worker	736	1.00	U	84,738	58,947	78,582
Facilities Maintenance Worker	558	6.00	U	474,074	74,922	74,922
Field Technician	591	23.00	U	1,993,361	80,371	80,371
Finance Clerk	323	6.00	U	435,862	54,142	72,176
General Manager	30	1.00	NU	364,950	303,080	454,622
Graphic Designer	11	3.00	NU	242,289	63,146	94,720
Helper	933	4.00	U	295,254	68,453	68,453
Helper	533	17.00	U	1,254,831	68,453	68,453
HR Business Partner	17	1.00	NU	126,151	105,613	158,418
HR Generalist	12	4.00	NU	325,416	68,933	103,397
HR Investigator	17	1.00	NU	124,660	105,613	158,418
Internal Auditor, Senior	15	1.00	NU	109,486	89,263	133,894
Irrigation Technician	976	1.00	U	80,787	77,688	77,688
Lead Customer Safety Supervisor	341	5.00	U	472,546	67,995	90,667
Lead Supervisor	489	7.00	U	684,371	67,995	90,667
LRV Body & Paint Technician	553	9.00	U	696,107	57,158	73,278
LRV Electronics Technician	577	2.00	U	162,412	77,002	77,002
LRV Overhaul Technician	577	40.00	U	3,248,235	77,002	77,002

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
LRV Technician	551	84.00	U	6,821,295	73,278	73,278
LRV Technician Trainee	574	15.00	U	1,053,900	55,661	69,992
Mail Services Clerk	356	1.00	U	65,237	45,386	60,507
Maintenance Mechanic	932	9.00	U	677,549	39,728	69,805
Maintenance Mechanic	532	3.00	U	209,628	39,728	69,805
Maintenance of Way Laborer	561	14.00	U	1,017,991	40,934	71,843
Maintenance Trainer	918	8.00	U	747,042	84,261	84,261
Manager	20	8.00	NU	1,370,018	135,157	202,735
Manager	19	12.00	NU	1,876,636	124,590	186,886
Manager	18	11.00	NU	1,621,722	114,749	172,125
Manager	17	30.00	NU	3,966,638	105,613	158,418
Manager	16	34.00	NU	4,115,206	97,122	145,683
Manager	15	9.00	NU	1,036,653	89,263	133,894
Manager	14	1.00	NU	103,825	81,948	122,923
Manager	13	1.00	NU	94,907	75,186	112,779
Mini Run Operator	881	238.50	U	12,785,661	35,360	68,453
MMIS Clerk	937	8.00	U	530,142	36,338	67,246
MMIS Clerk	543	5.00	U	345,926	36,338	67,246
Moneyroom Clerk	331	3.80	U	325,565	64,771	86,362
Moneyroom Supervisor	330	1.20	U	110,414	66,789	89,045
Network Engineer	16	1.00	NU	125,137	97,122	145,683
Operator	880	1104.00	U	77,934,692	37,669	68,453
Overhead Power Maintainer	531	18.00	U	1,560,022	80,371	80,371
Overhead Power Trainee	579	2.00	U	140,081	55,682	69,992
Paralegal Investigator	14	1.00	NU	104,333	81,948	122,923
Partsman	376	18.00	U	1,364,994	68,453	73,341
Planner	12	3.00	NU	262,787	68,933	103,397
Planner, Associate	10	1.00	NU	70,470	57,815	86,720
Planner, Senior	14	4.00	NU	409,100	81,948	122,923
Plant Maintenance Mechanic	968	24.00	U	1,950,367	73,278	73,278

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Program Manager	19	2.00	NU	317,144	124,590	186,886
Program Manager	18	1.00	NU	141,292	114,749	172,125
Program Manager	17	7.00	NU	914,750	105,613	158,418
Program Manager	16	4.00	NU	538,544	97,122	145,683
Program Manager	15	1.00	NU	106,209	89,263	133,894
Program Manager	14	1.00	NU	102,436	81,948	122,923
Program Scheduler	17	1.00	NU	145,095	105,613	158,418
Program Scheduler	15	1.00	NU	96,858	89,263	133,894
Project Coordinator	12	2.00	NU	173,287	68,933	103,397
Project Manager	18	16.00	NU	2,359,321	114,749	172,125
Project Manager	16	11.00	NU	1,361,129	97,122	145,683
Project Manager	12	3.00	NU	253,246	68,933	103,397
Project Manager, Assistant	14	1.00	NU	88,222	81,948	122,923
Project Manager, Assistant	12	3.00	NU	256,337	68,933	103,397
Project Manager, Senior	17	30.00	NU	3,996,732	105,613	158,418
Project Manager, Senior	16	2.00	NU	259,135	97,122	145,683
Project Manager, Senior	15	4.00	NU	452,306	89,263	133,894
Project Manager, Senior	14	2.00	NU	204,872	81,948	122,923
Public Information Officer	14	2.00	NU	208,940	81,948	122,923
Rail Controller	538	28.00	U	2,607,275	86,362	86,362
Rail Operator	580	196.00	U	14,757,228	53,102	70,886
Recruiter	12	1.00	NU	77,410	68,933	103,397
Recruiter, Associate	10	3.00	NU	215,530	57,815	86,720
Representative	715	7.00	U	241,627	35,131	43,930
Representative	11	2.00	NU	160,501	63,146	94,720
Representative	10	1.00	NU	77,471	57,815	86,720
Representative, Senior	15	1.00	NU	99,788	89,263	133,894
Road Supervisor	834	35.00	U	3,259,094	64,771	86,362
Schedule Data Technician	867	2.00	U	186,234	64,771	86,362
Schedule Writer II	874	6.00	U	562,702	64,771	86,362

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Security Dispatcher	343	2.00	U	189,820	94,931	94,931
Senior Accounts Payable Clerk	322	1.00	U	87,107	60,590	80,787
Senior Buyer	373	5.00	U	456,811	84,718	84,718
Senior Director	21	2.00	NU	378,389	146,525	219,789
Senior Human Resources Generalist	15	1.00	NU	93,220	89,263	133,894
Senior Manager	18	1.00	NU	144,916	114,749	172,125
Senior Partsman	372	5.00	U	395,391	73,341	73,341
Senior Payroll Clerk	340	3.00	U	250,440	60,590	80,787
Service Aide	943	38.00	U	2,229,346	43,493	52,998
Service Worker	947	10.00	U	650,612	39,562	57,283
Service Worker	946	5.00	U	347,681	39,562	57,283
Service Worker	945	49.00	U	2,812,539	39,562	57,283
Service Worker	944	119.00	U	6,329,425	39,562	57,283
Signal Inspector	545	4.00	U	364,045	67,122	67,122
Signals Maintainer	541	24.00	U	1,908,223	76,731	76,731
Signals Maintainer Trainee	567	3.00	U	191,235	42,120	59,051
Signs & Shelters Field Worker	965	6.00	U	451,700	69,805	69,805
Sourcer	12	1.00	NU	86,164	68,933	103,397
Specialist	877	1.00	U	93,116	99,653	99,653
Specialist	733	9.00	U	685,300	53,872	71,822
Specialist	732	8.00	U	691,568	61,672	82,222
Specialist	9	3.80	NU	269,319	52,876	79,312
Specialist, Senior	13	3.00	NU	282,964	75,186	112,779
Specialist, Senior	12	8.00	NU	685,706	68,933	103,397
Specialist, Senior	10	1.00	NU	58,760	57,815	86,720
Specialist, Senior	9	6.00	NU	409,336	52,876	79,312
Specialist, Senior	8	1.00	NU	51,334	48,331	72,496
Spotter	936	4.00	U	301,133	69,805	69,805
Station Agent	835	26.00	U	2,421,041	64,771	86,362
Streetcar Controller	539	4.00	U	372,468	88,296	88,296

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Streetcar Journeyworker Mechanic	451	11.00	U	893,265	73,278	73,278
Streetcar Operator	488	56.00	U	4,280,967	53,102	70,886
Streetcar Signals Maintainer	541	1.00	U	82,741	76,731	76,731
Streetcar Track Maintainer	540	1.00	U	82,741	76,731	76,731
Substation Maintainer	779	11.00	U	953,347	80,371	80,371
Substation Technician Trainee	571	1.00	U	73,814	55,682	76,232
Superintendent, Streetcar	146	1.00	U	111,104	103,043	103,043
Supervisor	840	5.00	U	488,836	67,995	90,667
Supervisor	710	2.00	U	160,087	63,627	84,822
Supervisor	536	37.00	U	3,445,328	86,362	86,362
Supervisor	342	42.00	U	3,910,912	64,771	86,362
Supervisor	178	2.00	U	199,306	103,646	103,646
Surveyor, Senior	15	1.00	NU	119,017	89,263	133,894
Talent Development Partner	17	1.00	NU	132,017	105,613	158,418
Technical Support Assistant	12	4.00	NU	334,961	68,933	103,397
Technical Writer, Senior	14	1.00	NU	111,467	81,948	122,923
Technician	11	1.00	NU	86,752	63,146	94,720
Timekeeper	336	1.50	U	122,209	90,667	90,667
Tireman	941	8.00	U	616,634	72,363	72,363
Track Maintainer	540	17.00	U	1,406,604	76,731	76,731
Track Trainee	542	1.00	U	73,814	63,211	63,211
Trainer, Senior	14	4.00	NU	400,519	81,948	122,923
Training Supervisor	832	45.00	U	4,190,263	64,771	86,362
Wayside Cleaner	537	3.00	U	225,850	69,805	69,805
Wheel True Technician	552	4.00	U	327,631	75,962	75,962
Total		3,544.80		292,249,586		

Glossary

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

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

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

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

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

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

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

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

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

BOND SALE PROCEEDS: Money received from bond sales.

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

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

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

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

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

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

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

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

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

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

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

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

CAPITAL OUTLAY: A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction) and equipment and furniture with a unit cost in excess of \$5,000.

CAPITALIZED LABOR: All direct costs of labor that can be identified or associated with and are properly allocable to the construction, modification, or installation of specific items of capital assets and, as such, can thereby be written down over time via a depreciation or amortization schedule as capitalized.

CONTINGENCY: Estimates for expenditure which cannot be foreseen and planned for in the budget either because of the occurrence of some unplanned event or because of insufficient data at the time the budget is compiled.

CYBERSECURITY: The state of being protected against the criminal or unauthorized use of electronic data, or the measures taken to achieve this.

DEPRECIATION: A reduction in the value of an asset with the passage of time, due in particular to wear and tear.

DIVISION TRANSIT PROJECT: A new type of high-capacity bus transit project that spans the length of Division Street between downtown Portland and Gresham.

ENTERPRISE FUND: Fund used in governmental accounting. Established to finance and account for the acquisition, operation and maintenance of services that are entirely or predominately self-supporting by user charges; or for which the governing body of the governmental unit has decided periodic determination of revenues earned, expenses incurred, and/or net incomes is appropriate.

EQUIPMENT FUEL AND LUBRICANTS: Expenses for fuel or lubricants used in the operation of equipment.

ETHICS POINT: An incident reporting software program.

EXPENDITURE: The actual outlay or, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements, such as contingency and cash transfers.

FEDERAL FINANCIAL ASSISTANCE: Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance or direct appropriation to individuals. It includes funding awarded directly from federal agencies or indirectly through other units of state and local government.

FISCAL YEAR (FY): A twelve-month period beginning July 1 and ending June 30.

FORWARD TOGETHER: Post COVID-19 pandemic service restoration plan. Focused on redistributing service away from the weekday rush hour peaks and low-ridership, wealthy areas to midday, evening and weekend times when low-income customers who are more likely to ride the system.

49CFR238: Passenger equipment safety standards.

49CFR243: Training, qualification and oversight for safety-related railroad employees.

49CFR270: System safety program.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary and fiduciary. Funds are established in accordance with state and local laws, regulations and other limitations.

- **GENERAL FUND:** Fund used to account for all transactions of a government that are not accounted for in another fund.

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

FUND BALANCE: The beginning fund balance including the difference between forecasted total resources (revenues) and requirements (expenditures). The following are types of fund balance:

- **BEGINNING:** Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.
- **ENDING:** The amount that remains unspent in a fund after subtracting budgeted expenses, including contingency.
- **RESTRICTED:** Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific purposes.
- **UNRESTRICTED:** Resources maintained to cover cash flow until tax and grant revenues are collected.

GENERAL OBLIGATION (GO) BONDS: Voter-approved bonds backed by the full faith and credit and taxing authority of the Agency. These bonds are typically paid from a property tax levied upon all taxable property within the Agency's service district. GO bonds are used to finance a wide range of capital projects.

GRANT: Donated financial assistance received from federal, state and other third-party sources or similar assistance to non-Agency entities from Agency revenues.

HOLLYWOODHUB: Relocation of existing transit infrastructure to the Hollywood Transit Center to unlock the site for redevelopment as a mixed use TriMet transit-oriented development project with 224 units of affordable housing.

HOP VALUE: Hop Fastpass® sales through the loading of stored value or Fare Product (i.e. Monthly Pass, 1-Day Ticket).

INTERGOVERNMENTAL AGREEMENT (IGA): An agreement for provision and receipt of services between agencies in the tri-county metropolitan area. IGAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

INTEREST ON INVESTMENTS: Interest earned through investment of cash balances.

LAND SALE PROCEEDS: Revenues generated by land sales.

LIMITED TERM SALARIES AND WAGES: Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, office supplies and other materials are line items within the external materials and supplies consumed object category.

LITIGATION: The process of taking legal action.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties and special districts within Oregon.

MAJOR FUND: Major funds must be displayed in the basic statements for proprietary funds. Funds are considered major when certain conditions are met. The general fund of a government entity is always considered a major fund.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personnel services, external and internal material and services, capital outlay, contingency and debt service. (see Account or Line Item).

MANAGEMENT AND TRAVEL EXPENSES: Expenses for memberships, dues, subscriptions, promotional, employee education, local and out-of-town travel, and miscellaneous management activities.

MATERIALS AND SUPPLIES: Purchase of materials and supplies which have a short life and are usually low in cost.

MEAN DISTANCE BETWEEN FAILURES: A measure of reliability that expresses the average distance travelled by a type of bus, rolling stock, etc. before preventative or reparative maintenance is required.

MISCELLANEOUS EXPENSE: Expenses not account for elsewhere, including bad debts.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. At the end of each fiscal year expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements, etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of services (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services.

OPERATING DIVISIONS: The operating divisions are Transportation and Maintenance.

OPERATING PROGRAM: (Also see Capital Program) Costs associated with daily operating of the agency.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OTHER REVENUE: Miscellaneous operating revenue not specifically defined.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- **WORKLOAD MEASURE:** Describes a quantity of work performed.
- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer) and communicate the policy intent of service provision.
- **KEY PERFORMANCE MEASURE:** An outcome indicated of core service delivery that provide Agency directors and the Board of Directors with information to guide decision-making.

PERSONNEL SERVICES: Salaries, wages, benefits and other payroll expenses paid to Agency employees.

PORTLAND STREETCAR: A streetcar system owned by the City of Portland and operated by TriMet that opened in 2001 and serves areas surrounding downtown Portland.

PROPRIETARY FUND: One of the major fund classifications of governmental accounting. Sometimes referred to as income determination or commercial-type funds. Includes enterprise funds.

RAPID BUS: A high-capacity urban public-transit system with its own right-of-way, multiple-car vehicles at short headways, and longer stop spacing than traditional streetcars and buses.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, debt service and ending fund balance.

RESOURCES: Revenue and other monies that the Agency has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUES: Monies earned through the operation or use of TriMet facilities or services.

SALARIES AND WAGES: Base compensation for all non-temporary positions, including student training pay, tool allowance and union employee wage premiums based on years of service.

SCHEDULED OVERTIME: Overtime that has been built in upon operator shifts.

SERVICE REVENUE: Revenue generated by performing a specific service, generally equipment oriented, including rental.

SMALL STARTS GRANT: Major new fixed guideway projects, or extension to existing systems financed with a Project Construction Grant Agreement that defines the scope of the project and specifies the total multi-year Federal commitment to the project.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

TOTAL PROJECT COST: Total cost of a project.

TRAPEZE: Scheduling software for LIFT.

UNAPPROPRIATED ENDING BALANCE: The estimated intended to provide working capital or cash balance to finance activities for the period between July 1 of the ensuing fiscal year and the time when sufficient new revenues become available to meet cash flow needs of the fund.

UNPAID ABSENCE: All excused and unexcused time loss for which employees are not paid.

UNSCHEDULED OVERTIME: All other overtime except scheduled overtime.

UTILITIES: Cost of electricity, water, telephone, natural gas, sewer, etc.

WORKERS' COMPENSATION: Medical and time loss payments to employees injured in work related accidents.

WES: A passenger commuter rail transport service connecting one suburb to an adjacent suburb.

Acronyms

The following are acronyms and terms commonly used by TriMet:

AAP	Affirmative Action Plan	CMS	Competency Management System
ADA	Americans with Disabilities Act	COVID-19	Coronavirus Disease (noting year when outbreak occurred)
AIM CCS	Advanced Information Management Command Control Signaling	CPC	Capital Program Committee
AME	Approvals Management Engine	CPTED	Crime Prevention through Environmental Design
ATCMTD	Advanced Transportation and Congestion Management Technologies Deployment	CR	Commuter Rail Department
APTA	American Public Transportation Association	CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act
ARP	American Rescue Plan	CSC	Customer Support Center
ATP	Accessible Transportation Programs Department	CSW	Customer Service Workshops
ATU	Amalgamated Transit Union	CY	Current Year
BEB	Battery-Electric Bus	DB	Defined Benefit (pension)
BETC	Business Energy Tax Credit	DBE	Disadvantaged Business Enterprise
BF	Budget & Forecasting Department	DC	Defined Contribution (pension)
BH	Benefits & HRIS Department	DCD	Design & Construction Department
BM	Bus Maintenance Department	DDE	Defensive Driving Evaluations
BOD	Board of Directors	DMAP	Division of Medical Assistance Programs
BOLI	Bureau of Labor and Industries (Oregon)	DMU	Diesel Multiple Unit
BRST	Bus and Rail Replacement Service Team	DTP	Division Transit Project
BRT	Bus Rapid Transit (Rapid Bus Lines)	EAMS	Enterprise Asset Management System
BT	Bus Transportation Department	EAP	Employee Assistance Program
C	Compensation Department	ECA	Engineering & Construction Administration Department
C.A.R.E.S	Customer Automated Ride Experience System	ECM	Enterprise Content Management System
CARES Act	Coronavirus Aid, Relief, and Economic Security Act	EEO	Equal Employment Opportunity
CAT	Committee on Accessible Transportation	eFare	Electronic fare payment system
CAE	Community Affairs & Engagement Department	ePOS	Electronic Point of Sale at TriMet’s Ticket Office
CBO	Community Based Organization	ERG	Employee Resource Group
CCTV	Closed Circuit Television (security cameras)	ES	Enterprise Systems Department
CDL	Commercial Driver’s License	FAS	Finance & Administrative Services Department
CIO	Chief Information Officer	FAST	Fixing America’s Surface Transportation Act
CIP	Capital Improvement Program or Plan	FEIS	Final Environmental Impact Statement
CIS	Customer Information Services Department	FEMA	Federal Emergency Management Administration
CM	Communications & Marketing Department	FHWA	Federal Highway Administration
CMAQ	Congestion Mitigation & Air Quality Program	FICA	Federal Insurance Contributions Act
CMMS	Computerized Maintenance Management System	FMBR	Facilities Management Bus-Rail Department

FMLA	Family and Medical Leave Act	LMR	Land Mobile Radio
FO	Field Operations	LMS	Learning Management System
FRA	Federal Railroad Administration	LR	Labor Relations Department
FRAS	Fare Revenue & Administrative Services Department	LRV	Light Rail Vehicle
FS	Financial Services Department	LSA	Legal Services Administration Department
FTA	Federal Transit Administration	LTD	Long Term Disability
FTE	Full-Time Equivalent	LOC	Line of Credit
FX Line	Frequent Express (high capacity bus service)	M&S	Materials & Services
FY	Fiscal Year	MA	Maintenance Administration Department
GAAP	Generally Accepted Accounting Principles	MaaS	Mobility as a Service
GASB	Government Accounting Standards Board	MAX	Metropolitan Area Express
GC	General Counsel	MBDF	Mean Distance Between Failures
GDC	Grant Development & Compliance Department	MMIS	Maintenance Management Information System
GED	General Education Development	MODA	Multi-Objective Decision Analysis
GEM	Going the Exemplary Mile Award	MOW	Rail Maintenance Of Way Department
GFOA	Government Finance Officers Association	MP	Major Projects Department
GIS	Geographic Information System	MPR	Monthly Performance Report
GSPA	Government Services and Public Affairs Department	MRP	Material Requisition Planning
HB2017	House Bill 2017 Keep Oregon Moving	MTIP	Metropolitan Transportation Improvement Program
HRA	Human Resources Administration Department	MWESB	Minority, Women & Emerging Small Business
HRIS	Human Resources Information System	NASRA	National Association of State Retirement Administrators
HVAC	Heating, Ventilation and Air Conditioning	NCSR	Nationwide Cybersecurity Review
IA	Internal Audit Department	NEPA	National Environmental Protection Act
IDEA	Inclusion, Diversity, Equity & Accessibility Department	NRV	Non Revenue Vehicle
IGA	Intergovernmental Agreement	NTD	National Transit Database
IOI	IT Operations & Infrastructure Department	NU	Non-Union
IS	Information Security Department	O&M	Operations and Maintenance
ITA	IT Administration Department	OCC	Operations Command Center Department
ITCS CAD/AVL	Intermodal Transport Control System Computer-Aided Dispatch/ Automatic Vehicle Location	OCOO	Office of Chief Operating Officer Department
ITS	Intelligent Transportation Systems Department	OCS	Overhead Catenary System
ITSM	Information Technology Service Management	ODOT	Oregon Department of Transportation
JD	Job Description	OFLA	Oregon Family Leave Act
KPI	Key Performance Indicators	OGM	Office of General Manager Department
L	Litigation Department	OMF	Operations and Maintenance Facility
LAP	Language Access Program	OPEB	Other Post-Employment Benefits
LIF	Low-Income Fare	OPM	Oracle Performance Management Module
LIFT	Accessible Transportation at TriMet	ORS	Oregon Revised Statutes
		OTA	Oregon Transit Association

P&R..... Park & Ride
PAA Public Affairs Administration Department
PC..... Personal Computer
P-Card Purchasing Card
PCM Predicted Compensation Model
PCR Probationary Check Rides
PIC..... Process Improvement Committee
PI/PD..... Personal Liability and Property Damage
PMIS.....Project Management Information System
PMO..... Project Management Oversight
PNWR..... Portland and Western Railroad
PPO Preferred Provider Organization
PRT..... Payroll Tax
PS..... Portland Streetcar Department
PSCM..... Procurement & Supply Chain Management Department
QA..... Quality Assurance
QC..... Quality Control
QDRO Qualified Domestic Relations Order
RCA Revolving Credit Agreement
REM Rail Equipment Maintenance Department
RFST Readiness for Service Team
RM Risk Management Department
ROOT.....Rail Operation Optimization Technology
ROW..... Right of Way
RPI Rules, Procedures and Instructions
RT..... Rail Transportation Department
RTOD..... Real Estate & Transit Oriented Development Department
RTW Return To Work
SEM..... Security & Emergency Management Department
SES Safety & Environmental Services Department
SGR State of Good Repair
SI..... Safety Interventions
SIP Service Improvement Process
SME..... Subject Matter Expert
SMS..... Safety Management System
SOAR..... Security Operations Automation Response
SOP Standard Operating Procedure
SPD Service Planning & Delivery Department

SPF.....Salary Placement Form
SSASafety & Security Administration Department
SSGASmall Starts Grant Agreement
STBGSurface Transportation Block Grant
STDShort Term Disability
STFSpecial Transportation Fund
STIF.....Statewide Transportation Improvement Fund
STIP.....Statewide Transportation Improvement Program
SUA.....Shared-Use Agreement
TATransportation Administration Department
TAG.....Technical Advisory Group
TAM.....Transit Asset Management
TAMSTransit Asset & Maintenance Support Department
TCTransit Center
TEACTransit Equity Advisory Committee
TMTalent Management Department
TOD.....Transit Oriented Development
TrAPTrack Access Program
TriP\$TriMet Procurement System
TSCC.....Tax Supervising & Conservation Commission
TSAS.....Transit System & Asset Support Administration
 Department
TSP.....Transit Signal Priority
TSSSTransit System Support Services Department
TTDTransit Training & Development Department
TTOTriMet’s Ticket Office
TVMTicket Vending Machine
U.....Union
UAAL.....Unfunded Actuarial Accrued Liability
UPSUninterruptible Power Supply
UZA.....Urbanized Area
VTVintage Trolley
WC.....Workers’ Compensation
WESWestside Express Service
WWAWorking and Wage Agreement (union)



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State of Oregon,) ss
County of Multnomah)

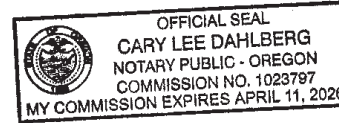
Kimberly Langdon being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper,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

The Oregonian 02/22/2023

Principal Clerk of the Publisher

Sworn to and subscribed before me this 1st day of March 2023

Notary Public



TRIMET
NOTICE OF BUDGET COMMITTEE MEETING
A public meeting of the Board of Directors, acting in their capacity at 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 22, 2023 at 9:00 A.M. The purpose of this meeting is to receive the budget message and Proposed Budget for fiscal year July 1, 2023 to June 30, 2024, and to receive public comment. This notice will also be published on TriMet's website at www.trimet.org.
The meeting will be held in the University of Oregon - Portland Campus, 70 NW Couch Street, Portland, Oregon. The purpose of the meeting is to receive the budget message and to receive comment from the public on the budget.
This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.
The meeting will be 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/ until 2:00 P.M. the day before the meeting. Registration will be open at 8:30 A.M. and will close promptly at 9:00 A.M. on the day of the public meeting. Individual comments are limited to 2-3 minutes, depending on the number of speakers and the time allowed for comments will be left to the discretion of the presiding Budget Committee officer. Written testimony can be sent to BoardTestimony@trimet.org. Testimony received by noon on Tuesday, March 21, 2023 will be provided to the Budget Committee in advance of this public meeting.
A copy of the budget document may

be inspected or obtained on or after March 8, 2023 at TriMet's headquarters, 1800 SW 1st Avenue, Suite 300, Portland, Oregon between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday, or on TriMet's website at www.trimet.org.
Nancy Young-Oliver
Budget Officer

RESOLUTION NO. 23-03-09

**RESOLUTION NO. 23-03-09 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET), ACTING AS THE
TRIMET BUDGET COMMITTEE, APPROVING THE PROPOSED FISCAL
YEAR 2024 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 Proposed Budget as submitted by the Budget Officer or as revised by the Committee; and

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

NOW, THEREFORE, BE IT RESOLVED:

That the Proposed FY2024 Budget totaling \$1.92 billion as submitted, including technical corrections and revisions, is approved and shall be submitted to the Multnomah County Tax Supervising and Conservation Commission.

Dated: March 22, 2023



Presiding Officer

Attest:



Recording Secretary

Approved as to Legal Sufficiency:



Legal Department



The Oregonian
LEGAL AFFIDAVIT

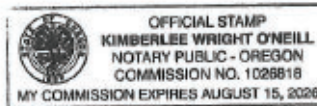
AD#: 0010624186

State of Oregon,) ss
County of Multnomah)

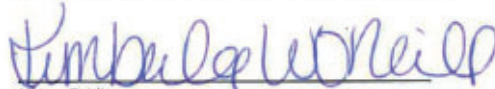
Bradley Dion being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was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

The Oregonian 04/07/2023


Principal Clerk of the Publisher



Sworn to and subscribed before me this 12th day of April 2023


Notary Public

TRIMET

**TSCC
NOTICE OF BUDGET HEARING**

A public hearing will be held by the Tax Supervising and Conservation Commission (TSCC) 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, 2023 to June 30, 2024. The Hearing will be held in the Portland Building, 1120 SW 5th Avenue, Room 206, Portland, Oregon on April 26, 2023, at 8:00 A.M. The purpose of the hearing is to discuss the budget with interested persons.

A copy of the budget document may be inspected or obtained at the TriMet office, 1900 SW 1st Avenue, Suite 300, Portland, Oregon between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday. An electronic copy is also available to view at <https://trimet.org/budget/pdf/2024-approved-budget.pdf>

Total Budget Requirements:
\$1,917,005,752

Nancy Young-Oliver
Budget Officer



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

4/26/2023

Dr. Linda Simmons and Board of Directors
 TriMet
 1800 SW 1st Ave #300
 Portland, Oregon 97201

RE: TriMet's 2022-23 Approved Budget Certification

Dear Dr. Linda Simmons and Board of Directors,

The Tax Supervising and Conservation Commission met with the Board of Directors today to review, discuss, and conduct a public hearing on TriMet's 2023-24 Approved Budget. This hearing and the TSCC review of the TriMet budget were conducted according to ORS 294.605 to 294.705 to confirm compliance with Oregon local budget laws and to determine the adequacy of estimates necessary to support the efficient and economical administration of the district.

The budget was filed with TSCC prior to the May 15th deadline and at least 20 days prior to the budget hearing, as required by statute. The estimates (shown on the following page) were judged reasonable for the purposes indicated, and the document complied with local budget law. As a result, the TSCC certifies by a majority vote of the commissioners that it has no recommendations or objections to make concerning the budget.


Please file a complete copy of the Adopted Budget with the Commission no later than July 15, 2023. If extra time is needed, please request an extension from TSCC staff.

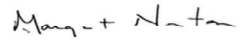
Thank you for the opportunity to discuss this budget with you.

Yours truly,
 TAX SUPERVISING & CONSERVATION COMMISSION


 Harmony Quiroz, Chair


 James Ofsink, Vice Chair


 Dr. Mark Wubbold, Commissioner


 Margo Norton, Commissioner


 Matt Donahue, Commissioner

TriMet			
Total FY 2023-2024 Approved Budget:		\$1,917,005,752	
Fund	Appropriations	Unappropriated Fund Balance	Total Budget
General Fund	1,191,511,086	725,494,666	1,917,005,752
Total	\$1,191,511,086	\$725,494,666	\$1,917,005,752

No tax rate is levied.

APPROPRIATION SCHEDULE

	Operating	Capital	Other	Total
Office of the General Manager Division	5,219,992			5,219,992
Chief Operating Officer Division	11,460,400	2,944,832		14,405,232
Transportation Division	294,608,614	16,387,807		310,996,421
Safety & Security Division	66,015,634	11,240,622		77,256,256
Maintenance Division	173,855,365	127,298,083		301,153,448
Transit System & Asset Support Division	16,645,822	927,093		17,572,915
Information Technology Division	32,489,302	12,962,229		45,451,531
Public Affairs Division	16,782,704	1,538,494		18,321,198
Finance & Administrative Services Division	33,233,577	10,991,398		44,224,975
Labor Relations & Human Resources Division	10,465,391			10,465,391
Legal Services Division	6,291,135	13,755,309		20,046,444
Engineering & Construction Division	5,064,818	130,271,111		135,335,929
Other Post Employment Benefits	87,613,832			87,613,832
Other Non-Operating Requirements			20,917,200	20,917,200
Debt Service	65,611,863			65,611,863
Contingency			24,760,753	24,760,753
Total Appropriation	\$825,358,449	\$328,316,978	\$45,677,953	\$1,199,353,380
Excludes Ending Fund Balance of				\$728,269,678
All Funds Total	\$1,927,623,058			\$1,927,623,058

