



Adopted Budget

2024–2025

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

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How life moves®

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TriMet Board of Directors



Ozzie Gonzalez
Board President
District 2:
NW & SW Portland

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

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Sam Desue, Jr.
General Manager



Nancy Young-Oliver
CFO/Budget Officer

Mailing Addresses:

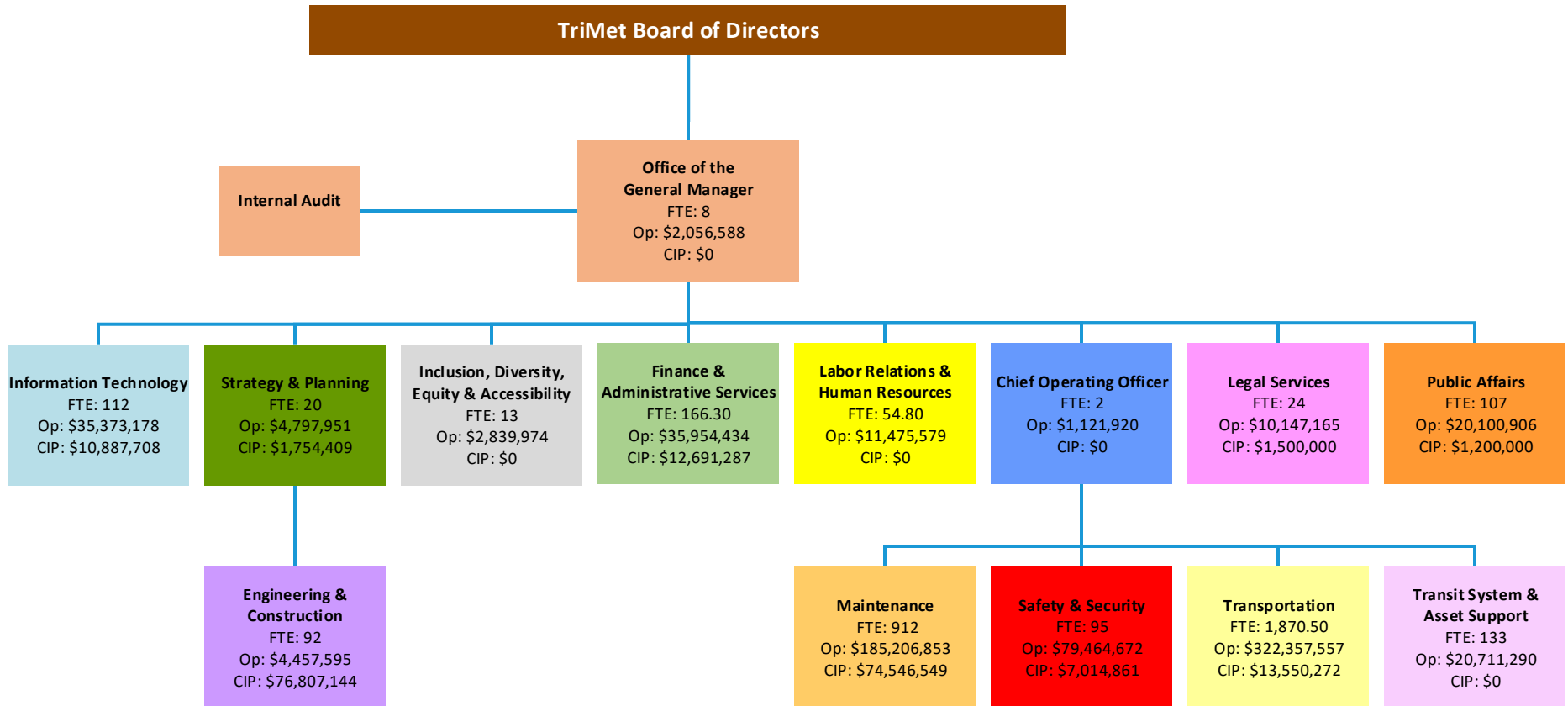
TriMet Board of Directors
Office of the General Manager
101 SW Main St., Suite 700
Portland, Oregon 97204

TriMet

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



Budget Organization Chart
FY2025





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **TRIMET, Oregon**, for its Annual Budget for the fiscal year beginning **July 01, 2023**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

May 2024

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

Re: FY2025 Adopted Budget

Budget Overview

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

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

The FY2025 Adopted Budget totals \$1.84 billion and includes:

- Resources supporting FY2025 total \$1.84 billion including \$83.2 million in operating revenue, \$540.4 million in tax revenues, and \$170.1 million in Federal funding.
- Day-to-day Operating Requirements of \$864.5 million including \$507.6 million to operate the system, \$228.4 million in general and administrative costs, \$62.9 million for pension and other post-employment benefits (OPEB), and \$65.6 million for debt service.
- Capital Improvement Program (CIP) Requirements of \$200.0 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 \$23.1 million.
- Contingency is an appropriated amount of a minimum of 3% of operating requirements and is adjusted for known risks. Contingency is intended for those activities where the amount and timing are unknown at the time of budget adoption. FY2025 contingency totals \$36.8 million.
- Ending Fund Balance totals \$713.9 million and is unappropriated and not available for spending in FY2025. Fund balance includes \$52.8 million in restricted bond proceeds and other restrictions to be spent after FY2025; \$47.6 million restricted for future debt service payments; and \$613.6 million in unrestricted fund balance, which for FY2025 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in near-term and future years.

Significant Budgetary Items

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

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

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

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

Budgetary Trends

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

Trend (in Millions)	FY2022 Actual	FY2023 Actual	FY2024 Estimated	FY2025 Adopted	Trend Analysis
Revenues					
Passenger Revenues	\$49.2	\$49.9	\$51.1	\$62.4	Passenger revenues are forecasted to increase 10.8% over FY2024. In January 2024, for the first time in over a decade, TriMet increased the adult fares by \$0.30. Honored Citizen and youth reduced fares increased by \$0.15. The increase brought fares to \$2.80/\$1.40 respectfully.
Payroll Taxes	\$463.5	\$485.2	\$506.0	\$540.4	Payroll taxes continue to perform well. The tax revenue is expected to grow 11.4% over FY2023 and 4.8% over FY2024.
Federal Operating Grants	\$241.4	\$130.1	\$157.7	\$170.1	Federal operating grants have been influenced by federal stimulus acts and are shown as one-time resources during FY2021-2024. FY2025 continues to be at an elevated level with multiple years of formula funding to draw upon.
Expenditures					
Personnel Services (not including OPEB)	\$341.8	\$368.5	\$406.7	\$467.8	Average cost increases in personnel services [wages & benefits] are about 5.9%. FY2024 and FY2025 include vacancies while FY2022 and FY2023 are the actual for the year.
Materials & Services (not including OPEB)	\$157.5	\$195.2	\$216.1	\$268.3	In FY2022 and FY2023, materials and services for regular operations came in significantly less due to reduced spending. FY2024 had increases in security services, renewable diesel fuel, and contracted services for accessible transportation. In FY2025, materials and services have increased due to security services, accessible transportation contracted services and general inflation.
Ridership (Fixed Route)	49.5	57.5	62.4	65.5	Vision 2030 calls for ridership to grow by at least 8 million rides per year.
Employment (Tri-County)	824,200	839,600	864,800	881,200	In a recent economic report from the State of Oregon it was stated that nearly all of the job loss from the pandemic has been recovered. Job growth has slowed a bit, but inflation has curtailed significantly from this time last year.

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 federal and state operating grants pertaining to additional STIF funds projected. In addition, changes in the following as a result of updated forecasting and new information include:

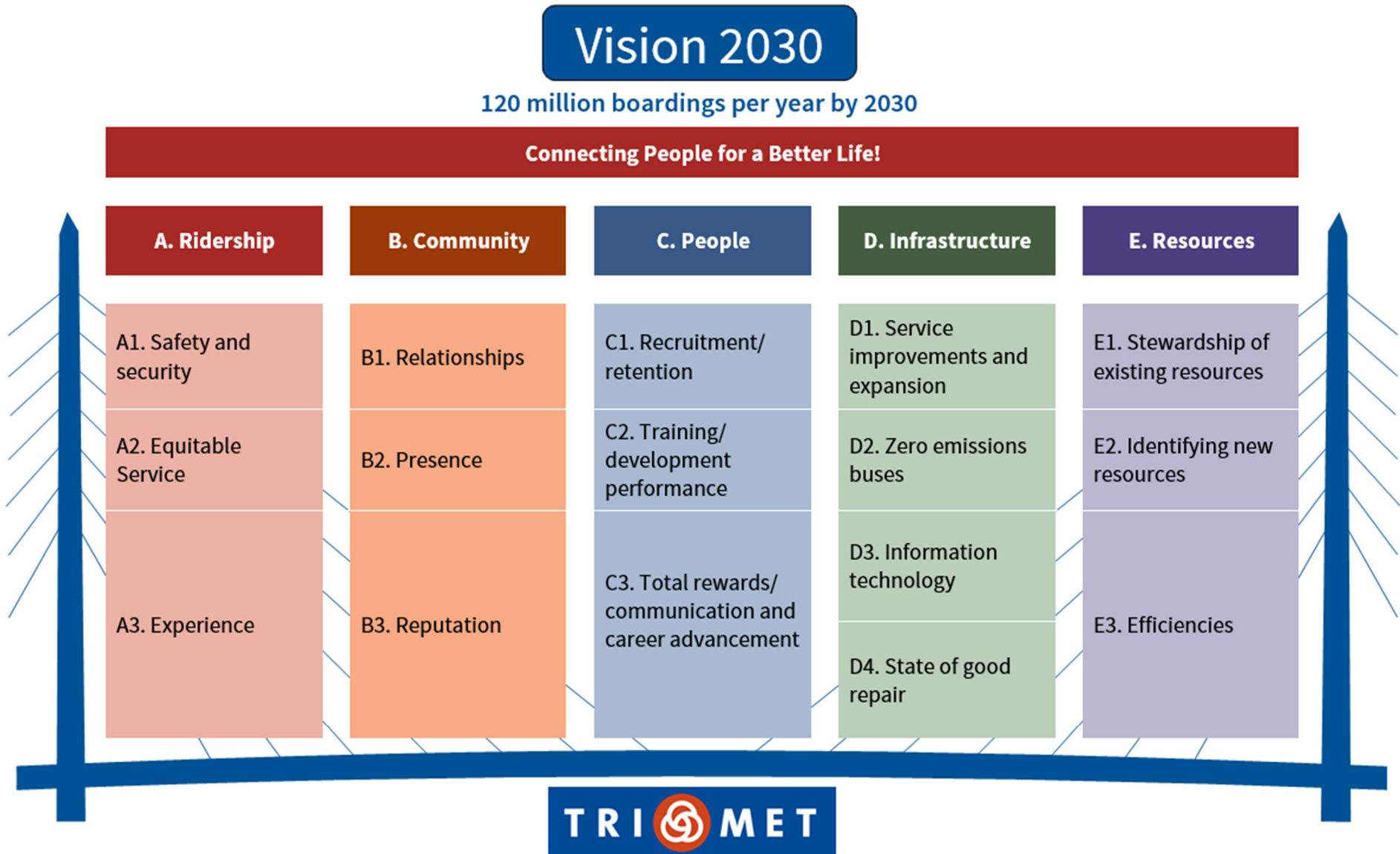
- Revenue projections
- Federal funding
- Pass Through/Fund Exchanges/Special Payments
- Capital projects
- Contingency

The net cumulative effect of all FY2025 budget changes between the Proposed and Adopted budgets result in an increase in Resources and Requirements totaling \$89.4 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: FY2025 Proposed to Adopted Budget			
Description of Change	Proposed	Adopted	Change
Decreased the beginning fund balance restricted bond proceeds & restricted debt service due to FY2024 estimated actuals of capital projects.	\$ 134,043,721	\$ 123,322,726	\$ (10,720,995)
Increased the unrestricted beginning fund balance as a result of updated actual estimates for FY2024.	\$ 641,411,436	\$ 680,365,714	\$ 38,954,278
Increased federal and state operating grants to reflect most recent projection.	\$ 185,598,700	\$ 244,898,700	\$ 59,300,000
Increased Other Non-Operating Resources due to updated STIF pass-through.	\$ 17,736,400	\$ 19,408,400	\$ 1,672,000
Increased CIP resources as a result of updated cash flows and light rail program reclassification into CIP resources.	\$ 88,839,868	\$ 94,331,188	\$ 5,491,320
Decreased light rail program resources due to reclassifying into CIP resources.	\$ 5,323,167	\$ -	\$ (5,323,167)
Total	\$ 1,072,953,292	\$ 1,162,326,728	\$ 89,373,436
Requirement Budget Changes: FY2025 Proposed to Adopted Budget			
Description of Change	Proposed	Adopted	Change
Increased Personnel Services due to final adjustments to wage, salary, and benefits.	\$ 465,826,643	\$ 467,758,162	\$ 1,931,519
Increased Materials & Services for reclassifying capital projects in Maintenance and Transportation and increased requirements in Public Affairs funded through STIF.	\$ 254,408,900	\$ 268,307,500	\$ 13,898,600
Decreased CIP due to reclassifying capital projects into operating Materials & Services and updated project cash flows.	\$ 200,580,032	\$ 199,952,230	\$ (627,802)
Increased Pass Through/Fund Exchanges/Special Payments due to updated STIF pass-through.	\$ 21,444,800	\$ 23,116,800	\$ 1,672,000
Increased contingency to reflect changes in Personnel Services and Materials & Services.	\$ 36,317,386	\$ 36,791,826	\$ 474,440
Decreased Other Post-Employment Benefits due to changes in positions funded through the capital program.	\$ 62,882,630	\$ 62,867,167	\$ (15,463)
Decreased Restricted Bond Proceeds & Other Restricted primarily for Capital Program cash flow of projects.	\$ 67,711,918	\$ 52,755,130	\$ (14,956,788)
Increased unrestricted ending fund balance due to changes already listed above including Federal Formula, STIF, and Interest Earnings.	\$ 526,569,923	\$ 613,566,853	\$ 86,996,930
Total	\$ 1,635,742,232	\$ 1,725,115,668	\$ 89,373,436

Strategic Goals & Strategies

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



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

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

Additionally, several actions remain in progress:

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

The Business Plan (the Plan), mirroring Vision 2030, is broken into five Pillars including Ridership, Community, People, Infrastructure, and Resources that frame sixteen focus areas, which provide the structure for the Plan. Each focus area has one or more action items to provide specificity and definition. For FY2025, the focus areas will be achieved through 82 measurable objectives, which move the agency forward in purpose and vision.

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

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

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

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

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

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

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

Pillar/ Focus	Action #	Lead Division	Ridership Pillar FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
A	1	GM; Strategy & Planning	Continue to fully develop and implement strategy and actions to achieve Vision 2030	●	●	●	●	●
A	2	Strategy & Planning; COO; Transportation	Implement Forward Together as developed through engagement with riders, public, and other partners	●	●	●	●	●
A	5	Strategy & Planning	Complete long-range plan (Forward Together 2.0) for growth in bus and MAX service that would help meet TriMet’s and the region’s goals for transit ridership if additional operations funds are identified	●	●			
A	6	Strategy & Planning; Maintenance	Address passenger demand and overloads by purchasing and using larger, 60' articulated (“bendy”) buses	●	●	●		
A	8	Legal	Support the delivery of the strategic vision for re-development of the Gresham City Hall Park & Ride	●	●	●	●	
A1	11	Safety & Security; IT	Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology	●	●	●	●	●
A2	16	Transportation; Strategy & Planning	Continue to provide and, when feasible, enhance service that provides access to economic opportunity guided by Forward Together and future annual service plan engagement processes	●	●	●	●	●
A3	17	Maintenance	Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings	●	●	●	●	●
A3	18	Maintenance	Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources	●	●	●	●	●
A3	20	Safety & Security	Implement actions to reduce trip delays due to unpredictable behavioral issues with presence on the system	●				
A3	21	Public Affairs	Deliver enhanced customer experience training to all TriMet employees	●				
A3	27	Transportation; LR/HR; TS&AS/ Training	Hire and retain operators to preserve and expand service	●	●	●	●	●
A3	28	Maintenance; LR/HR; TS&AS/Training	Hire and retain service workers and mechanics to preserve and expand service	●	●	●	●	●
A3	29	Finance & Admin Svcs; Maintenance	Replace fareboxes for better customer service	●	●			
A3	30	Finance & Admin Svcs; Maintenance	TVM replacement for improved Hop card distribution and sales	●	●			

Pillar/ Focus	Action #	Lead Division	Community Pillar FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
B	1	Maintenance; Eng & Construction; Finance & Admin Svcs; Public Affairs; GM; COO; Strategy & Planning	Deliver actions and changes called for in TriMet’s Climate Action Plan	•	•	•	•	•
B1	5	Finance & Admin Svcs; Inclusion, Diversity, Equity, and Access	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms	•	•	•	•	•
B2	6	Safety & Security	Work with partners and service providers to address needs of vulnerable populations and those in need of services	•	•	•	•	•
B3	7	Public Affairs	Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies	•	•	•	•	•

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

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

Pillar/ Focus	Action #	Lead Division	Resources Pillar FY2025 – FY2029 ACTIONS	FY25	FY26	FY27	FY28	FY29
E	1	Finance & Admin Svcs	Manage and align financial performance and decision-making with the Strategic Financial Plan	●	●	●	●	
E	2	Finance & Admin Svcs	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand	●	●	●	●	●
E1	5	GM; COO; TS&AS	Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure		●	●		
E1	6	GM; COO; Maintenance; TS&AS; IT	Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt	●	●	●	●	●
E2	7	COO; Finance & Admin Svcs	Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements	●	●	●	●	●
E3	10	Safety and Security; Finance & Admin Svcs; Transportation	Implement plans to decrease fare evasion	●	●	●	●	●

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

Priorities & Issues	Actions	Business Plan Pillar & Action
Internal Policy		
Meet or exceed strategic financial goals	<p>The FY2025 Budget has been developed to meet or exceed all strategic financial guidelines including the following: fiscal policies, unrestricted fund balance and contingency policy, debt management policy, fare policy, capital improvement plan, and pension and OPEB funding plans.</p> <p>The FY2025 includes a full year of revenues from the first adult fare increase in over a decade.</p>	<p>Pillar: Resources</p> <ul style="list-style-type: none"> ➤ Action #01: Manage and align financial performance and decision-making with the Strategic Financial Plan; ➤ Action #02: Manage financial resources to sustain agency operations through shortfalls resulting from the COVID-19 pandemic economic impacts and shifts in travel demand
Economic		
Recover lost ridership and passenger revenues	<p>TriMet ridership down 40% and consequently passenger revenues are down 50% due to the continuing effects of the pandemic and slow return to in-person office work. The FY2025 Budget includes funding to recover ridership through increasing safety and security presences on the system, marketing efforts, continued cleanliness of vehicles and service delivery changes.</p>	<p>Pillar: Ridership</p> <ul style="list-style-type: none"> ➤ Action #01: Continue to fully develop and implement strategy and actions to achieve Vision 2030 [120 million annual rides] ➤ Action #17: Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings ➤ Action #27: Hire and retain operators to preserve and expand service ➤ Action #28: Hire and retain service workers and mechanics to preserve and expand service ➤ Action #29: Replace fareboxes for better customer service.
Regulatory		
Reduce Carbon Emissions	<p>In adherence with the Clean Air Act and Oregon’s Climate Smart Strategies, in FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition away from diesel buses and a move toward zero-emissions buses. In FY2022, TriMet authorized the purchase of 24 long-range battery-electric buses which began arriving in FY2024. In FY2024 TriMet dedicated funding to complete purchase and implementation of electric bus charging infrastructure. In FY2025 TriMet will continue to build capacity for a full zero-emissions fixed-route us fleet by 2040.</p>	<p>Pillar: Community</p> <ul style="list-style-type: none"> ➤ Action #1: Deliver actions and changes called for in TriMet’s Climate Action Plan ➤ Action #2: Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology ➤ Action #3: Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate
Meet Transit Asset Management (TAM) requirements	<p>The FTA requires the development and implementation of a Transit Asset Management (TAM) plan to ensure assets are maintained in a State-of-Good-Repair. The FY2025 Budget includes continued replacement of Type I light rail vehicles fareboxes, Blue Line track segments, electrical substations, and other capital improvement projects to maintain existing assets in a state of good repair.</p>	<p>Pillar: Infrastructure</p> <ul style="list-style-type: none"> ➤ Action #14: Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives

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

Differences from Prior Year

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

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

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

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

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

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

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

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

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

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

The status of service compared to pre-pandemic:

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

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



FINANCIAL STRUCTURE, POLICY, and PROCESS

Budgetary Fund Description/Structure & Basis of Budgeting

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

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

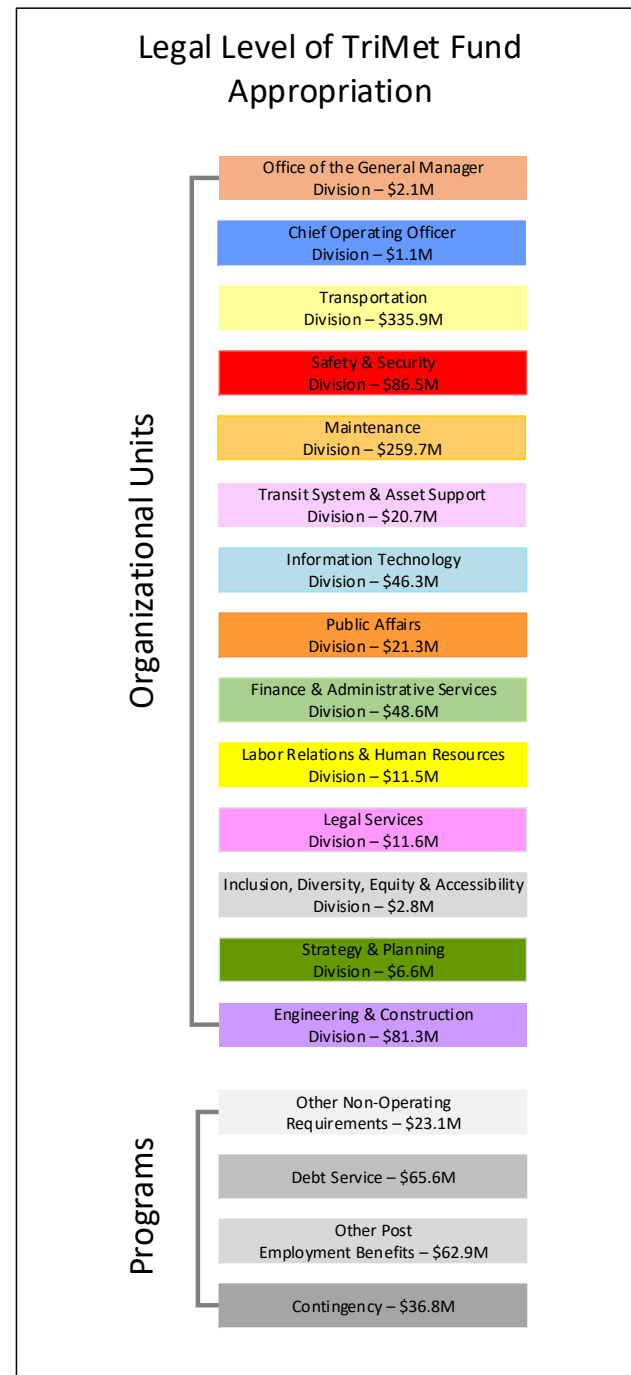
Basis of Budgeting: TriMet budgets on the cash basis whereas TriMet’s financials are issued on the full accrual basis of accounting or Generally Accepted Accounting Principles (GAAP). Differences in revenues and expenses from budgetary basis to full accrual (GAAP) include:

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

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

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

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



Financial Policies

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

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

Strategic Financial Policies	Met	Performance
Fiscal Policies <ul style="list-style-type: none"> Limit one-time revenues to support one-time expenditures. Continuing revenues support continuing expenditures and one-time expenditures. When continuing revenues fall short of continuing expenditures, continuing expenditures must be reduced or continuing revenues raised. 	✓	As payroll tax revenues grow and passenger revenues begin to recover the following will occur: <ul style="list-style-type: none"> Retaining workforce and fulfilling current vacancies. Closely monitor utility costs (including diesel and electricity) and ensure adequate funding. Fund State of Good Repair CIP projects at a level that best utilizes assets in a safe manner.
Unrestricted Fund Balance & Contingency <ul style="list-style-type: none"> Begin each fiscal year with an unrestricted fund balance equal to a range of no less than 2 – 2.5 times average monthly operating expenses. If in a given year this range cannot be achieved, the agency should institute a plan to restore the unrestricted fund balance to a level within the range within the following 1-3 years. Contingency is an appropriated amount of a minimum of 3% of operating requirements. 	✓	In the midst of decline in passenger revenues and stunted growth of payroll taxes, TriMet had reduced continuing expenditures with the intent of increasing the FY2024 beginning fund balance to exceed 2.5 times average monthly operating expenditures in order to address forecasted shortfalls in near-term future years. Depending on the pace in which continuing revenues are restored, TriMet intends to reduce the unrestricted fund balance to the target of no less than 2 – 2.5 months times average monthly operating expenses. Contingency is budgeted at a minimum of 3%.
Debt Management Policy <ul style="list-style-type: none"> Debt Service on senior lien payroll tax revenue bonds must be less than 7.5% of continuing revenues. Financial managers should seek a credit rating that achieves a balance between minimizing borrowing costs and maximizing financial flexibility. 	✓	TriMet is maintaining debt 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"> The funding objective is to maintain an adequate funded status while avoiding the accumulation of a trapped surplus. For this purpose, a plan that is at least 80% funded based on the market value of assets will be considered to have an adequate funded status. 	✓	Per fiscal policy, FY2025 includes budget to fund contributions to pensions and/or to fund OPEB liabilities for both union and non-union.

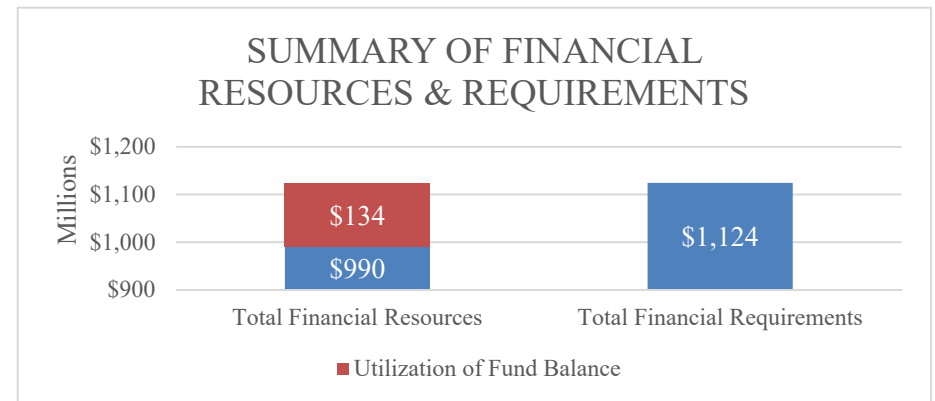
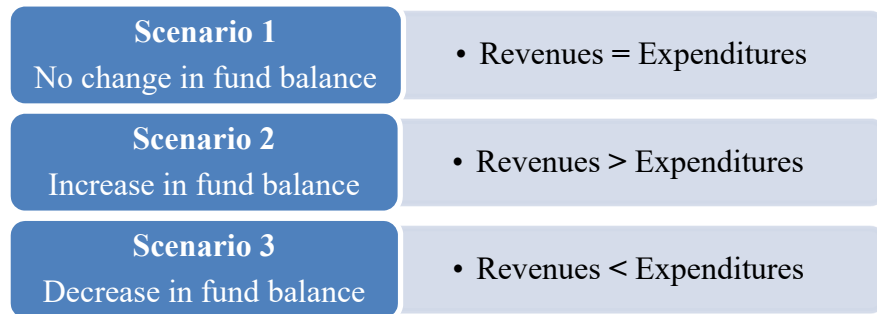
Balanced Budget

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

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

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

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



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

Budget Process

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

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

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

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

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

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

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

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

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

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

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

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

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



IMPLEMENTATION PHASE

JULY

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

ADOPTION PHASE

APRIL TO JUNE

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

APPROVAL PHASE

MARCH

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



PREPARATION PHASE

SEPTEMBER TO DECEMBER

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

REVIEW & DECISION PHASE

JANUARY TO FEBRUARY

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

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

FINANCIAL SUMMARIES

Fund Balance

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

Unappropriated fund balance includes the following three categories:

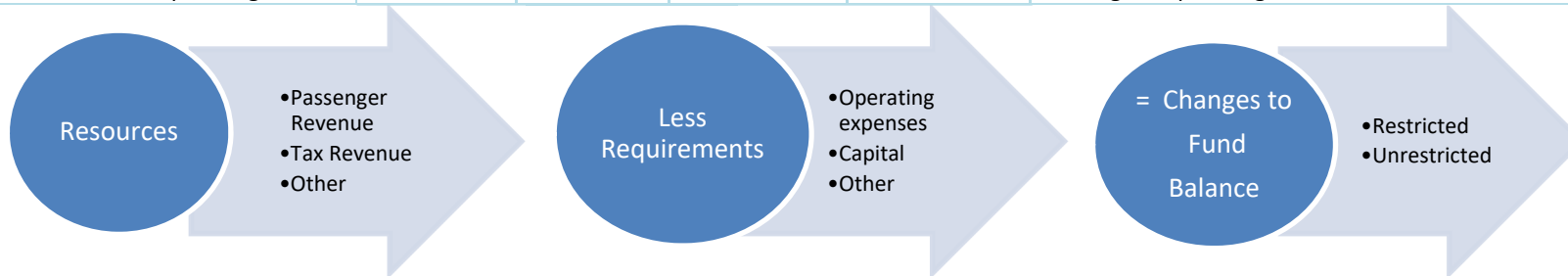
- Restricted Bond Proceeds & Other Restricted funds including funds held for major capital project spending in a subsequent year.
- Restricted Debt Service includes funds held to pay debt obligations in a subsequent year.
- Unrestricted Fund Balance includes cash, investments, receivables, prepaid expenses,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

Beginning fund balance	\$847.8
+ All Increases (resources)	\$990.5
- All Decreases (requirements)	(\$1,124.4)
= Ending Fund Balance	\$713.9

Causes & consequences of changes in fund balance: Differences in fund balance may occur due to differences from budget to actual results in either revenues or expenditures. TriMet forecasts passenger and tax revenues based on historical trends, service changes, and growth in the region, which may be different than actual results. In addition, TriMet's expenditures may be less than budgeted due to vacancies in approved positions, unscheduled overtime (often caused by inclement weather), and delays in major capital project development. However, TriMet is reducing fund balance by 16% in FY2025 largely in part to utilization of bond proceeds on projects and the cost of operations.

TriMet Strategic Fiscal Policy requires beginning each fiscal year with an unrestricted fund balance equal to a range of no less than 2 – 2.5 times average monthly operating expenses. Due to the consequences of the pandemic, TriMet planned to end fiscal years 2021 through 2024 with a larger unappropriated fund balance to address forecasted shortfalls in later years due to decreases in current continuing resources. Other factors affecting fund balance include the receipt of federal stimulus funding and changes in service hours.

Fiscal Year Ending	FY2024 Est. Actual	FY2025 Budget	\$ Change	% Change	Explanation
Restricted for Bond Proceeds	\$123.3	\$52.8	(\$70.5)	(57.2%)	TriMet is expected to spend down and utilize existing bond proceeds.
Restricted for Debt Service	\$44.1	\$47.6	\$3.5	7.9%	Future obligation for debt service.
Unrestricted Fund Balance	\$680.4	\$613.6	(\$66.8)	(9.8%)	Utilizing stimulus proceeds to offset inflation and maintain service needs.
Operating Requirements	\$737.1	\$864.5	\$127.4	17.3%	Higher than previous year due to agency reorganization and restructuring effort.
Budgeted Months of Operating	11.1	8.5			The higher operating months reserve will address future deficit.



Revenues and Requirements Discussion

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

Revenues

Approximately 88% of TriMet’s operating resources come from three sources; payroll tax revenues, passenger revenues and federal funds. In addition, the Budget also includes Capital Improvement Program (CIP) revenues that are dedicated for major capital projects separate from operations.

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

TriMet’s total FY2025 resources is \$1.84 billion, an \$89.3 million decrease over the FY2024 Budget. Following is a discussion on each revenue source and the chart to the right provides a high-level summary of resources by source.

Operating Revenues

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

Passenger Revenue - The revenue TriMet earns from passenger fares is forecast to cover \$62.4 million in current annual operating costs, or 8.5% of operating expenses (less Other Post-Employment Benefits and Debt Service). The FY2025 Adopted Budget includes the first full-year base adult fare increase in a decade of \$0.30 and a \$0.15 increase for Honored Citizens and youth reduced fares. FY2025 passenger revenues are forecasted based on ridership activity since the pandemic began and is estimated to be \$6.1 million higher than the FY2024 Adopted Budget, although lower than FY2019 (pre-pandemic level). The continuation of the reduced fare based on income, Hop Fastpass® market penetration, and continued on-time performance will have positive effects on returning ridership.

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

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

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

Budgeted Resources (millions)				
Source	FY2024	FY2025	Increase (Decrease)	% Change
Operating	\$76.6	\$83.2	\$6.6	8.6%
P/R Taxes	\$515.8	\$540.4	\$24.6	4.8%
Federal	\$156.8	\$170.1	\$13.3	8.5%
Other	\$49.8	\$83.1	\$33.3	66.9%
CIP/Light Rail	\$140.7	\$94.3	(\$46.4)	(33.0%)
Non-Operating	\$16.3	\$19.4	\$3.1	19.0%
Beg. Fund Balance	\$971.6	\$847.8	(\$123.8)	(12.7%)
Total Resources	\$1,927.6	\$1,838.3	(\$89.3)	(4.6%)

Note: Numbers have been rounded.

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

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

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

Non-Operating Revenues

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

Payroll Taxes

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

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

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

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

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

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

Federal Resources

Federal Grants - Federal operating funds total \$170.1 million or 19.4% of TriMet's resources for operations. This includes Section 5307 Urbanized Area Formula of \$70.1 million, Section 5337 State of Good Repair of \$71.8 million, 5310 Enhanced Mobility of Seniors & Individuals with Disabilities of \$1.8 million, and other smaller federal grants of \$4.6 million. Additionally, TriMet receives \$21.8 million dollars a year in federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional rail program debt service.

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

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

State & Local Operating Grants

Statewide Transportation Improvement Fund (STIF): In 2017, Oregon established a statewide employee payroll tax of 1 tenth of 1 percent, that dedicates funds for public transportation. TriMet received its first allocation of grant funds in May 2019 and has since received regular quarterly allocations. TriMet is budgeted to utilize \$74.8 million in STIF funding in FY2025 for operating and capital improvement programs.

Other Revenues

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

Capital Resources

Capital Resources total \$200.0 million, including \$55.5 million in Statewide Transportation Improvement Fund (STIF), Local government & Private Contributions; \$38.8 in Federal and State; and \$70.6 million in Revenue Bond Proceeds.

Requirements

TriMet’s requirements total of \$1.84 billion for FY2025 (including fund balance) is an \$89.3 million decrease over the prior year or 4.6% lower. The Requirements tab details expenditures by organization unit (divisions), by Object Class and includes the personnel services schedule, materials & services schedule, summary of employees, and summary of fixed route service.

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

Operating Requirements

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

Budgeted Requirements (millions)				
Source	FY2024	FY2025	Increase (Decrease)	% Change
Personnel Services	\$529.1	\$530.4	\$1.3	0.2%
Materials & Services	\$223.7	\$268.5	\$44.8	20.0%
CIP	\$335.2	\$200.0	(\$135.2)	(40.3%)
Pass Through	\$20.9	\$23.1	\$2.2	10.5%
Debt	\$65.6	\$65.6	\$0.0	0.0%
Contingency	\$24.8	\$36.8	\$12.0	48.4%
End. Fund Balance	\$728.3	\$713.9	(\$14.4)	(2.0%)
Total Requirements	\$1,927.6	\$1,838.3	(\$89.3)	(4.6%)

Note: Numbers have been rounded.

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

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

The FY2025 Budget includes funding of the TriMet Defined Benefit (DB) pension plans for both union and non-union, both of which are closed and new hires now participate in a Defined Contribution (DC) pension plan. Current funding policies aim to be well funded without developing a surplus that could not be used until all benefits have been paid. Consequently, TriMet’s funding policies target a funded ratio between 80-90% rather than the normal target of 100%. The funding objective for TriMet’s two defined benefit pension plans is to maintain an adequate funded status while avoiding the accumulation of a trapped surplus. For this purpose, a plan that is at least 80% funded based on the market value of assets will be considered to have an adequate funded status. As reported in the FY2023 audited financial statements, the non-union plan is 86.6% funded and the union plan 78.0% funded. The FY2025 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. Once the DB pension plans are funded in accordance with funding policies, funding will annually be directed to fund the OPEB Trust, the same level of funding would annually be directed to fund the OPEB liability plan. TriMet anticipates fully establishing the OPEB Trust and directing funds into the account during FY2025.

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

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

Non-Operating Requirements

Capital Maintenance and Replacement – The FY2025 Budget includes \$200.0 million towards capital projects including, light rail maintenance of way, light rail vehicle maintenance, facilities modernization, technology changes and station upgrades. The capital investments are further described in the Capital Program section.

Debt Service – In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2025 debt service is \$65.6 million, of which \$44.1 million is senior lien debt or 5.2% of continuing revenues, meeting the goal set by the Board.

Pass Through – TriMet will pass-through to sub-recipients \$19.4 million and participate in Regional funding exchanges totaling \$3.7 million with Metro.

Contingency – Contingency is an appropriated amount of a minimum of 3% of operating requirements and adjusted for risks and those activities unknown at the time of budget adoption. FY2025 contingency totals \$36.8 million and includes an increased amount in anticipation of settling the Working and Wage Agreement however, that agreement will not be final until after Budget adoption. Additional adjustments are based on the timing of light rail vehicle replacements and further discussions regarding the agency’s investment in safety and security.

Long Range Planning

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

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

Financial Forecast Summary (millions)										
Fiscal Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenues	\$ 901	\$ 951	\$ 995	\$ 1,008	\$ 1,040	\$ 1,086	\$ 1,136	\$ 1,188	\$ 1,280	\$ 1,335
Expenditures	\$ 895	\$ 966	\$ 1,025	\$ 1,091	\$ 1,152	\$ 1,217	\$ 1,289	\$ 1,355	\$ 1,450	\$ 1,523
Revenues over Expenditures	\$ 6	\$ (15)	\$ (30)	\$ (84)	\$ (112)	\$ (131)	\$ (153)	\$ (167)	\$ (170)	\$ (188)
Beg./Unrestricted Budgetary Fund Balance	\$ 668	\$ 635	\$ 602	\$ 557	\$ 473	\$ 361	\$ 231	\$ 78	\$ (90)	\$ (259)
End./Unrestricted Budgetary Fund Balance	\$ 635	\$ 602	\$ 557	\$ 473	\$ 361	\$ 231	\$ 78	\$ (90)	\$ (259)	\$ (447)
Months Unrestricted Budgetary Fund Balance	8.86	7.77	6.75	5.38	3.89	2.35	0.74	(0.82)	(2.20)	(3.62)

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

Passenger Revenue ¹	11.9%	10.3%	6.4%	6.1%	6.1%	6.0%	5.0%	4.9%	7.7%	3.1%
Fixed Route Ridership ¹	12.1%	8.6%	6.5%	6.2%	6.2%	6.1%	5.1%	5.0%	7.6%	3.2%
Payroll Tax Base (underlying growth)	4.5%	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Payroll Tax Base (growth w/ increment) ²	5.4%	4.7%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Federal Formula Funds ³	4.0%	4.0%	4.0%	-14.8%	-7.5%	2.0%	3.4%	3.4%	3.4%	3.0%
Personnel Services - Salary/Wages	5.4%	5.4%	4.6%	4.7%	3.5%	3.6%	3.6%	3.6%	3.6%	3.6%
Personnel Services - Medical Dental	7.2%	7.1%	7.1%	7.1%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Personnel Services - Other	5.9%	5.9%	5.1%	5.1%	4.0%	4.1%	4.1%	4.1%	4.2%	4.2%
Materials & Services	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	1.0%	3.0%	3.0%
Diesel Fuel & Utilities ⁴	4.1%	3.8%	3.5%	3.4%	3.4%	3.4%	3.4%	3.0%	3.0%	3.0%
Funding of Pension OPEB/UAAAL (incl. Normal Cost)	3.0%	2.8%	2.9%	2.5%	2.0%	2.9%	3.2%	3.7%	2.3%	2.5%
Sr. Lien Debt as a % of Revenue	7.5%	7.1%	6.8%	7.5%	7.3%	6.9%	7.5%	7.2%	6.8%	7.5%
Fixed Route Service Hours (MAX & Bus) ⁵	8.0%	6.5%	2.7%	2.6%	2.7%	2.8%	2.4%	2.3%	2.1%	0.4%
Bus Service Hours	8.1%	7.5%	2.6%	2.5%	2.7%	2.8%	2.7%	2.6%	0.5%	0.5%
MAX Service Hours	8.0%	0.0%	3.0%	2.9%	2.8%	2.7%	0.0%	0.0%	14.4%	0.0%

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.

³FY2026-27 Volatility is due to timing of utilizing Federal Formula funds in combination of one-time Federal stimulus from ARP.

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

⁵Increases in FY2026-27 are focused on *Forward Together* initiatives including restoration to pre-pandemic levels and *A Better Red* service expansion.

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

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

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

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

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

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

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



SUPPLEMENTAL INFORMATION

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

Organization, Service and Background

- TriMet was created by the State of Oregon to serve over 1.56 million people in a 533-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, TriMet expects to reduce more than 155 million pounds of greenhouse gas emissions every year—the equivalent of taking more than 15,000 cars off the road.
- Transportation and land use efficiency GHG savings related to MAX were 551,794 million metric tons of CO₂-equivalent in 2018.
- Nearly 65% of our ridership state the primary purpose for their trip is for either recreation or work [2023 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- TriMet riders can save up to \$10,000 per year in transportation costs.
- More than 1,275 employer worksites offer transit passes as an employee benefit.
- TriMet's Disadvantaged Business Enterprise (DBE) program serves as a national model for creating opportunities for women and people of color.
- There are more than 8,000 security cameras on our transit system, on board every bus and MAX train and at many stops, stations and transit centers.
- Bus Service
 - 76 bus lines; 6,058 stops
 - 118,740 average weekday rides [182,837 rides pre-pandemic]
 - 35.5 million rides [FY2023]



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

Community

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

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

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

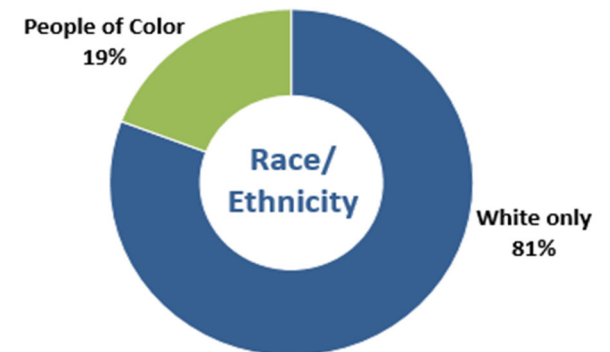
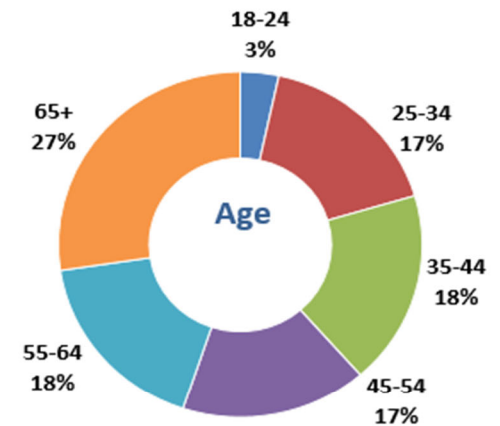
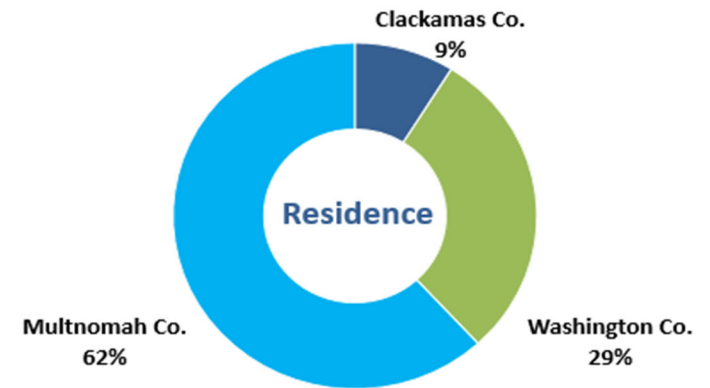
According to our most recent Hop Fastpass® report (December 2023), adults account for 55% the regional taps (includes C-TRAN & Portland Streetcar), while closely followed by Honored Citizens at 35%. Youth and Paratransit taps account for 9% and 2%, respectively. The Hop Fastpass® adoption rate (% of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

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

The top five largest employers in the TriMet District:

- Intel Corporation [23,725 employees]
- Oregon Health & Sciences University [19,154 employees]
- Providence Health & Services [17,628 employees]
- Nike, Inc. Subsidiaries [12,571]
- Kaiser Permanente [11,490 employees]

Attitude and Awareness Survey 2023



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

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

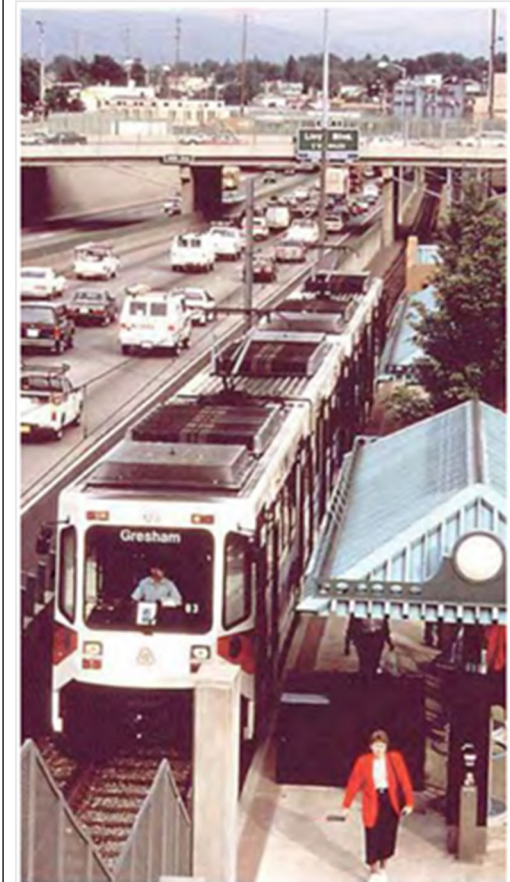
A small piece of TriMet history...

1986

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

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

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



MAX at Hollywood station

In Summary

The FY2025 Adopted Budget totals just under \$1.84 billion. TriMet continues to provide essential transit service to the tri-county area while recovering from the pandemic. For the first time in over a decade, TriMet increased adult fares in January 1, 2024 by \$0.30 and raised Honored Citizen and youth fares by \$0.15. As in previous years, the FY2025 budget cycle also lends itself to an intensive capital project period. FY2025 will also have its challenges as we continue to implement initiatives, restore ridership and address operator shortages.

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

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

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

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

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

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

HELPFUL LINKS

About TriMet

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

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



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/>

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



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>
Investor Relations – <https://www.trimetbonds.com/tri-county-metropolitan-transportation-district-of-oregon-or/i6761>

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.

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

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 & Requirement Categories	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Financial Resources							
Operating Revenue	66,339,091	69,923,131	76,565,500	70,220,000	83,178,100	83,178,100	83,178,100
Tax Revenue	463,534,200	485,182,225	515,827,000	505,950,000	540,430,300	540,430,300	540,430,300
Federal Operating Grants	241,448,490	130,143,059	156,769,900	157,685,628	139,302,000	139,302,000	170,093,700
State Funding	52,768,154	34,333,021	42,880,100	43,904,500	46,296,700	46,296,700	74,805,000
Local Funding	2,739,779	3,228,385	1,487,500	1,895,900	1,588,300	1,588,300	1,588,300
Interest	-9,247,437	22,522,874	475,000	26,180,115	305,000	305,000	305,000
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,102	6,340,800	6,340,800	6,340,800
CIP Resources	128,012,678	62,368,808	132,608,414	78,059,674	88,839,868	88,839,868	94,331,188
Bond Proceeds	429,524,241						
Light Rail Program Resources			8,100,000	4,803,584	5,323,167	5,323,167	
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	16,316,500	17,736,400	17,736,400	19,408,400
Total Financial Resources	\$1,391,002,205	\$831,484,890	\$955,952,014	\$909,938,003	\$929,340,635	\$929,340,635	\$990,480,788
Financial Requirements							
Personnel Services	341,783,975	368,483,336	441,807,184	406,679,058	465,826,643	465,826,643	467,758,162
Materials & Services	157,465,663	195,173,750	223,425,770	216,118,047	254,408,900	254,408,900	268,307,500
Other Post Employment Benefits	25,487,491	71,101,234	87,613,832	48,733,844	62,882,630	62,882,630	62,867,167
Capital Improvement Program (CIP)	251,123,521	195,335,826	335,216,778	253,338,389	200,580,032	200,580,032	199,952,230
Pass Through/Fund Exch/Special Payments	24,938,614	16,297,796	20,917,200	20,917,200	21,444,800	21,444,800	23,116,800
Debt Service	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560	65,564,560	65,564,560
Contingency			24,760,753		36,317,386	36,317,386	36,791,826
Total Financial Requirements	\$1,090,823,296	\$908,889,679	\$1,199,353,380	\$1,011,398,400	\$1,107,024,951	\$1,107,024,951	1,124,358,245
Surplus (Deficit)	\$300,178,909	-\$77,404,789	-\$243,401,366	-\$101,460,397	-\$177,684,316	-177,684,316	-133,877,457
Fund Balance							
Beginning Balance	726,496,717	1,026,675,626	971,671,044	949,270,837	819,577,157	819,577,157	847,810,440
Ending Balance	1,026,675,626	949,270,837	728,269,678	847,810,440	641,892,841	641,892,841	713,932,983
Change in Balance	300,178,909	-77,404,789	-243,401,366	-101,460,397	-177,684,316	-177,684,316	-133,877,457
Percent Change	41.32%	-7.54%	-25.05%	-10.69%	-21.68%	-21.68%	-15.79%
Total Resources (includes beginning fund balance)	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228
Total Requirements (includes ending fund balance)	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Resource Summary

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	201,925,840	209,123,379	134,043,721	134,043,721	123,322,726
Restricted Fund Adjustment	-1,015						
Restricted Debt Service	43,685,902	52,360,833	44,120,313	48,815,775	44,122,000	44,122,000	44,122,000
Unrestricted Budgetary Fund Balance	485,009,052	681,301,786	725,624,891	691,331,683	641,411,436	641,411,436	680,365,714
Total Beginning Fund Balance	\$726,496,717	\$1,026,675,626	\$971,671,044	\$949,270,837	\$819,577,157	\$819,577,157	\$847,810,440
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	51,130,000	62,367,400	62,367,400	62,367,400
Transit Advertising	3,523,958	3,856,048	4,017,000	1,980,000	4,090,900	4,090,900	4,090,900
ATP Serv - Contract Rev	4,696,138	6,823,321	7,020,000	7,380,000	7,371,000	7,371,000	7,371,000
Service Contracts	8,874,115	9,366,090	9,228,500	9,730,000	9,348,800	9,348,800	9,348,800
Total Operating Revenue	\$66,339,091	\$69,923,131	\$76,565,500	\$70,220,000	\$83,178,100	\$83,178,100	\$83,178,100
Tax Revenue **							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	478,300,000	515,005,200	515,005,200	515,005,200
Payroll Tax Rev-Self Employment	19,666,025	18,995,847	21,002,000	23,640,000	21,455,800	21,455,800	21,455,800
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	4,010,000	3,969,300	3,969,300	3,969,300
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$505,950,000	\$540,430,300	\$540,430,300	\$540,430,300
Other Revenue							
Federal Operating Grants	241,448,490	130,143,059	156,769,900	157,685,628	139,302,000	139,302,000	170,093,700
State STIF-Discretionary	115,992	259,490	150,000	72,600	400,000	400,000	400,000
State STIF-Formula	50,762,513	32,984,000	42,695,200	42,800,000	44,900,000	44,900,000	74,405,000
State Operating Grants	1,889,649	1,089,531	34,900	1,031,900	996,700	996,700	
Local Operating Grants	1,255,092	1,742,621	62,500	355,900	132,200	132,200	132,200
Local Operating Revenue	1,484,687	1,485,764	1,425,000	1,540,000	1,456,100	1,456,100	1,456,100
Interest	-9,247,437	22,522,874	475,000	26,180,115	305,000	305,000	305,000
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,102	6,340,800	6,340,800	6,340,800
Total Other Revenue	\$296,906,257	\$194,728,226	\$206,534,600	\$234,588,245	\$193,832,800	\$193,832,800	\$253,132,800
Total Operating Resources(Excluding Beginning Fund Balance)	\$826,779,548	\$749,833,582	\$798,927,100	\$810,758,245	\$817,441,200	\$817,441,200	\$876,741,200
CIP Resources	128,012,678	62,368,808	132,608,414	78,059,674	88,839,868	88,839,868	94,331,188
Bond Proceeds	429,524,241						
Light Rail Program Resources			8,100,000	4,803,584	5,323,167	5,323,167	
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	16,316,500	17,736,400	17,736,400	19,408,400
Total Resources	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* 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.

*** Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	714,552	1,098,388	1,996,376	1,317,667	1,343,163	1,343,163	1,327,006
Inclusion Diversity Equity & Accessibility Department		1,138,798	2,703,568	1,809,347			
Internal Audit Department	300,175	363,229	520,048	537,643	725,528	725,528	729,582
Total Office of the General Manager Division	\$1,014,727	\$2,600,415	\$5,219,992	\$3,664,657	\$2,068,691	\$2,068,691	\$2,056,588
Chief Operating Officer Division							
Office of Chief Operating Officer Department	831,836	1,292,105	1,322,750	1,137,575	1,241,712	1,241,712	1,121,920
Operations Planning & Development Department	1,279,334	2,166,295					
Service Planning & Delivery Department	558,421	639,958	10,137,650	9,924,158			
Operations Training & Planning Department	8,451,399	9,241,699					
Total Chief Operating Officer Division	\$11,120,990	\$13,340,057	\$11,460,400	\$11,061,733	\$1,241,712	\$1,241,712	\$1,121,920
Transportation Division							
Transportation Administration Department	1,076,713	1,374,976	2,020,905	1,367,450	2,615,151	2,615,151	2,139,083
Bus Transportation Department	148,992,080	153,357,882	170,998,102	159,288,297	173,404,270	173,404,270	173,659,953
Operations Command Center Department			9,069,613	8,792,443	9,683,024	9,683,024	9,816,548
Service Delivery Department	2,182,289	2,856,597			7,240,120	7,240,120	7,428,323
Accessible Transportation Programs Department	29,220,008	38,694,024	49,679,665	52,903,535	62,773,702	62,773,702	63,076,757
Rail Transportation Department	33,997,421	35,267,481	34,629,319	32,098,595	38,352,620	38,352,620	38,476,441
Commuter Rail Department	7,009,792	7,934,194	8,268,411	7,266,861	8,502,743	8,502,743	8,488,064
Portland Streetcar Department	17,348,675	19,067,675	19,942,599	19,971,113	18,046,228	18,046,228	19,272,388
Total Transportation Division	\$239,826,978	\$258,552,829	\$294,608,614	\$281,688,294	\$320,617,858	\$320,617,858	\$322,357,557
Safety & Security Division							
Safety & Security Administration Department	770,210	883,998	1,646,004	1,183,446	1,563,450	1,563,450	1,537,279
Safety & Environmental Services Department	2,837,286	4,652,630	5,769,921	4,563,626	7,448,179	7,448,179	7,511,360
Security & Emergency Management Department	17,043,936	27,900,845	51,140,879	44,803,268	70,886,673	70,886,673	70,416,033
Total Safety & Security Division	\$20,651,432	\$33,437,473	\$58,556,804	\$50,550,340	\$79,898,302	\$79,898,302	\$79,464,672
Maintenance Division							
Maintenance Administration Department	935,477	1,199,984	2,264,367	915,312	2,899,387	2,899,387	2,516,950
Bus Maintenance Department	64,485,170	67,666,724	82,572,199	72,439,150	78,743,271	78,743,271	79,203,320
Facilities Management Bus-Rail Department	26,997,081	29,967,316	26,873,637	29,668,742	31,213,907	31,213,907	37,344,184
Rail Maintenance Of Way Department	16,516,791	21,496,197	22,906,992	22,811,378	24,612,227	24,612,227	25,793,186
Rail Equipment Maintenance Department	39,179,032	40,750,651	39,238,170	43,135,218	40,318,689	40,318,689	40,349,213
Total Maintenance Division	\$148,113,551	\$161,080,872	\$173,855,365	\$168,969,800	\$177,787,481	\$177,787,481	\$185,206,853

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department			1,643,886	855,364	1,669,541	1,669,541	1,638,855
Transit System Support Services Department			3,003,923	1,894,441	2,273,307	2,273,307	2,648,321
Transit Training & Development Department			10,913,014	10,528,097	12,727,151	12,727,151	12,782,974
Transit Asset & Maintenance Support Department			1,084,999	776,223	3,866,280	3,866,280	3,641,140
Total Transit System & Asset Support Division			\$16,645,822	\$14,054,125	\$20,536,279	\$20,536,279	\$20,711,290
Information Technology Division							
IT Administration Department	9,817,092	14,547,959	17,565,549	14,465,321	18,868,431	18,868,431	19,250,887
IT Operations & Infrastructure Department	3,870,636	4,687,733	4,425,937	4,734,472	4,613,108	4,613,108	5,194,763
Information Security Department	749,487	1,111,798	1,173,161	1,079,148	1,153,823	1,153,823	1,162,385
Enterprise Systems Department	5,113,394	5,123,679	5,449,024	5,157,094	5,402,154	5,402,154	5,396,963
Intelligent Transportation Systems Department	2,859,288	3,794,746	3,875,631	3,982,933	4,372,205	4,372,205	4,368,180
Total Information Technology Division	\$22,409,897	\$29,265,915	\$32,489,302	\$29,418,968	\$34,409,721	\$34,409,721	\$35,373,178
Public Affairs Division							
Public Affairs Administration Department	851,918	858,308	1,313,116	973,115	1,504,747	1,504,747	1,341,390
Community Affairs & Engagement Department	1,435,291	2,196,362	1,425,671	1,345,762	1,533,699	1,533,699	1,552,249
Government Services and Public Affairs Department	723,751	1,112,981	1,220,348	1,255,202	1,171,141	1,171,141	1,172,498
Communications & Marketing Department	5,497,683	5,924,276	8,227,192	7,635,732	6,666,591	6,666,591	10,070,147
Customer Information Services Department	3,358,373	4,270,850	5,055,407	4,563,244	5,001,038	5,001,038	5,964,622
Total Public Affairs Division	\$11,867,016	\$14,362,777	\$17,241,734	\$15,773,055	\$15,877,216	\$15,877,216	\$20,100,906
Finance & Administrative Services Division							
Finance & Administrative Services Department	675,723	915,336	1,870,334	1,014,640	2,653,428	2,653,428	2,327,563
Financial Services Department	3,450,670	3,801,426	4,296,445	4,399,398	4,428,861	4,428,861	4,515,102
Budget & Forecasting Department	1,569,894	1,294,244	1,547,582	1,371,637	2,010,581	2,010,581	2,056,294
Risk Management Department	5,274,407	5,477,979	5,435,739	5,664,447	6,175,701	6,175,701	6,179,959
Procurement & Supply Chain Management Department	5,344,728	6,337,501	6,800,095	6,871,366	7,423,424	7,423,424	7,560,030
Fare Revenue & Administrative Services Department	8,058,703	10,487,776	12,278,943	10,267,623	11,928,568	11,928,568	11,982,547
Grants Development & Compliance Department			1,004,439	794,350	1,309,906	1,309,906	1,332,939
Total Finance & Administrative Services Division	\$24,374,125	\$28,314,262	\$33,233,577	\$30,383,461	\$35,930,469	\$35,930,469	\$35,954,434
Labor Relations & Human Resources Division							
Human Resources Administration Department	674,755	964,404	2,344,658	1,313,012	1,863,611	1,863,611	1,816,449
Benefits & HRIS Department	1,478,065	1,798,036	1,922,755	1,993,879	2,137,218	2,137,218	2,156,187
Talent Management Department	2,520,854	3,179,554	3,980,128	3,801,152	4,316,985	4,316,985	4,580,484
Labor Relations Department	885,923	1,053,072	1,441,791	1,262,216	1,491,259	1,491,259	1,360,231
Compensation Department	583,020	732,199	776,059	696,882	1,398,184	1,398,184	1,562,228
Total Labor Relations & Human Resources Division	\$6,142,617	\$7,727,265	\$10,465,391	\$9,067,141	\$11,207,257	\$11,207,257	\$11,475,579

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Legal Services Division							
Legal Services Administration Department	1,418,743	1,677,584	2,281,904	1,792,828	2,176,726	2,176,726	1,978,881
Litigation Department	987,752	1,150,504	1,168,052	1,246,778	1,347,765	1,347,765	1,374,256
Real Estate & Transit Oriented Development Department	3,435,118	3,924,857	2,941,179	2,441,584	6,776,495	6,776,495	6,794,028
Total Legal Services Division	\$5,841,613	\$6,752,945	\$6,391,135	\$5,481,190	\$10,300,986	\$10,300,986	\$10,147,165
Inclusion, Diversity, Equity & Accessibility Division							
Inclusion, Diversity, Equity & Accessibility Department					2,820,746	2,820,746	2,839,974
Total Inclusion, Diversity, Equity & Accessibility Division					\$2,820,746	\$2,820,746	\$2,839,974
Strategy & Planning Division							
Strategy & Planning Administration Department					985,807	985,807	1,375,495
Service Planning Department					3,776,769	3,776,769	3,422,456
Total Strategy & Planning Division					\$4,762,576	\$4,762,576	\$4,797,951
Engineering & Construction Division							
Engineering & Construction Administration Department	1,542,289	1,765,456	2,166,862	1,615,829	1,593,596	1,593,596	1,481,649
Policy & Planning Department	5,269,497	5,435,010					
Design & Construction Department	497,550	209,023	1,796,384	440,191	665,215	665,215	682,578
Major Projects Department	577,356	812,787	1,101,572	628,321	517,438	517,438	2,293,368
Total Engineering & Construction Division	\$7,886,692	\$8,222,276	\$5,064,818	\$2,684,341	\$2,776,249	\$2,776,249	\$4,457,595
Other Post Employment Benefits	25,487,491	71,101,234	87,613,832	48,733,844	62,882,630	62,882,630	62,867,167
Debt Service*	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560	65,564,560	65,564,560
Total Operating Requirements	\$814,761,161	\$697,256,057	\$818,458,649	\$737,142,811	\$848,682,733	\$848,682,733	\$864,497,389
Capital Improvement Program (CIP)							
Chief Operating Officer Division		-410	2,944,832	1,722,096			
Transportation Division	480	3,145,867	16,387,807	17,021,863	12,266,990	12,266,990	13,550,272
Safety & Security Division	5,068,164	6,618,621	11,240,622	4,363,212	7,074,374	7,074,374	7,014,861
Maintenance Division	100,453,585	67,841,450	127,298,083	92,116,652	78,779,221	78,779,221	74,546,549
Transit System & Asset Support Division			927,093	205,895			
Information Technology Division	8,748,939	11,882,426	17,208,729	12,554,433	11,255,576	11,255,576	10,887,708
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949	1,154,949	1,200,000
Finance & Administrative Services Division	705,718	502,338	10,991,398	8,959,119	12,649,103	12,649,103	12,691,287
Legal Services Division	965,344	10,738,539	16,408,609	15,317,061	780,000	780,000	1,500,000
Strategy & Planning Division					1,405,847	1,405,847	1,754,409
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	99,539,564	75,213,972	75,213,972	76,807,144
Total Capital Improvement Program (CIP)	\$251,123,521	\$195,335,826	\$335,216,778	\$253,338,389	\$200,580,032	\$200,580,032	\$199,952,230

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	6,685,738	14,136,969	16,316,500	16,316,500	17,736,400	17,736,400	19,408,400
Regional Fund Exchange Payments	12,652,499		3,708,400	3,708,400	3,708,400	3,708,400	3,708,400
Special Payments	5,600,377	2,160,827	892,300	892,300			
Total Other Non-Operating Requirements	\$24,938,614	\$16,297,796	\$20,917,200	\$20,917,200	\$21,444,800	\$21,444,800	\$23,116,800
Contingency			24,760,753		36,317,386	36,317,386	36,791,826
Ending Fund Balance as of June 30**							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	100,281,521	123,322,726	67,711,918	67,711,918	52,755,130
Restricted Debt Service	52,360,833	48,815,775	43,803,577	44,122,000	47,611,000	47,611,000	47,611,000
Unrestricted Funds	681,301,786	691,331,683	584,184,580	680,365,714	526,569,923	526,569,923	613,566,853
Total Ending Fund Balance	\$1,026,675,626	\$949,270,837	\$728,269,678	\$847,810,440	\$641,892,841	\$641,892,841	\$713,932,983
Total Requirements	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* Included in the FY2022 actuals line item of \$290,024,032 for debt service is a refunding in the amount of \$229,840,592. Per ORS 294.338(5)(b), debt refunding are not subject to Oregon Budget law. Therefore, this over-expenditure is not a budget violation.

** 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.

*** Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

CIP Resources

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	28,428,795	14,198,069	57,909,765	32,325,785	59,271,723	59,271,723	55,487,872
Federal Transit Administration Grants	99,583,883	48,170,739	82,798,649	50,537,473	34,891,312	34,891,312	38,843,316
Revenue Bond Proceeds	102,081,926	90,449,753	104,577,718	85,800,653	66,331,803	66,331,803	70,567,596
Operating Resources Dedicated for Capital**	21,028,917	42,517,265	89,930,646	84,674,478	40,085,194	40,085,194	35,053,446
Total CIP Resources	\$251,123,521	\$195,335,826	\$335,216,778	\$253,338,389	\$200,580,032	\$200,580,032	\$199,952,230

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

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

CIP Requirements

Division	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division		-410	2,944,832	1,722,096			
Transportation Division	480	3,145,867	16,387,807	17,021,863	12,266,990	12,266,990	13,550,272
Safety & Security Division	5,068,164	6,618,621	11,240,622	4,363,212	7,074,374	7,074,374	7,014,861
Maintenance Division	100,453,585	67,841,450	127,298,083	92,116,652	78,779,221	78,779,221	74,546,549
Transit System & Asset Support Division			927,093	205,895			
Information Technology Division	8,748,939	11,882,426	17,208,729	12,554,433	11,255,576	11,255,576	10,887,708
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949	1,154,949	1,200,000
Finance & Administrative Services Division	705,718	502,338	10,991,398	8,959,119	12,649,103	12,649,103	12,691,287
Legal Services Division	965,344	10,738,539	16,408,609	15,317,061	780,000	780,000	1,500,000
Strategy & Planning Division					1,405,847	1,405,847	1,754,409
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	99,539,564	75,213,972	75,213,972	76,807,144
Total CIP Requirements	\$251,123,521	\$195,335,826	\$335,216,778	\$253,338,389	\$200,580,032	\$200,580,032	\$199,952,230

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

Summary of Fund History

FY2022 Actual	FY2023 Actual	FY2024 Budget*	Fund	FY2025		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
726,496,717	1,026,675,626	971,671,044	Beginning Fund Balance-Restricted & Unrestricted	819,577,157	819,577,157	847,810,440
49,244,880	49,877,672	56,300,000	Passenger Revenue	62,367,400	62,367,400	62,367,400
17,094,211	20,045,459	20,265,500	Other Operating Revenue	20,810,700	20,810,700	20,810,700
463,534,200	485,182,225	515,827,000	Tax Revenue	540,430,300	540,430,300	540,430,300
296,906,257	194,728,226	206,534,600	Other Revenue	193,832,800	193,832,800	253,132,800
6,685,738	19,282,500	16,316,500	Other Non-Operating Resources	17,736,400	17,736,400	19,408,400
429,524,241		8,100,000	Bond Proceeds			
			Light Rail Funds Restricted for Debt Service	5,323,167	5,323,167	
			Total Operating Program Resources	\$1,660,077,924	\$1,660,077,924	\$1,743,960,040
			B. Requirements			
367,170,472	439,409,828	529,121,016	Personnel Services	528,459,273	528,459,273	530,375,329
157,566,657	195,348,492	223,725,770	Materials & Services	254,658,900	254,658,900	268,557,500
290,024,032	62,497,737	65,611,863	Debt Service	65,564,560	65,564,560	65,564,560
24,938,614	16,297,796	20,917,200	Other Non-Operating Requirements	21,444,800	21,444,800	23,116,800
		24,760,753	Contingency	36,317,386	36,317,386	36,791,826
1,026,675,626	949,270,837	728,269,678	Ending Fund Balance-Restricted & Unrestricted	641,892,841	641,892,841	713,932,983
			Total Operating Program Requirements	\$1,548,337,760	\$1,548,337,760	\$1,638,338,998
			II. CIP			
			A. Resources			
28,428,795	14,198,069	57,909,765	State, Local Government & Private Contributions	59,271,723	59,271,723	55,487,872
99,583,883	48,170,739	74,698,649	Federal Transit Administration Grants	29,568,145	29,568,145	38,843,316
\$128,012,678	\$62,368,808	\$132,608,414	Total CIP Resources	\$88,839,868	\$88,839,868	\$94,331,188
			B. Requirements			
251,123,521	195,335,826	335,216,778	Projects	200,580,032	200,580,032	199,952,230
\$251,123,521	\$195,335,826	\$335,216,778	Total CIP Requirements	\$200,580,032	\$200,580,032	\$199,952,230
\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	Total Resources	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228
\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	Total Requirements	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Special Transportation Fund Formula	3,326,698	3,326,697	2,005,100	2,005,100	1,805,100	1,805,100	1,805,100
State STIF-Discretionary	100,624						
State STIF-Formula Regional Coordination			5,276,900	5,276,900	7,366,000	7,366,000	7,366,000
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet	3,258,416	10,810,272	9,034,500	9,034,500	8,565,300	8,565,300	10,237,300
Total Pass Through Revenues & Requirements	\$6,685,738	\$14,136,969	\$16,316,500	\$16,316,500	\$17,736,400	\$17,736,400	\$19,408,400

REGIONAL FUND EXCHANGE PAYMENTS

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

SPECIAL PAYMENTS

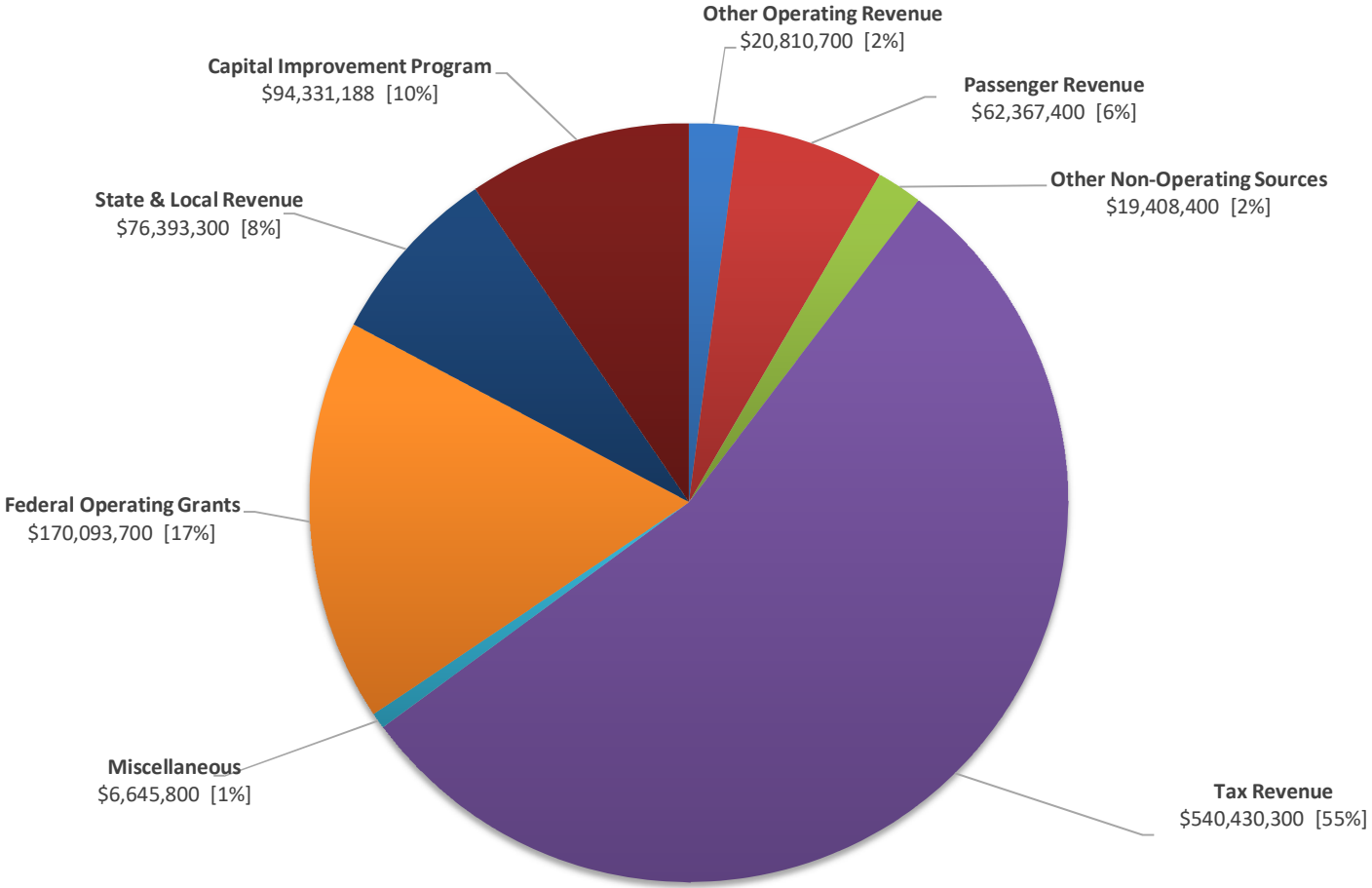
	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
City of Portland/Portland Streetcar (Stimulus Credit)	5,600,377	2,160,827	892,300	892,300			
Total Special Payments	\$5,600,377	\$2,160,827	\$892,300	\$892,300			

PASS THROUGH/FUND EXCHANGES/SPECIAL PAYMENTS

	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Total Pass Through/Fund Exchanges/Special Payments	\$24,938,614	\$16,297,796	\$20,917,200	\$20,917,200	\$21,444,800	\$21,444,800	\$23,116,800

TOTAL RESOURCES

Budget FY2025



Total Resources = \$990,480,788*

*Total Resources excludes Beginning Fund Balance of \$847,810,440

Resource Summary

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	201,925,840	209,123,379	134,043,721	134,043,721	123,322,726
Restricted Fund Adjustment	-1,015						
Restricted Debt Service	43,685,902	52,360,833	44,120,313	48,815,775	44,122,000	44,122,000	44,122,000
Unrestricted Budgetary Fund Balance	485,009,052	681,301,786	725,624,891	691,331,683	641,411,436	641,411,436	680,365,714
Total Beginning Fund Balance	\$726,496,717	\$1,026,675,626	\$971,671,044	\$949,270,837	\$819,577,157	\$819,577,157	\$847,810,440
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	51,130,000	62,367,400	62,367,400	62,367,400
Transit Advertising	3,523,958	3,856,048	4,017,000	1,980,000	4,090,900	4,090,900	4,090,900
ATP Serv - Contract Rev	4,696,138	6,823,321	7,020,000	7,380,000	7,371,000	7,371,000	7,371,000
Service Contracts	8,874,115	9,366,090	9,228,500	9,730,000	9,348,800	9,348,800	9,348,800
Total Operating Revenue	\$66,339,091	\$69,923,131	\$76,565,500	\$70,220,000	\$83,178,100	\$83,178,100	\$83,178,100
Tax Revenue **							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	478,300,000	515,005,200	515,005,200	515,005,200
Payroll Tax Rev-Self Employment	19,666,025	18,995,847	21,002,000	23,640,000	21,455,800	21,455,800	21,455,800
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	4,010,000	3,969,300	3,969,300	3,969,300
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$505,950,000	\$540,430,300	\$540,430,300	\$540,430,300
Other Revenue							
Federal Operating Grants	241,448,490	130,143,059	156,769,900	157,685,628	139,302,000	139,302,000	170,093,700
State STIF-Discretionary	115,992	259,490	150,000	72,600	400,000	400,000	400,000
State STIF-Formula	50,762,513	32,984,000	42,695,200	42,800,000	44,900,000	44,900,000	74,405,000
State Operating Grants	1,889,649	1,089,531	34,900	1,031,900	996,700	996,700	
Local Operating Grants	1,255,092	1,742,621	62,500	355,900	132,200	132,200	132,200
Local Operating Revenue	1,484,687	1,485,764	1,425,000	1,540,000	1,456,100	1,456,100	1,456,100
Interest	-9,247,437	22,522,874	475,000	26,180,115	305,000	305,000	305,000
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,102	6,340,800	6,340,800	6,340,800
Total Other Revenue	\$296,906,257	\$194,728,226	\$206,534,600	\$234,588,245	\$193,832,800	\$193,832,800	\$253,132,800
Total Operating Resources(Excluding Beginning Fund Balance)	\$826,779,548	\$749,833,582	\$798,927,100	\$810,758,245	\$817,441,200	\$817,441,200	\$876,741,200
CIP Resources	128,012,678	62,368,808	132,608,414	78,059,674	88,839,868	88,839,868	94,331,188
Bond Proceeds	429,524,241						
Light Rail Program Resources			8,100,000	4,803,584	5,323,167	5,323,167	
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	16,316,500	17,736,400	17,736,400	19,408,400
Total Resources	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* 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.

*** Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Resource Summary By Source

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	197,802,778	293,013,007	201,925,840	209,123,379	134,043,721	134,043,721	123,322,726
Restricted Fund Adjustment	-1,015						
Restricted Debt Service	43,685,902	52,360,833	44,120,313	48,815,775	44,122,000	44,122,000	44,122,000
Unrestricted Budgetary Fund Balance	485,009,052	681,301,786	725,624,891	691,331,683	641,411,436	641,411,436	680,365,714
Total Beginning Fund Balance	\$726,496,717	\$1,026,675,626	\$971,671,044	\$949,270,837	\$819,577,157	\$819,577,157	\$847,810,440
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	51,130,000	62,367,400	62,367,400	62,367,400
Transit Advertising	3,523,958	3,856,048	4,017,000	1,980,000	4,090,900	4,090,900	4,090,900
ATP Serv - Contract Rev	4,696,138	6,823,321	7,020,000	7,380,000	7,371,000	7,371,000	7,371,000
Service Contracts	8,874,115	9,366,090	9,228,500	9,730,000	9,348,800	9,348,800	9,348,800
Local Operating Revenue	1,484,687	1,485,764	1,425,000	1,540,000	1,456,100	1,456,100	1,456,100
Total Operating Revenue	\$67,823,778	\$71,408,895	\$77,990,500	\$71,760,000	\$84,634,200	\$84,634,200	\$84,634,200
Non-Operating Resources							
Interest	-9,247,437	22,522,874	475,000	26,180,115	305,000	305,000	305,000
Miscellaneous	\$9,197,271	4,500,887	4,922,100	4,922,102	6,340,800	6,340,800	6,340,800
Total Non-Operating Resources	-\$50,166	\$27,023,761	\$5,397,100	\$31,102,217	\$6,645,800	\$6,645,800	\$6,645,800
Tax Revenue **							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	478,300,000	515,005,200	515,005,200	515,005,200
Payroll Tax Rev-Self Employment	19,666,025	18,995,847	21,002,000	23,640,000	21,455,800	21,455,800	21,455,800
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	4,010,000	3,969,300	3,969,300	3,969,300
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$505,950,000	\$540,430,300	\$540,430,300	\$540,430,300
Grants							
Federal Operating Grants	241,448,490	130,143,059	156,769,900	157,685,628	139,302,000	139,302,000	170,093,700
State STIF-Discretionary	115,992	259,490	150,000	72,600	400,000	400,000	400,000
State STIF-Formula	50,762,513	32,984,000	42,695,200	42,800,000	44,900,000	44,900,000	74,405,000
State Operating Grants	1,889,649	1,089,531	34,900	1,031,900	996,700	996,700	
Local Operating Grants	1,255,092	1,742,621	62,500	355,900	132,200	132,200	132,200
Capital Grants	\$99,583,883	\$48,170,739	82,798,649	50,537,473	34,891,312	34,891,312	38,843,316
Total Grants	\$395,055,619	\$214,389,440	\$282,511,149	\$252,483,501	\$220,622,212	\$220,622,212	\$283,874,216
Other Resources							
Capital Assistance	28,428,795	14,198,069	57,909,765	32,325,785	59,271,723	59,271,723	55,487,872
Bond Proceeds	429,524,241						
Other Non-Operating Resources	6,685,738	19,282,500	16,316,500	16,316,500	17,736,400	17,736,400	19,408,400
Total Other Resources	\$464,638,774	\$33,480,569	\$74,226,265	\$48,642,285	\$77,008,123	\$77,008,123	\$74,896,272
Total Resources	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* 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.

*** Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	FY2025		
		Proposed	Approved	Adopted
Federal Operating Grants				
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance & Operating Assistance	66,930,000	66,930,000	70,190,000
FTA Section 5337 State of Good Repair	Preventive Maintenance	44,480,000	44,480,000	71,764,600
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	400,000
FTA Section 20005b Pilot Program	Transit Oriented Development & Eastside Park & Ride	207,300	207,300	205,500
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	1,333,700	1,333,700	1,784,600
Homeland Security Funds	Safety & Security-Canine/Tactical Training	415,100	415,100	213,100
FTA Section 5307/CMAQ FHWA Flex Funds	Open Street Map Data Maintenance	27,500	27,500	27,500
Total Federal Operating Grants		\$139,302,000	\$139,302,000	\$170,093,700
Federal CIP Grants				
FEMA ATTAIN	LRV CAD-AVL	980,000	980,000	980,000
FEMA Transit Security Grant Program	CCTV & Intrusion Detection	445,000	445,000	445,000
FTA Section 5309 CIG New Starts	Portland-Milwaukie Light Rail Project	5,323,167	5,323,167	5,323,167
FTA Helping Obtain Property for Everyone(HOPE)-Metro	TV Highway Improvements			85,980
FTA Section 5309 CIG Small Starts	PMIS Replacement			364,425
FTA Section 5309 CIG Small Starts	Division Transit Project	1,150,761	1,150,761	1,053,345
FTA Sec 5339(a), 5339(c) NEV, & ODOT STBG FHWA Flex	Electric Bus Purchases	5,144,252	5,144,252	5,144,252
FTA Section 5309 CIG Small Starts	Red Line Extension and Reliability Improvement	6,921,916	6,921,916	7,963,307
FTA Section 5312 Public Transp Innovation Prog	Rail Crossing Safety Enhancements	78,492	78,492	78,492
FTA Areas of Persistent Poverty & Carbon Reduction Programs	82nd Avenue Transit Improvements	4,721,619	4,721,619	4,721,619
FTA Comm Proj Funding/Congressionally Directed Spending	Blue Line Station Rehab.	1,494,267	1,494,267	1,462,199
FTA Sec 5339(a) Discr & FTA Comm Proj Funding/Congress	Garage, Layover & TC Expansion	5,923,222	5,923,222	7,462,076
FTA Comm Proj Funding/Congressionally Directed Spending	Willamette Shore Trolley	492,192	492,192	552,505
FTA Section 5310 Enhanced Mobility of Sr. & Indv w/Disab.	ATP Technology Grant	369,373	369,373	1,483,052
FTA FY2023 CMAQ Funds-Transferred to Sec 5307	Electric Vehicle Charging Infrastructure-Powell	500,000	500,000	500,000
Regional STBG FHWA Flex Funds	Powell-Division Corridor Safety & Access to Transit	1,347,051	1,347,051	1,223,897
Total Federal CIP Grants		\$34,891,312	\$34,891,312	\$38,843,316
Total Federal Grants		\$174,193,312	\$174,193,312	\$208,937,016
State Operating Grants				
State STIF-Formula	Service and Fare Programs	44,900,000	44,900,000	74,405,000
State STIF-Discretionary	Spot Improvement Program & Market Study	400,000	400,000	400,000
Strengthening Mobility & Revolutionizing Transportation	Weather Responsive Transit Mgmt Framework	996,700	996,700	
Total State Operating Grants		\$46,296,700	\$46,296,700	\$74,805,000

Federal & State Grant/Local Contribution Summary

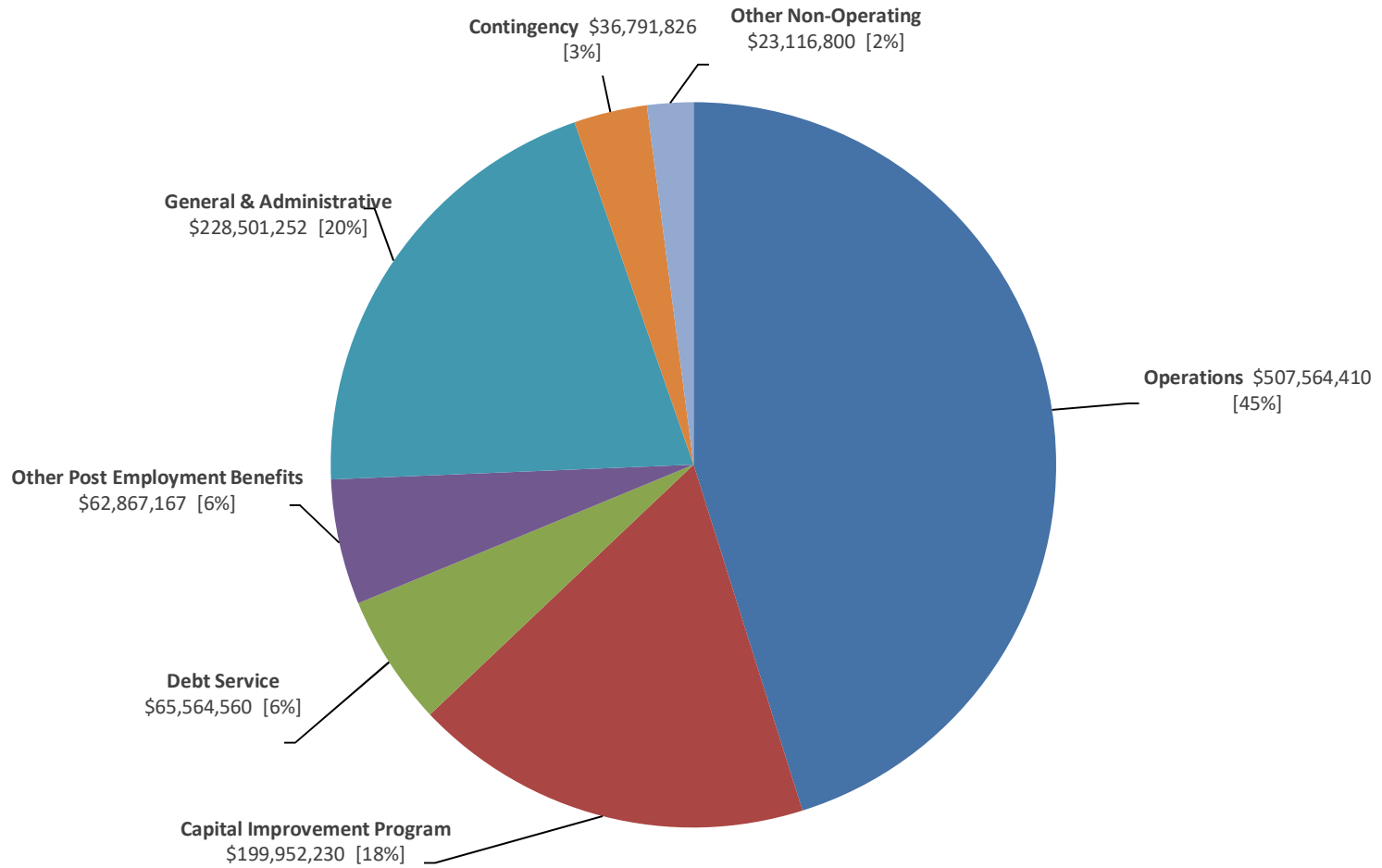
Type of Funding	Purpose	FY2025		
		Proposed	Approved	Adopted
State CIP Grants				
State STP/5310, 5339(a) & STF	ATP Fleet Expansion / Replacement	872,000	872,000	872,000
State, Sec 5310 Enhanced Mobility of Seniors w/Disabilities	Transit Tracker Display	127,150	127,150	127,150
State STIF Formula	Electric Vehicle Charging Infrastructure-Merlo	1,534,000	1,534,000	1,534,000
State STIF Formula	Electric Bus Purchases	16,118,507	16,118,507	16,118,507
State STIF Formula	BRT System & Implementation Plan	67,196	67,196	
State STIF Formula	Security Funds for Transit Enhancement	500,000	500,000	588,997
State STIF Formula	Regional Mobility Planner	1,267,313	1,267,313	1,267,313
State STIF Formula	Operator Workforce Management Systems Upgrade	6,504,782	6,504,782	6,504,782
State ATCMTD Grant	NextGen Transit Signal Priority	729,192	729,192	729,192
State STIF Formula	NextGen Transit Signal Priority			166,748
State STIF Formula	Garage, Layover and TC Expansion	3,413,342	3,413,342	4,354,887
State STIF Formula	Columbia Bus Base	4,000,000	4,000,000	
State STIF Formula	Facilities System MasterPlan	996,284	996,284	
State STIF Formula	Transit Tracker Project	1,027,799	1,027,799	1,072,850
State STIF Formula	ATP Technology Grant	19,726	19,726	
State, Sec 5310 Enhanced Mobility of Sr. & Indiv. w/Disab	ATP Technology Grant	230,273	230,273	230,273
State STIF Formula	Bus Stop Development	1,686,090	1,686,090	1,986,012
State STIF Formula	Electric Vehicle Charging Infrastructure-Powell	6,415,000	6,415,000	6,415,000
State STIF Formula	Enhanced Transit Concepts-Better Bus	7,013,460	7,013,460	6,268,532
Total State CIP Grants		\$52,522,114	\$52,522,114	\$48,236,243
Total State Grants		\$98,818,814	\$98,818,814	\$123,041,243
Local Operating Grants				
Portland Bureau of Transportation	Transit Priority Spot Improvements	100,000	100,000	100,000
City of Gresham	Oregon 99W	20,200	20,200	20,200
Midwest Art Conservation(MACC)	Protecting Public Art Collections	12,000	12,000	12,000
Total Local Operating Grants		\$132,200	\$132,200	\$132,200
Local CIP Contributions				
Port of Portland-Local match for Sec 5309, CIG SS, Red Line Ext	PMIS Replacement	550,072	550,072	450,050
WSDOT-Interstate Bridge Project(IBR)	Interstate Bridge Replacement Program	3,884,375	3,884,375	3,884,375
City of Portland, City of Gresham, Local Match, Section 5307	Powell-Division Corridor Safety & Access to Transit	58,796	58,796	214,892
Metro	Enhanced Transit Concepts - Better Bus	1,485,592	1,485,592	1,931,538
City of Portland, Earmark-InKind	Hollywood TC TOD & Substation Replacement	288,181	288,181	288,181
Multiple Local Agencies	Third Party Recovery	482,593	482,593	482,593
Total Local CIP Contributions		\$6,749,609	\$6,749,609	\$7,251,629
Total Local Contributions		\$6,881,809	\$6,881,809	\$7,383,829



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TOTAL REQUIREMENTS

Budget FY2025



Total Operating & Capital Requirements = \$1,124,358,245*
*Total Requirements exclude Ending Fund Balance of \$713,932,983

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	714,552	1,098,388	1,996,376	1,317,667	1,343,163	1,343,163	1,327,006
Inclusion Diversity Equity & Accessibility Department		1,138,798	2,703,568	1,809,347			
Internal Audit Department	300,175	363,229	520,048	537,643	725,528	725,528	729,582
Total Office of the General Manager Division	\$1,014,727	\$2,600,415	\$5,219,992	\$3,664,657	\$2,068,691	\$2,068,691	\$2,056,588
Chief Operating Officer Division							
Office of Chief Operating Officer Department	831,836	1,292,105	1,322,750	1,137,575	1,241,712	1,241,712	1,121,920
Operations Planning & Development Department	1,279,334	2,166,295					
Service Planning & Delivery Department	558,421	639,958	10,137,650	9,924,158			
Operations Training & Planning Department	8,451,399	9,241,699					
Total Chief Operating Officer Division	\$11,120,990	\$13,340,057	\$11,460,400	\$11,061,733	\$1,241,712	\$1,241,712	\$1,121,920
Transportation Division							
Transportation Administration Department	1,076,713	1,374,976	2,020,905	1,367,450	2,615,151	2,615,151	2,139,083
Bus Transportation Department	148,992,080	153,357,882	170,998,102	159,288,297	173,404,270	173,404,270	173,659,953
Operations Command Center Department			9,069,613	8,792,443	9,683,024	9,683,024	9,816,548
Service Delivery Department	2,182,289	2,856,597			7,240,120	7,240,120	7,428,323
Accessible Transportation Programs Department	29,220,008	38,694,024	49,679,665	52,903,535	62,773,702	62,773,702	63,076,757
Rail Transportation Department	33,997,421	35,267,481	34,629,319	32,098,595	38,352,620	38,352,620	38,476,441
Commuter Rail Department	7,009,792	7,934,194	8,268,411	7,266,861	8,502,743	8,502,743	8,488,064
Portland Streetcar Department	17,348,675	19,067,675	19,942,599	19,971,113	18,046,228	18,046,228	19,272,388
Total Transportation Division	\$239,826,978	\$258,552,829	\$294,608,614	\$281,688,294	\$320,617,858	\$320,617,858	\$322,357,557
Safety & Security Division							
Safety & Security Administration Department	770,210	883,998	1,646,004	1,183,446	1,563,450	1,563,450	1,537,279
Safety & Environmental Services Department	2,837,286	4,652,630	5,769,921	4,563,626	7,448,179	7,448,179	7,511,360
Security & Emergency Management Department	17,043,936	27,900,845	51,140,879	44,803,268	70,886,673	70,886,673	70,416,033
Total Safety & Security Division	\$20,651,432	\$33,437,473	\$58,556,804	\$50,550,340	\$79,898,302	\$79,898,302	\$79,464,672
Maintenance Division							
Maintenance Administration Department	935,477	1,199,984	2,264,367	915,312	2,899,387	2,899,387	2,516,950
Bus Maintenance Department	64,485,170	67,666,724	82,572,199	72,439,150	78,743,271	78,743,271	79,203,320
Facilities Management Bus-Rail Department	26,997,081	29,967,316	26,873,637	29,668,742	31,213,907	31,213,907	37,344,184
Rail Maintenance Of Way Department	16,516,791	21,496,197	22,906,992	22,811,378	24,612,227	24,612,227	25,793,186
Rail Equipment Maintenance Department	39,179,032	40,750,651	39,238,170	43,135,218	40,318,689	40,318,689	40,349,213
Total Maintenance Division	\$148,113,551	\$161,080,872	\$173,855,365	\$168,969,800	\$177,787,481	\$177,787,481	\$185,206,853

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department			1,643,886	855,364	1,669,541	1,669,541	1,638,855
Transit System Support Services Department			3,003,923	1,894,441	2,273,307	2,273,307	2,648,321
Transit Training & Development Department			10,913,014	10,528,097	12,727,151	12,727,151	12,782,974
Transit Asset & Maintenance Support Department			1,084,999	776,223	3,866,280	3,866,280	3,641,140
Total Transit System & Asset Support Division			\$16,645,822	\$14,054,125	\$20,536,279	\$20,536,279	\$20,711,290
Information Technology Division							
IT Administration Department	9,817,092	14,547,959	17,565,549	14,465,321	18,868,431	18,868,431	19,250,887
IT Operations & Infrastructure Department	3,870,636	4,687,733	4,425,937	4,734,472	4,613,108	4,613,108	5,194,763
Information Security Department	749,487	1,111,798	1,173,161	1,079,148	1,153,823	1,153,823	1,162,385
Enterprise Systems Department	5,113,394	5,123,679	5,449,024	5,157,094	5,402,154	5,402,154	5,396,963
Intelligent Transportation Systems Department	2,859,288	3,794,746	3,875,631	3,982,933	4,372,205	4,372,205	4,368,180
Total Information Technology Division	\$22,409,897	\$29,265,915	\$32,489,302	\$29,418,968	\$34,409,721	\$34,409,721	\$35,373,178
Public Affairs Division							
Public Affairs Administration Department	851,918	858,308	1,313,116	973,115	1,504,747	1,504,747	1,341,390
Community Affairs & Engagement Department	1,435,291	2,196,362	1,425,671	1,345,762	1,533,699	1,533,699	1,552,249
Government Services and Public Affairs Department	723,751	1,112,981	1,220,348	1,255,202	1,171,141	1,171,141	1,172,498
Communications & Marketing Department	5,497,683	5,924,276	8,227,192	7,635,732	6,666,591	6,666,591	10,070,147
Customer Information Services Department	3,358,373	4,270,850	5,055,407	4,563,244	5,001,038	5,001,038	5,964,622
Total Public Affairs Division	\$11,867,016	\$14,362,777	\$17,241,734	\$15,773,055	\$15,877,216	\$15,877,216	\$20,100,906
Finance & Administrative Services Division							
Finance & Administrative Services Department	675,723	915,336	1,870,334	1,014,640	2,653,428	2,653,428	2,327,563
Financial Services Department	3,450,670	3,801,426	4,296,445	4,399,398	4,428,861	4,428,861	4,515,102
Budget & Forecasting Department	1,569,894	1,294,244	1,547,582	1,371,637	2,010,581	2,010,581	2,056,294
Risk Management Department	5,274,407	5,477,979	5,435,739	5,664,447	6,175,701	6,175,701	6,179,959
Procurement & Supply Chain Management Department	5,344,728	6,337,501	6,800,095	6,871,366	7,423,424	7,423,424	7,560,030
Fare Revenue & Administrative Services Department	8,058,703	10,487,776	12,278,943	10,267,623	11,928,568	11,928,568	11,982,547
Grants Development & Compliance Department			1,004,439	794,350	1,309,906	1,309,906	1,332,939
Total Finance & Administrative Services Division	\$24,374,125	\$28,314,262	\$33,233,577	\$30,383,461	\$35,930,469	\$35,930,469	\$35,954,434
Labor Relations & Human Resources Division							
Human Resources Administration Department	674,755	964,404	2,344,658	1,313,012	1,863,611	1,863,611	1,816,449
Benefits & HRIS Department	1,478,065	1,798,036	1,922,755	1,993,879	2,137,218	2,137,218	2,156,187
Talent Management Department	2,520,854	3,179,554	3,980,128	3,801,152	4,316,985	4,316,985	4,580,484
Labor Relations Department	885,923	1,053,072	1,441,791	1,262,216	1,491,259	1,491,259	1,360,231
Compensation Department	583,020	732,199	776,059	696,882	1,398,184	1,398,184	1,562,228
Total Labor Relations & Human Resources Division	\$6,142,617	\$7,727,265	\$10,465,391	\$9,067,141	\$11,207,257	\$11,207,257	\$11,475,579

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Legal Services Division							
Legal Services Administration Department	1,418,743	1,677,584	2,281,904	1,792,828	2,176,726	2,176,726	1,978,881
Litigation Department	987,752	1,150,504	1,168,052	1,246,778	1,347,765	1,347,765	1,374,256
Real Estate & Transit Oriented Development Department	3,435,118	3,924,857	2,941,179	2,441,584	6,776,495	6,776,495	6,794,028
Total Legal Services Division	\$5,841,613	\$6,752,945	\$6,391,135	\$5,481,190	\$10,300,986	\$10,300,986	\$10,147,165
Inclusion, Diversity, Equity & Accessibility Division							
Inclusion, Diversity, Equity & Accessibility Department					2,820,746	2,820,746	2,839,974
Total Inclusion, Diversity, Equity & Accessibility Division					\$2,820,746	\$2,820,746	\$2,839,974
Strategy & Planning Division							
Strategy & Planning Administration Department					985,807	985,807	1,375,495
Service Planning Department					3,776,769	3,776,769	3,422,456
Total Strategy & Planning Division					\$4,762,576	\$4,762,576	\$4,797,951
Engineering & Construction Division							
Engineering & Construction Administration Department	1,542,289	1,765,456	2,166,862	1,615,829	1,593,596	1,593,596	1,481,649
Policy & Planning Department	5,269,497	5,435,010					
Design & Construction Department	497,550	209,023	1,796,384	440,191	665,215	665,215	682,578
Major Projects Department	577,356	812,787	1,101,572	628,321	517,438	517,438	2,293,368
Total Engineering & Construction Division	\$7,886,692	\$8,222,276	\$5,064,818	\$2,684,341	\$2,776,249	\$2,776,249	\$4,457,595
Other Post Employment Benefits	25,487,491	71,101,234	87,613,832	48,733,844	62,882,630	62,882,630	62,867,167
Debt Service*	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560	65,564,560	65,564,560
Total Operating Requirements	\$814,761,161	\$697,256,057	\$818,458,649	\$737,142,811	\$848,682,733	\$848,682,733	\$864,497,389
Capital Improvement Program (CIP)							
Chief Operating Officer Division		-410	2,944,832	1,722,096			
Transportation Division	480	3,145,867	16,387,807	17,021,863	12,266,990	12,266,990	13,550,272
Safety & Security Division	5,068,164	6,618,621	11,240,622	4,363,212	7,074,374	7,074,374	7,014,861
Maintenance Division	100,453,585	67,841,450	127,298,083	92,116,652	78,779,221	78,779,221	74,546,549
Transit System & Asset Support Division			927,093	205,895			
Information Technology Division	8,748,939	11,882,426	17,208,729	12,554,433	11,255,576	11,255,576	10,887,708
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949	1,154,949	1,200,000
Finance & Administrative Services Division	705,718	502,338	10,991,398	8,959,119	12,649,103	12,649,103	12,691,287
Legal Services Division	965,344	10,738,539	16,408,609	15,317,061	780,000	780,000	1,500,000
Strategy & Planning Division					1,405,847	1,405,847	1,754,409
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	99,539,564	75,213,972	75,213,972	76,807,144
Total Capital Improvement Program (CIP)	\$251,123,521	\$195,335,826	\$335,216,778	\$253,338,389	\$200,580,032	\$200,580,032	\$199,952,230

Requirement Summary

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget***	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	6,685,738	14,136,969	16,316,500	16,316,500	17,736,400	17,736,400	19,408,400
Regional Fund Exchange Payments	12,652,499		3,708,400	3,708,400	3,708,400	3,708,400	3,708,400
Special Payments	5,600,377	2,160,827	892,300	892,300			
Total Other Non-Operating Requirements	\$24,938,614	\$16,297,796	\$20,917,200	\$20,917,200	\$21,444,800	\$21,444,800	\$23,116,800
Contingency			24,760,753		36,317,386	36,317,386	36,791,826
Ending Fund Balance as of June 30**							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	100,281,521	123,322,726	67,711,918	67,711,918	52,755,130
Restricted Debt Service	52,360,833	48,815,775	43,803,577	44,122,000	47,611,000	47,611,000	47,611,000
Unrestricted Funds	681,301,786	691,331,683	584,184,580	680,365,714	526,569,923	526,569,923	613,566,853
Total Ending Fund Balance	\$1,026,675,626	\$949,270,837	\$728,269,678	\$847,810,440	\$641,892,841	\$641,892,841	\$713,932,983
Total Requirements	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* Included in the FY2022 actuals line item of \$290,024,032 for debt service is a refunding in the amount of \$229,840,592. Per ORS 294.338(5)(b), debt refunding are not subject to Oregon Budget law. Therefore, this over-expenditure is not a budget violation.

** 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.

*** Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Requirements by Object Class

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget**	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	916,271	1,719,519	3,764,192	2,776,696	1,752,291	1,752,291	1,740,188
Chief Operating Officer	10,072,044	12,064,710	9,578,500	9,808,779	800,112	800,112	680,320
Transportation	193,311,420	201,050,593	222,252,614	208,736,703	237,844,258	237,844,258	238,114,257
Safety & Security	5,481,055	8,719,145	12,770,334	12,175,100	14,123,702	14,123,702	14,182,972
Maintenance	84,383,982	88,280,938	109,666,865	98,585,498	114,656,581	114,656,581	114,731,853
Transit System & Asset Support			14,920,622	13,219,654	19,531,779	19,531,779	19,706,790
Information Technology	12,719,731	15,692,471	19,243,302	17,579,375	20,287,121	20,287,121	20,702,678
Public Affairs	7,976,273	9,605,536	11,516,934	10,633,068	11,976,816	11,976,816	12,940,506
Finance & Administrative Services	16,022,920	18,286,017	22,101,877	20,329,871	24,168,769	24,168,769	24,192,734
Labor Relations & Human Resources	4,349,910	5,352,051	7,029,691	6,348,868	8,037,557	8,037,557	8,305,879
Legal Services	3,167,826	3,974,228	4,623,435	4,339,268	4,728,386	4,728,386	4,574,565
Inclusion, Diversity, Equity & Accessibility					2,158,546	2,158,546	2,177,774
Strategy & Planning					3,608,876	3,608,876	3,644,251
Engineering & Construction	3,382,543	3,738,128	4,338,818	2,146,178	2,151,849	2,151,849	2,063,395
Other Post Employment Benefits	25,386,497	70,926,492	87,313,832	48,420,200	62,632,630	62,632,630	62,617,167
Total Personnel Services	\$367,170,472	\$439,409,828	\$529,121,016	\$455,099,258	\$528,459,273	\$528,459,273	\$530,375,329
Materials & Services							
Office of the General Manager	98,456	880,896	1,455,800	887,961	316,400	316,400	316,400
Chief Operating Officer	1,048,946	1,275,347	1,881,900	1,252,954	441,600	441,600	441,600
Transportation	46,515,558	57,502,236	72,356,000	72,951,591	82,773,600	82,773,600	84,243,300
Safety & Security	15,170,377	24,718,328	45,786,470	38,375,240	65,774,600	65,774,600	65,281,700
Maintenance	63,729,569	72,799,934	64,188,500	70,384,302	63,130,900	63,130,900	70,475,000
Transit System & Asset Support			1,725,200	834,471	1,004,500	1,004,500	1,004,500
Information Technology	9,690,166	13,573,444	13,246,000	11,839,593	14,122,600	14,122,600	14,670,500
Public Affairs	3,890,743	4,757,241	5,724,800	5,139,987	3,900,400	3,900,400	7,160,400
Finance & Administrative Services	8,351,205	10,028,245	11,131,700	10,053,590	11,761,700	11,761,700	11,761,700
Labor Relations & Human Resources	1,792,707	2,375,214	3,435,700	2,718,273	3,169,700	3,169,700	3,169,700
Legal Services	2,673,787	2,778,717	1,767,700	1,141,922	5,572,600	5,572,600	5,572,600
Inclusion, Diversity, Equity & Accessibility					662,200	662,200	662,200
Strategy & Planning					1,153,700	1,153,700	1,153,700
Engineering & Construction	4,504,149	4,484,148	726,000	538,163	624,400	624,400	2,394,200
Other Post Employment Benefits	100,994	174,742	300,000	313,644	250,000	250,000	250,000
Total Materials & Services	\$157,566,657	\$195,348,492	\$223,725,770	\$216,431,691	\$254,658,900	\$254,658,900	\$268,557,500

Requirements by Object Class

Division/Department	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget**	Estimate	Proposed	Approved	Adopted
Other Requirements							
Capital Improvement Program (CIP)	251,123,521	195,335,826	335,216,778	253,338,389	200,580,032	200,580,032	199,952,230
Pass Through/Fund Exchanges/Special Payments	24,938,614	16,297,796	20,917,200	20,917,200	21,444,800	21,444,800	23,116,800
Debt Service	290,024,032	62,497,737	65,611,863	65,611,862	65,564,560	65,564,560	65,564,560
Contingency			24,760,753		36,317,386	36,317,386	36,791,826
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	100,281,521	123,322,726	67,711,918	67,711,918	52,755,130
Restricted Debt Service	52,360,833	48,815,775	43,803,577	44,122,000	47,611,000	47,611,000	47,611,000
Unrestricted Funds	681,301,786	691,331,683	584,184,580	680,365,714	526,569,923	526,569,923	613,566,853
Total Ending Fund Balance	\$1,026,675,626	\$949,270,837	\$728,269,678	\$847,810,440	\$641,892,841	\$641,892,841	\$713,932,983
Total Requirements	\$2,117,498,922	\$1,858,160,516	\$1,927,623,058	\$1,859,208,840	\$1,748,917,792	\$1,748,917,792	\$1,838,291,228

* 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.

** Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Personnel Services Schedule

Expense Category	Explanation	Budget* FY2024	Budget FY2025
Earnings			
Salaries and Wages	Base compensation for all non-temporary positions including student training pay and union employee wage premiums based on years of service. \$216,568,898 for union and \$93,253,388 for non-union.	293,396,411	309,822,286
Sick and Vacation Payout	\$574,868 for union sick and vacation payout; \$870,550 for non-union vacation payout.	1,319,136	1,445,418
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	4,449,867	5,157,451
Scheduled Overtime	Overtime that has been built into union operator shifts.	12,043,095	12,524,819
Unscheduled Overtime	All other overtime except scheduled overtime.	12,321,082	12,900,436
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. \$1,974,063 for union and \$6,966,693 for non-union.	7,598,942	8,940,756
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$242,503 for union and \$110,211 for non-union.	343,386	352,714
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,318,274	-3,318,274
Fringe Benefits			
Medical and Dental	\$63,056,567 for union medical and dental; \$13,538,484 for non-union medical and dental.	71,892,084	76,595,051
Disability and Life Insurance	\$224,987 for union Life/STD premiums; \$517,855 for non-union Life/LTD premiums.	1,277,808	742,842
Oregon Paid Leave	\$866,592 for union Oregon Paid Leave; \$366,866 for non-union Oregon Paid Leave.		1,233,458
Social Security FICA	7.65% of first \$168,600 of salaries and wages; 1.45% thereafter.	24,861,804	26,397,318
TriMet Payroll Tax-PRT	Average of 0.8187% of gross income. 0.8137% of 2024 gross income; 0.8237% of 2025 gross income.	2,651,000	2,844,629
Pension Expense-Normal Cost (cost of benefits earned this year)	\$15,690,427 for union Defined Contribution pension; \$9,388,116 for non-union Defined Contribution pension.	22,395,682	25,078,543
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits.	-15,924,839	-19,459,285
Workers' Compensation	Medical and time loss payments to employees injured in work related accidents. Time loss is paid at 66.67% of average weekly wage not to exceed \$1,723.49 per week.	6,500,000	6,500,000
Total Personnel Services**		\$441,807,184	\$467,758,162

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

** Total does not include Other Post Employment Benefit costs of \$87,313,832 in FY2024 and \$62,617,167 in FY2025. See Other Post Employment Benefits department for DB pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget* FY2024	Budget FY2025	Percent Change	Explanation
Advertising/Promotion Media Fees	379,800	379,800	0.00%	
Audits	225,000	245,000	8.89%	
Banking Charges	1,769,000	1,595,000	-9.84%	
Bridge, Tunnel & Highway Expenses	418,300	418,300	0.00%	
Casualty and Liability Costs	9,247,300	9,257,300	0.11%	
Contract Maintenance	14,288,900	21,332,300	49.29%	Mandated CPI increase; also increase in service miles.
Contracted Dispatch	6,422,600	4,243,400	-33.93%	Some expense lines in FY24 now billed to other expense lines in FY25.
Contracted Eligibility Assessment	1,815,300	1,635,600	-9.90%	
Custodial Service	1,480,700	1,480,700	0.00%	
Dues & Subscriptions	487,000	559,000	14.78%	
Education & Training	1,655,800	1,804,800	9.00%	
Employee Relations & Union Contractual Services	484,100	484,100	0.00%	
Health Benefit Consultant	253,100	253,100	0.00%	
Lease Expenses	1,143,600	5,085,600	344.70%	Project leases & full year cost for One Main Place; first year discounted.
Legal	382,400	304,200	-20.45%	
Light Rail Propulsion Power	6,056,400	7,114,300	17.47%	
Maintenance Materials-Revenue Equipments	14,195,100	14,259,100	0.45%	
Miscellaneous Expenses	2,455,600	1,200,700	-51.10%	Removed Employee Recognition and Special Events (One-Time-Only).
Other Materials & Services	9,680,800	13,413,600	38.56%	Increased community outreach for STIF programs and services.
Other Services	10,712,400	11,439,000	6.78%	
Portland Streetcar	10,846,000	9,613,200	-11.37%	Service hours & staffing reset which decreased the overall commitment.
Professional & Technical Services	9,513,400	11,578,800	21.71%	
Purchased Transportation Service	30,636,000	44,895,300	46.54%	Mandated CPI increases; also increase in service miles.
Revenue Vehicles - Diesel Fuel	25,229,000	22,098,500	-12.41%	\$3.95/gallon for bus, \$4.35/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	985,300	1,205,300	22.33%	
Revenue Vehicles - Tires	1,332,300	1,332,300	0.00%	
Security Services	41,949,770	59,555,900	41.97%	Increased presence on system.
Software License Fees	11,192,200	12,716,700	13.62%	Year-to-year cost increases on multiple products.
Temporary Help	359,700	340,700	-5.28%	
Telephone Expense	708,300	747,000	5.46%	
Tickets, Passes & Fare Media Cards	1,800,000	1,400,000	-22.22%	Budget decreased to reflect actual utilization.
Uniforms	421,600	428,300	1.59%	
Utilities (Natural Gas, Electricity, Water/Sewer)	4,899,000	5,890,600	20.24%	Anticipated rate increases.
Total Materials & Services**	\$223,425,770	\$268,307,500	20.09%	

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

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

Summary of Employees

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025			Change FY2024-FY2025
				Proposed	Approved	Adopted	
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	5.00	6.00	20.00	8.00	8.00	8.00	-12.00
Total Office of the General Manager Division	5.00	6.00	20.00	8.00	8.00	8.00	-12.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees	41.00	49.00	20.00	2.00	2.00	2.00	-18.00
Limited Term Full-Time Employees	3.00	0.00	3.00	0.00	0.00	0.00	-3.00
Union Employees							
Full-Time Employees	48.00	57.00	42.00	0.00	0.00	0.00	-42.00
Limited Term Full-Time Employees	0.00	0.00	1.00	0.00	0.00	0.00	-1.00
Total Chief Operating Officer Division	92.00	106.00	66.00	2.00	2.00	2.00	-64.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	41.00	60.00	62.00	74.00	74.00	74.00	12.00
Limited Term Full-Time Employees	0.00	0.00	0.00	0.00	0.00	2.00	2.00
Union Employees							
Full-Time Employees	1,366.00	1,458.00	1,519.00	1,552.00	1,552.00	1,552.00	33.00
Part-Time Employees	236.00	220.00	238.50	238.50	238.50	238.50	0.00
Limited Term Full-Time Employees	0.00	0.00	0.00	0.00	0.00	4.00	4.00
Total Transportation Division	1,643.00	1,738.00	1,819.50	1,864.50	1,864.50	1,870.50	51.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	23.00	25.00	39.00	41.00	41.00	41.00	2.00
Limited Term Full-Time Employees	4.00	3.00	0.00	0.00	0.00	0.00	0.00
Union Employees							
Full-Time Employees	21.00	36.00	50.00	54.00	54.00	54.00	4.00
Total Safety & Security Division	48.00	64.00	89.00	95.00	95.00	95.00	6.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	91.00	103.00	112.00	106.00	106.00	108.00	-4.00
Limited Term Full-Time Employees	5.00	2.00	4.00	1.00	1.00	1.00	-3.00
Union Employees							
Full-Time Employees	591.00	657.00	800.00	805.00	805.00	803.00	3.00
Limited Term Full-Time Employees	98.00	26.00	0.00	0.00	0.00	0.00	0.00
Total Maintenance Division	785.00	788.00	916.00	912.00	912.00	912.00	-4.00

Summary of Employees

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025			Change FY2024-FY2025
				Proposed	Approved	Adopted	
Transit System & Asset Support Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	40.00	64.00	64.00	60.00	20.00
Limited Term Full-Time Employees	0.00	0.00	1.00	1.00	1.00	5.00	4.00
Union Employees							
Full-Time Employees	0.00	0.00	53.00	57.00	57.00	57.00	4.00
Limited Term Full-Time Employees	0.00	0.00	9.00	11.00	11.00	11.00	2.00
Total Transit System & Asset Support Division	0.00	0.00	103.00	133.00	133.00	133.00	30.00
Information Technology Division							
Non-Union Employees							
Full-Time Employees	80.00	91.00	98.00	98.00	98.00	99.00	1.00
Limited Term Full-Time Employees	0.00	1.00	13.00	13.00	13.00	13.00	0.00
Total Information Technology Division	80.00	92.00	111.00	111.00	111.00	112.00	1.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	55.00	50.00	56.00	57.00	57.00	57.00	1.00
Limited Term Full-Time Employees	4.00	7.00	5.00	4.00	4.00	4.00	-1.00
Limited Term Part-Time Employees	0.75	0.00	0.00	0.00	0.00	0.00	0.00
Union Employees							
Full-Time Employees	21.00	31.00	33.00	33.00	33.00	33.00	0.00
Limited Term Full-Time Employees	0.00	0.00	13.00	0.00	0.00	13.00	0.00
Part-Time Employees	4.50	0.00	0.00	0.00	0.00	0.00	0.00
Total Public Affairs Division	85.25	88.00	107.00	94.00	94.00	107.00	0.00
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	59.00	63.00	72.00	78.00	78.00	78.00	6.00
Limited Term Full-Time Employees	1.00	1.00	0.00	1.00	1.00	1.00	1.00
Union Employees							
Full-Time Employees	77.00	78.00	88.00	86.00	86.00	86.00	-2.00
Part-Time Employees	0.00	0.00	1.50	1.30	1.30	1.30	-0.20
Total Finance & Administrative Services Division	137.00	142.00	161.50	166.30	166.30	166.30	4.80
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	32.00	38.00	45.00	49.00	49.00	51.00	6.00
Limited Term Full-Time Employees	0.00	0.00	1.00	3.00	3.00	3.00	2.00
Part-Time Employees	0.80	0.80	0.80	0.80	0.80	0.80	0.00
Total Labor Relations & Human Resources Division	32.80	38.80	46.80	52.80	52.80	54.80	8.00

Summary of Employees

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025			Change FY2024-FY2025
				Proposed	Approved	Adopted	
Legal Services Division							
Non-Union Employees							
Full-Time Employees	21.00	22.00	25.00	25.00	25.00	24.00	-1.00
Limited Term Full-Time Employees	4.00	3.00	3.00	0.00	0.00	0.00	-3.00
Total Legal Services Division	25.00	25.00	28.00	25.00	25.00	24.00	-4.00
Inclusion, Diversity, Equity & Accessibility Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	0.00	13.00	13.00	13.00	13.00
Total Inclusion, Diversity, Equity & Accessibility Division	0.00	0.00	0.00	13.00	13.00	13.00	13.00
Strategy & Planning Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	0.00	17.00	17.00	17.00	17.00
Limited Term Full-Time Employees	0.00	0.00	0.00	3.00	3.00	3.00	3.00
Total Strategy & Planning Division	0.00	0.00	0.00	20.00	20.00	20.00	20.00
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	51.00	56.00	67.00	67.00	67.00	67.00	0.00
Limited Term Full-Time Employees	12.00	15.00	23.00	25.00	25.00	25.00	2.00
Total Engineering & Construction Division	63.00	71.00	90.00	92.00	92.00	92.00	2.00
Operating Program							
Non-Union Employees							
Full-Time Employees	499.00	563.00	656.00	699.00	699.00	699.00	43.00
Limited Term Full-Time Employees	33.00	32.00	53.00	51.00	51.00	57.00	4.00
Part-Time Employees	0.80	0.80	0.80	0.80	0.80	0.80	0.00
Limited Term Part-Time Employees	0.75	0.00	0.00	0.00	0.00	0.00	0.00
Total Non Union Employees	533.55	595.80	709.80	750.80	750.80	756.80	47.00
Union Employees							
Full-Time Employees	2,124.00	2,317.00	2,585.00	2,587.00	2,587.00	2,585.00	0.00
Limited Term Full-Time Employees	98.00	26.00	23.00	11.00	11.00	28.00	5.00
Part-Time Employees	240.50	220.00	240.00	239.80	239.80	239.80	-0.20
Total Union Employees	2,462.50	2,563.00	2,848.00	2,837.80	2,837.80	2,852.80	4.80
Total Operating Program Employees*	2,996.05	3,158.80	3,557.80	3,588.60	3,588.60	3,609.60	51.80

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

Staffing Changes FY2025 Adopted Budget

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

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

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

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

FTE Change	Non-Union	Union	Total	Purpose of Change
Office of the General Manager Division	-12.00	0.00	-12.00	Additional work requirements; reorganization to Inclusion, Diversity, Equity & Accessibility Division.
Chief Operating Officer Division	-21.00	-43.00	-64.00	Reorganization to Transportation and Strategy & Planning Divisions.
Transportation Division	14.00	37.00	51.00	Additional work requirements; reorganization to Labor Relations & Human Resources Division and from Chief Operating Officer Division; restructuring for right-sizing.
Safety & Security Division	2.00	4.00	6.00	Additional work requirements.
Maintenance Division	-7.00	3.00	-4.00	Additional work requirements; reorganization to Transit System & Asset Support Division and from Legal Services Division; restructuring for right-sizing.
Transit System & Asset Support Division	24.00	6.00	30.00	Additional work requirements; reorganization to Strategy & Planning Division and from Maintenance Division; restructuring for right-sizing.
Information Technology Division	1.00	0.00	1.00	Reorganization from Legal Services Division.
Public Affairs Division	0.00	0.00	0.00	No staffing changes.
Finance & Administrative Services Division	7.00	-2.20	4.80	Additional work requirements; restructuring for right-sizing.
Labor Relations & Human Resources Division	8.00	0.00	8.00	Additional work requirements; reorganization from Transportation Division.
Legal Services Division	-4.00	0.00	-4.00	Reorganization to Maintenance and Information Technology Divisions; restructuring for right-sizing; ending of limited term positions.
Inclusion Diversity Equity & Accessibility Division	13.00	0.00	13.00	Reorganization from Office of the General Manager Division.
Strategy & Planning Division	20.00	0.00	20.00	Additional work requirements; reorganization from Chief Operating Officer and Transit System & Asset Support Divisions; restructuring for right-sizing.
Engineering & Construction Division	2.00	0.00	2.00	Additional work requirements; restructuring for right-sizing.
Total Non-Union and Union Changes	47.00	4.80	51.80	

SUMMARY OF FIXED ROUTE SERVICE (Hours and Miles)

	FY2022 Actual	FY2023 Actual	FY2024 Adopted	FY2024 Estimate	FY2025 Adopted	% Change Budget**	% Change Estimate***	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	38,273	39,059	46,378	40,327	45,194	-2.55%	12.07%	85.38%
Light Rail (Train Hours)	6,314	6,206	6,093	6,355	6,187	1.54%	-2.64%	11.69%
Commuter Rail (Train Hours)	81	81	122	81	122	0.00%	50.62%	0.23%
Portland Streetcar (Train Hours)*	1,265	1,265	1,431	1,265	1,431	0.00%	13.12%	2.70%
Fixed Route Total	45,933	46,611	54,024	48,028	52,934	-2.02%	10.21%	100.00%

	FY2022 Actual	FY2023 Actual	FY2024 Adopted	FY2024 Estimate	FY2025 Adopted	% Change Budget	% Change Estimate	% of Total
Weekly Vehicle Miles								
Fixed Route								
Bus Service	536,587	540,576	528,696	559,739	515,199	-2.55%	-7.96%	72.10%
Light Rail (Car Miles)	113,778	110,771	175,420	114,453	178,127	1.54%	55.63%	24.94%
Commuter Rail (Train Miles)	1,478	1,478	2,307	1,478	2,307	0.00%	56.09%	0.32%
Portland Streetcar (Car Miles)*	7,549	7,552	18,890	7,552	18,890	0.00%	150.13%	2.62%
Fixed Route Total	659,392	660,377	725,313	683,222	714,523	-1.49%	4.58%	100.00%

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

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

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

SUMMARY OF FIXED ROUTE AND ACCESSIBLE TRANSPORTATION VEHICLES

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

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



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Debt

Debt Limits & Coverage Requirements: In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2025 debt service is \$65.6 million, of which \$44.1 million is senior lien debt or 5.2% of continuing revenues, meeting the goal set by the Board.

Debt Ceiling Calculation	
Total Senior Lien Debt	\$44,122,260
Total Net Continuing Resources	\$846,403,800
Total Senior Lien Debt / Total Net Continuing Resources	5.2%

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

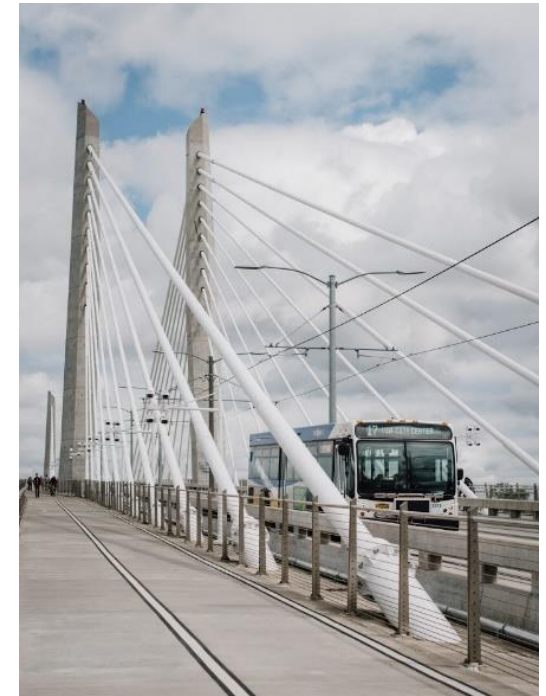
Effects of existing debt levels on current operations: Debt financing allows TriMet to expand its capital improvement program and allocate the costs over the period of benefit. However, such financing incurs interest that must be paid and bond covenant requirements that must be met. Increases in continuing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

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

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

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

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



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

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

Below is a table showing pledged capital grant receipt revenues and debt service for the last five fiscal years (*\$ in Thousands*):

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

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

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

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

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

Investor Relations: During FY24 TriMet launched its first investor relations program at [TriMetBonds.com](https://www.trimetbonds.com). Information on this site includes:

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

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

Bond Purpose and Bond Ratings

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

Principal and Interest payments presented through maturity for each fund

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



Summary of Debt Service

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

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

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

Summary of Debt Service Principal and Interest

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

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	49,244,880	49,877,672	56,300,000	51,130,000	62,367,400	62,367,400	62,367,400
Transit Advertising	3,523,958	3,856,048	4,017,000	1,980,000	4,090,900	4,090,900	4,090,900
Accessible Transportation Contract (see Note 1)	4,696,138	6,823,321	7,020,000	7,380,000	7,371,000	7,371,000	7,371,000
Service Contracts (see Note 2)	8,874,115	9,366,090	9,228,500	9,730,000	9,348,800	9,348,800	9,348,800
Total Operating Revenue	\$66,339,091	\$69,923,131	\$76,565,500	\$70,220,000	\$83,178,100	\$83,178,100	\$83,178,100
Tax Revenue							
Payroll Tax Rev-Employer	440,796,964	462,775,035	491,249,000	478,300,000	515,005,200	515,005,200	515,005,200
Payroll Tax Rev-Self Employment	19,666,025	18,995,847	21,002,000	23,640,000	21,455,800	21,455,800	21,455,800
Payroll Tax Rev-State In-Lieu	3,071,211	3,411,343	3,576,000	4,010,000	3,969,300	3,969,300	3,969,300
Total Tax Revenue	\$463,534,200	\$485,182,225	\$515,827,000	\$505,950,000	\$540,430,300	\$540,430,300	\$540,430,300
Other Revenue							
Federal Operating Grants (see Note 3)	90,154,160	125,570,179	127,347,100	110,249,400	111,200,000	111,410,000	141,744,600
State STIF-Formula	17,529,941	43,042,396	30,862,800	42,800,000	44,900,000	44,900,000	74,405,000
State Operating Grants (see Note 4)	1,889,649	1,089,531	34,900	1,031,900	996,700	996,700	
Interest (see Note 5)	-9,247,437	22,522,874	475,000	26,180,115	305,000	305,000	305,000
Miscellaneous	9,197,271	4,500,887	4,922,100	4,922,102	6,340,800	6,340,800	6,340,800
Total Other Revenue	\$109,523,584	\$196,725,867	\$163,641,900	\$185,183,517	\$163,742,500	\$163,952,500	\$222,795,400
Net Continuing Resources*	\$639,396,875	\$751,831,223	\$756,034,400	\$761,353,517	\$787,350,900	\$787,560,900	\$846,403,800
Debt Service on Senior Lien Bonds	\$37,939,330	\$40,978,674	\$44,120,313	\$44,120,312	\$44,122,260	\$44,122,260	\$44,122,260
Senior Lien Debt Service as a Percent of Net Continuing Revenues	5.9%	5.5%	5.8%	5.8%	5.6%	5.6%	5.2%

* Net Continuing Revenues exclude :

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

Notes:

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



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OPEB

General Information about the OPEB Plan

Plan description: The District’s defined benefit OPEB plan provides health care and life insurance benefits for eligible employees and their qualified dependents. The District’s plan is a single employer defined benefit OPEB plan administered by the TriMet Board. The authority to establish and amend the benefit terms and financing is accomplished through contractual agreement with union employees and through Board adopted personnel policies for non-union employees. While TriMet has placed \$415,000 in a trust for the purpose of funding OPEB payments, such assets are considered de-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, 2023, the following employees (union and non-union) were covered by the benefit terms: 2,095 inactive employees or beneficiaries currently receiving benefit payments and 3,000 active employees, for a total of 5,095.

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

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

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

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

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

Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2022	FY2023	FY2024		FY2025		
		Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	4,627,141	51,286,805	9,000,000	25,000,000	25,000,000	25,000,000	25,000,000
OPEB Contributions	Current year portion of funding OPEB liabilities			43,766,000		12,772,800	12,772,800	12,772,800
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	487,478	498,510	548,000	525,714	560,000	560,000	560,000
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	15,515,705	14,416,058	19,149,000	16,844,817	16,625,000	16,625,000	16,625,000
Medicare Part B	Post Employment Medicare Part B Benefit (note 3)	3,509,280	3,747,770	3,664,000	3,817,856	4,029,000	4,029,000	4,029,000
Total Union		\$24,139,604	\$69,949,143	\$76,127,000	\$46,188,387	\$58,986,800	\$58,986,800	\$58,986,800
Non-Union								
Pension UAAL Expense (note 2)	Current year portion of 10 years funding of UAAL	460,233	1,003		700,000	841,600	841,600	841,600
OPEB Contributions	Current year portion of funding OPEB liabilities			9,629,000		1,316,900	1,316,900	1,316,900
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	70,554	72,224	84,000	78,548	82,000	82,000	82,000
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	1,876,496	1,676,904	2,620,000	2,139,066	1,845,000	1,845,000	1,845,000
Total Non-Union		\$2,407,283	\$1,750,131	\$12,333,000	\$2,917,614	\$4,085,500	\$4,085,500	\$4,085,500
Professional & Technical	Service contracts for retirement plans	100,994	174,742	300,000	313,644	250,000	250,000	250,000
Capitalized Fringe	Capital grant fringe reimbursement	-1,160,390	-772,782	-1,146,168	-685,801	-439,670	-439,670	-455,133
Total Other Post Employment Benefits		\$25,487,491	\$71,101,234	\$87,613,832	\$48,733,844	\$62,882,630	\$62,882,630	\$62,867,167

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

Notes:

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

Office of the General Manager Division

DEPARTMENTS

PAGE

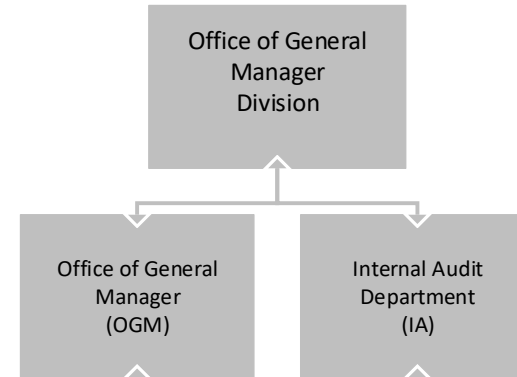
- Office of General Manager (OGM)85
- Inclusion, Diversity, Equity & Accessibility (IDEA)*87
- Internal Audit (IA)89

MAJOR PRIORITIES OF THE DIVISION

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

* IDEA is a standalone division in FY2025.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

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

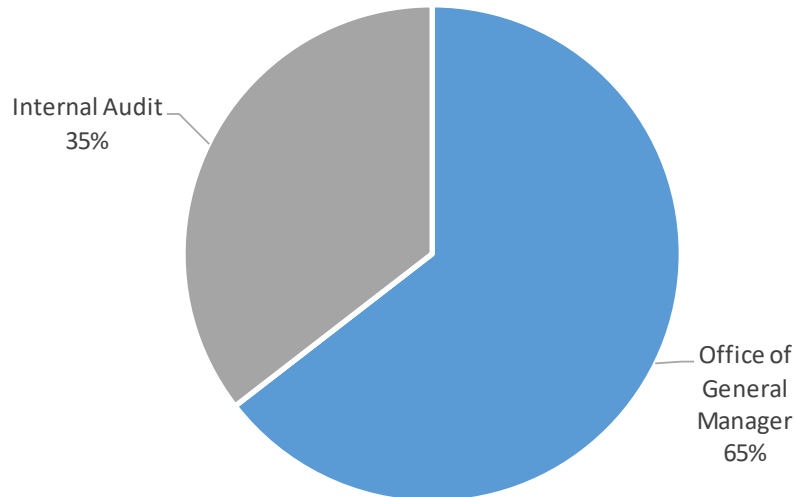
Performance Metrics General Manager Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Annually set and lead strategic direction as evidenced in the Business Plan, Financial Forecast, Budget, Capital Improvement Program, Service Plan, Fleet Plan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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	916,271	1,719,519	3,764,192	2,776,696	1,752,291	1,752,291	1,740,188
Materials & Services	98,456	880,896	1,455,800	887,961	316,400	316,400	316,400
Total	\$1,014,727	\$2,600,415	\$5,219,992	\$3,664,657	\$2,068,691	\$2,068,691	\$2,056,588

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of General Manager	714,552	1,098,388	1,996,376	1,317,667	1,343,163	1,343,163	1,327,006
Inclusion Diversity Equity & Accessibility		1,138,798	2,703,568	1,809,347			
Internal Audit	300,175	363,229	520,048	537,643	725,528	725,528	729,582
Total	\$1,014,727	\$2,600,415	\$5,219,992	\$3,664,657	\$2,068,691	\$2,068,691	\$2,056,588

Total Division FTE	5.00	6.00	20.00	20.00	8.00	8.00	8.00
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FY2025 Adopted Budget



OFFICE OF GENERAL MANAGER DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	618,398	827,831	1,274,376	904,721	1,033,263	1,033,263	1,017,106
Materials & Services	96,154	270,557	722,000	412,946	309,900	309,900	309,900
Total	\$714,552	\$1,098,388	\$1,996,376	\$1,317,667	\$1,343,163	\$1,343,163	\$1,327,006

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	June 30, 2025
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	June 30, 2025
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure.	June 30, 2025
	E1.6. Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt.	June 30, 2025

Office of General Manager Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	448,586	556,954	1,055,458	695,327	802,785
Fringe	169,812	270,877	218,918	209,394	214,321
Total	\$618,398	\$827,831	\$1,274,376	\$904,721	\$1,017,106

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	60,986	141,025	428,600	162,465	50,000
Other Services- Gen & Adm		177	4,000	2,529	4,000
Office Supplies	1,064	1,788	8,100	2,860	8,100
Other Materials- Gen & Adm	1,205	2,507	9,100	10,467	9,100
Unreconciled P-Card Expense	2,031	1,057		1,372	
Computer Equip under \$5,000			8,000	1,999	2,000
Telephone	1,000	5,558	2,000	3,502	2,000
NU-Dues & Subscriptions	40	350	1,000	251	1,000
NU-Local Travel & Meetings	4,141	4,750	9,100	18,533	12,000
UN-Local Travel & Meetings		200			
Local Travel & Meetings Non Training	36	64			
NU-Education & Training - Gen & Adm	720	14,331	81,600	48,574	50,000
NU-Out-Of-Town Travel	11,638	41,306	28,300	23,567	28,300
Official Meeting Expense	10,153	57,148	127,200	131,873	127,200
Board Recognition	2,544	205	6,600	2,499	6,600
Employee Development	135		3,800	1,186	5,000
Employee Recognition	461	91	4,600	1,269	4,600
Total	\$96,154	\$270,557	\$722,000	\$412,946	\$309,900

INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		529,096	1,971,268	1,336,292			
Materials & Services		609,702	732,300	473,055			
Total		\$1,138,798	\$2,703,568	\$1,809,347			

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

Inclusion Diversity Equity & Accessibility Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor		282,143	1,458,307	1,002,066	
Fringe		246,953	512,961	334,226	
Total		\$529,096	\$1,971,268	\$1,336,292	

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		132,720	334,100	120,578	
First Step Youth		73,200	73,200	18,300	
Other Services- Gen & Adm		5,757	75,000	73,719	
Office Supplies		33,407		11,091	
Equip/Furn < \$5,000-Gen & Adm				120	
Other Materials- Gen & Adm		300,000	200,000	50,225	
Unreconciled P-Card Expense		218		1,669	
Community Outreach		55,123	50,000	154,353	
NU-Dues & Subscriptions				1,150	
NU-Local Travel & Meetings				3,679	
NU-Education & Training - Gen & Adm		9,277		30,405	
NU-Out-Of-Town Travel				7,766	
Total		\$609,702	\$732,300	\$473,055	

INTERNAL AUDIT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	297,873	362,592	518,548	535,683	719,028	719,028	723,082
Materials & Services	2,302	637	1,500	1,960	6,500	6,500	6,500
Total	\$300,175	\$363,229	\$520,048	\$537,643	\$725,528	\$725,528	\$729,582

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure.	June 30, 2025



Internal Audit Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	201,897	269,550	389,752	399,407	541,923
Fringe	95,976	93,042	128,796	136,276	181,159
Total	\$297,873	\$362,592	\$518,548	\$535,683	\$723,082

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Services- Gen & Adm	159	104	1,500	1,849	5,000
Computer Equip under \$5,000					1,500
Telephone	103	171		111	
NU-Dues & Subscriptions		190			
NU-Education & Training - Gen & Adm	2,040	172			
Total	\$2,302	\$637	\$1,500	\$1,960	\$6,500

Office of General Manager Personnel Profile

Office of General Manager Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
General Manager	1.00	NU	FT		428,480	30	309,141	463,714
Executive Assistant, Senior (GM)	1.00	NU	FT		98,280	14	83,587	125,382
Executive Assistant (GM)	1.00	NU	FT		96,096	12	70,311	105,465
Executive Assistant, Administrative	1.00	NU	FT		87,887	12	70,311	105,465
Total	4.00				710,743			

Internal Audit Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Manager, Internal Audit	1.00	NU	FT		172,125	18	117,044	175,568
Analyst, Senior, Business Process	1.00	NU	FT		129,456	16	99,064	148,597
Auditor, Senior, IT Systems	1.00	NU	FT		123,830	16	99,064	148,597
Internal Auditor, Senior	1.00	NU	FT		116,512	15	91,048	136,572
Total	4.00				541,923			

Chief Operating Officer Division

DEPARTMENTS

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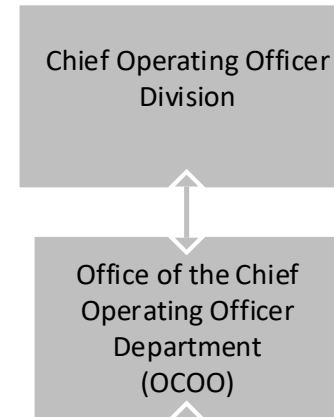
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- Operations Training & Planning *101

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.

* The department has moved to a different division for organizational effectiveness.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

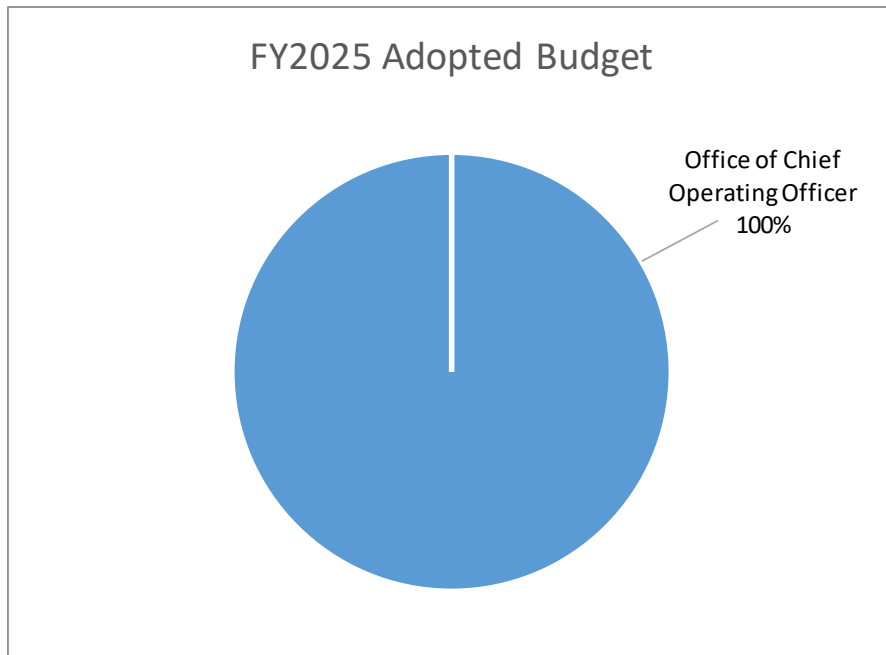
- » In 1980, the first Metropolitan Area Express (or MAX) line, located on the eastside running parallel to I-84 (the Banfield Light Rail Project), received federal approval to use freeway funds to build the rail line.
- » In 1986 the Banfield Light Rail — or MAX — opened on a 15 mile alignment between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

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,072,044	12,064,710	9,578,500	9,808,779	800,112	800,112	680,320
Materials & Services	1,048,946	1,275,347	1,881,900	1,252,954	441,600	441,600	441,600
Total	\$11,120,990	\$13,340,057	\$11,460,400	\$11,061,733	\$1,241,712	\$1,241,712	\$1,121,920

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of Chief Operating Officer	831,836	1,292,105	1,322,750	1,137,575	1,241,712	1,241,712	1,121,920
Operations Planning & Development	1,279,334	2,166,295					
Service Planning & Delivery	558,421	639,958	10,137,650	9,924,158			
Operations Training & Planning	8,451,399	9,241,699					
Total	\$11,120,990	\$13,340,057	\$11,460,400	\$11,061,733	\$1,241,712	\$1,241,712	\$1,121,920

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	322,910	540,931	867,250	547,675	800,112	800,112	680,320
Materials & Services	508,926	751,174	455,500	589,900	441,600	441,600	441,600
Total	\$831,836	\$1,292,105	\$1,322,750	\$1,137,575	\$1,241,712	\$1,241,712	\$1,121,920

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.

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	June 30, 2025
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	June 30, 2025
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure.	June 30, 2025



Office of Chief Operating Officer Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	210,789	403,144	734,105	450,425	548,712
Fringe	112,121	137,787	133,145	97,250	131,608
Total	\$322,910	\$540,931	\$867,250	\$547,675	\$680,320

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			11,100	2,775	
Professional & Technical-Gen & Adm	204,115	387,737	342,600	515,685	386,100
Temporary Help-Gen & Adm			6,000	1,500	
Other Services- Gen & Adm	93,723		14,000	4,716	
Office Supplies	2,459		10,000	2,635	
Other Materials- Gen & Adm	6,619	4,578	12,000	6,100	
Unreconciled P-Card Expense	350	2,459		2,768	
Telephone	19,621	16,223	22,800	14,950	22,000
NU-Dues & Subscriptions	51,160	278,775		5,658	
NU-APTA & OTA Dues	118,000				
NU-Local Travel & Meetings	73	2,642	15,000	5,029	
NU-Education & Training - Gen & Adm	2,200	31,625	10,000	18,289	16,500
NU-Out-Of-Town Travel	10,530	26,643	5,000	7,909	8,000
Employee Recognition	76	492	7,000	1,886	9,000
Total	\$508,926	\$751,174	\$455,500	\$589,900	\$441,600

OPERATIONS PLANNING & DEVELOPMENT DEPARTMENT

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

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

Operations Planning & Development Department

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

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

SERVICE PLANNING & DELIVERY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	399,149	447,135	8,711,250	9,261,104			
Materials & Services	159,272	192,823	1,426,400	663,054			
Total	\$558,421	\$639,958	\$10,137,650	\$9,924,158			

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

Service Planning & Delivery Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	273,952	301,694	6,502,059	7,195,215	
Fringe	125,197	145,441	2,209,191	2,291,743	
Capitalized Labor-Fringe				-225,854	
Total	\$399,149	\$447,135	\$8,711,250	\$9,261,104	

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			3,700	926	
Professional & Technical-Gen & Adm	133,993	191,895	1,114,100	401,129	
Professional & Technical-Transp Adm				225	
Metro Unified Work Prog			250,000	187,501	
Other Services- Gen & Adm	22,633		21,000	7,612	
Other Services-Transp Adm			7,100	8,335	
Office Supplies				4,951	
Other Materials- Gen & Adm	2,646		6,000	10,868	
Other Materials- Transp Adm			4,500	11,749	
Unreconciled P-Card Expense				-15	
Computer Equip under \$5,000			17,500	5,870	
Microcomputer Mtc Mat'l			2,500	626	
Telephone				2,609	
NU-Local Travel & Meetings				2,735	
NU-Out-Of-Town Travel		928		17,813	
Employee Recognition				120	
Total	\$159,272	\$192,823	\$1,426,400	\$663,054	

OPERATIONS TRAINING & PLANNING DEPARTMENT

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

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

Operations Training & Planning Department

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

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

Chief Operating Officer Personnel Profile

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		355,881	28	261,395	392,093
Executive Assistant, Senior (COO)	1.00	NU	FT		110,885	13	76,690	115,034
Total	2.00				466,766			

Transportation Division

DEPARTMENTS

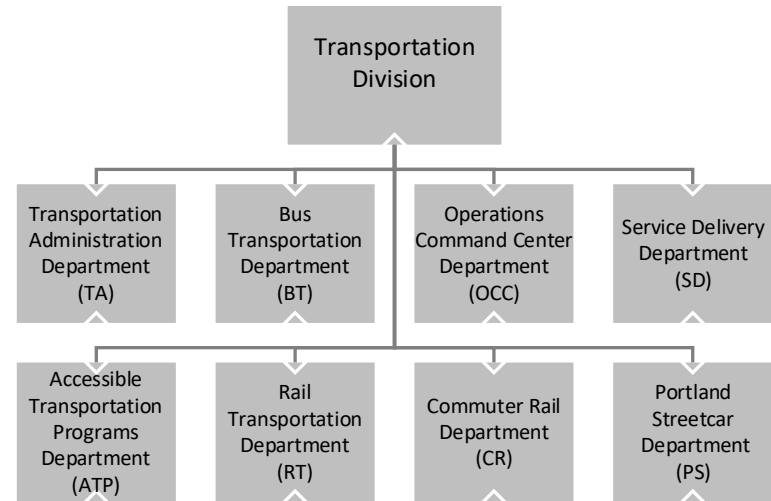
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- Accessible Transportation Programs (ATP)116
- Rail Transportation (RT)119
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (TA) Bus Transportation, Accessible Transportation Programs (LIFT), Commuter Rail, Operations Command Center, Rail Transportation, Service Delivery and Portland Streetcar operations.
- ▽ (BT) Fixed-route bus operations, field operations, bus detour and special event planning, labor management and employee engagement.
- ▽ (OCC) Safe movement of buses and trains using Rail Controllers and Bus Dispatchers, coordinated service responses, emergency operations and unified communications.
- ▽ (SD) Schedule writing, workforce planning, workforce utilization and communication, schedule data systems and production, and operations planning and projects.
- ▽ (ATP) American with Disabilities Act coordination, LIFT application and eligibility process, paratransit operations and maintenance, and other demand-response services.
- ▽ (RT) Light rail operations, field operations, regulatory compliance, state-of-good repair planning and support, labor management and employee engagement.
- ▽ (CR) Commuter rail operations and maintenance as regulated by the Federal Railroad Administration.
- ▽ (PS) Streetcar operations and maintenance through a partnership with City of Portland.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

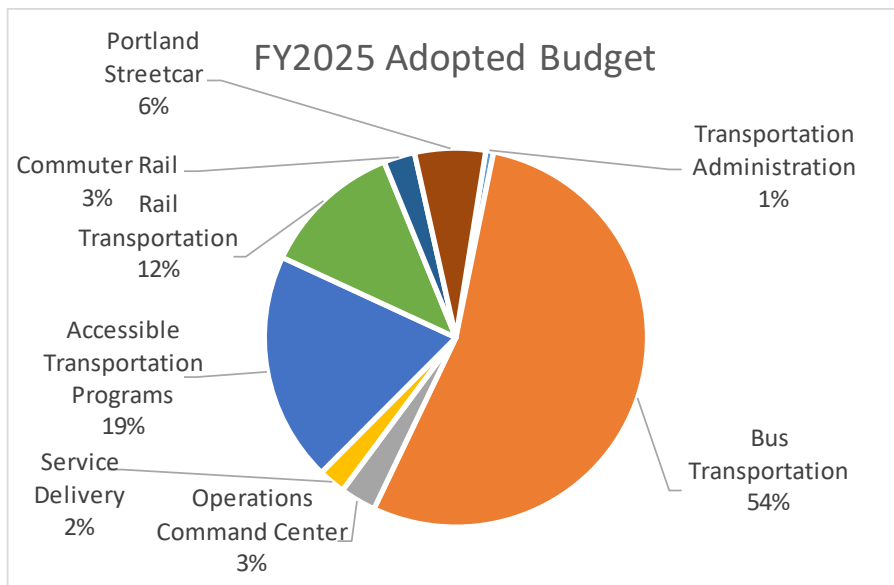
- » TriMet is responsible for providing public transportation service throughout a 533-square mile area and does so with over 80 bus lines and one FX (Frequent Express) line.
- » The Operations Command Center is open 24 hours a day seven days a week, and responsible for managing 94 trains and 450 buses during peak service levels.
- » The LIFT paratransit program started in December 1976 as a demonstration project to offer specialized transit service to older adults and people with disabilities.
- » MAX is a 60-mile light rail system with five lines and 96 stations, connecting Portland, Beaverton, Gresham, Hillsboro, Milwaukie, and the Portland International Airport.
- » WES consists of 14.7 miles of track with five stops and connects with other regional transit systems. It is the smallest “commuter rail” system in the United States.

Performance Metrics Transportation Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Bus On-Time Performance	X	X		Bus Transportation & Operations Command Center	90%	87%	87%
Bus Fixed Route Collisions/100,000 Miles	X	X		Bus Transportation	2.36	1.7	<=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%	77%	88%
LIFT On-Time Performance	X	X		Accessible Transportation Programs	90%	93%	95%
LIFT Collisions Per 100,000 Miles	X	X		Accessible Transportation Programs	1.66	1.4	<= 1.30
MAX Collisions/100,000 Miles	X	X		Rail Transportation	1.3	0.0	<= 1.5
Streetcar Operations Attendance	X	X		Rail Transportation	86%	90%	95%
WES On-Time Performance	X	X		Commuter Rail	99%	99%	95%
WES Boarding Rides Per Revenue Hour, Monthly (March 2020 Target 57.0, pre-pandemic)	X	X		Commuter Rail	42	32	57

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	193,311,420	201,050,593	222,252,614	208,736,703	237,844,258	237,844,258	238,114,257
Materials & Services	46,515,558	57,502,236	72,356,000	72,951,591	82,773,600	82,773,600	84,243,300
Total	\$239,826,978	\$258,552,829	\$294,608,614	\$281,688,294	\$320,617,858	\$320,617,858	\$322,357,557

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transportation Administration	1,076,713	1,374,976	2,020,905	1,367,450	2,615,151	2,615,151	2,139,083
Bus Transportation	148,992,080	153,357,882	170,998,102	159,288,297	173,404,270	173,404,270	173,659,953
Operations Command Center			9,069,613	8,792,443	9,683,024	9,683,024	9,816,548
Service Delivery	2,182,289	2,856,597			7,240,120	7,240,120	7,428,323
Accessible Transportation Programs	29,220,008	38,694,024	49,679,665	52,903,535	62,773,702	62,773,702	63,076,757
Rail Transportation	33,997,421	35,267,481	34,629,319	32,098,595	38,352,620	38,352,620	38,476,441
Commuter Rail	7,009,792	7,934,194	8,268,411	7,266,861	8,502,743	8,502,743	8,488,064
Portland Streetcar	17,348,675	19,067,675	19,942,599	19,971,113	18,046,228	18,046,228	19,272,388
Total	\$239,826,978	\$258,552,829	\$294,608,614	\$281,688,294	\$320,617,858	\$320,617,858	\$322,357,557

Total Division FTE	1,643.00	1,738.00	1,819.50	1,819.50	1,864.50	1,864.50	1,870.50
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TRANSPORTATION ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	535,362	467,830	1,360,805	774,361	1,797,751	1,797,751	1,321,683
Materials & Services	541,351	907,146	660,100	593,089	817,400	817,400	817,400
Total	\$1,076,713	\$1,374,976	\$2,020,905	\$1,367,450	\$2,615,151	\$2,615,151	\$2,139,083

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Transportation Administration Division is responsible for the following functions: Bus Transportation (fixed-route bus, frequent express bus and road supervision), Accessible Transportation Programs (LIFT paratransit service, demand-response services and ADA compliance), Commuter Rail (WES heavy rail and FRA compliance), Operations Command Center (bus dispatch, rail control, service delivery and incident response), Rail Transportation (MAX light rail, rail supervision and compliance management), Service Delivery (scheduling, operations planning and workforce planning) and assists with managing Portland Streetcar operations.</p>		
Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A.2. Implement Forward Together as developed through engagement with riders, public, and other partners.	June 30, 2025
	A2.16. Continue to provide and, when feasible, enhance service that provides access to economic opportunity guided by Forward Together and future annual service plan engagement processes.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025
Pillar E. Resources	E.3. Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan. The upcoming fiscal year will be fully defined and funded with years two through five allocated at approximately 70 percent of anticipated available resources.	June 30, 2025

Transportation Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	219,778	222,368	961,737	314,963	930,479
Fringe	315,584	245,462	399,068	459,398	391,204
Total	\$535,362	\$467,830	\$1,360,805	\$774,361	\$1,321,683

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	-3,800	6,290		45,784	
Professional & Technical-Gen & Adm	37,019	53,132	75,100	19,780	75,100
DOTS Renewal Medical Svcs	130,619	250,885	72,900	164,517	72,900
Temporary Help-Trans Adm	5,218	22,564	18,100	9,984	18,100
Other Services- Gen & Adm	97,145	211,311	17,000	20,865	17,000
Uniforms - Veh Ops	190				
Office Supplies	16,029	32,936	68,500	39,550	68,500
Winter Supplies-Snow & Ice Impl	50	722	10,000	2,501	10,000
Equip/Furn < \$5,000-Fac/Eq Maint	11,124	2,357			
Other Materials- Gen & Adm	46,351	58,035	8,000	6,332	8,000
Unreconciled P-Card Expense	4,346	549		1,314	
Safety Supplies - Transportation	18,505	15,750	5,000	3,422	5,000
Telephone	121,405	142,406	174,300	137,464	175,500
NU-Dues & Subscriptions	1,100				
NU-Local Travel & Meetings	1,733		2,000	899	2,000
UN-Local Travel & Meetings	843	262			
Local Travel & Meetings Non Training				66,737	
NU-Education & Training - Gen & Adm	19,423	9,270	20,200	20,941	70,200
NU-Out-Of-Town Travel	28,581	65,196	13,000	7,844	13,000
Employee Recognition	5,470	35,481	176,000	45,155	282,100
Total	\$541,351	\$907,146	\$660,100	\$593,089	\$817,400

BUS TRANSPORTATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	145,259,285	150,430,573	166,879,102	155,484,442	169,145,270	169,145,270	169,400,953
Materials & Services	3,732,795	2,927,309	4,119,000	3,803,855	4,259,000	4,259,000	4,259,000
Total	\$148,992,080	\$153,357,882	\$170,998,102	\$159,288,297	\$173,404,270	\$173,404,270	\$173,659,953

Department Description & Responsibilities		
<p>Major Functions: The Bus Transportation Department is responsible for the following major functions: fixed-route bus operations including frequent express bus, field operations, detour and special event planning and support, operator safety and support, employee recognition, labor management, and state of good repair planning and support.</p>		
Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.9. Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.	June 30, 2025
Pillar A. Ridership Pillar Focus: A3. Experience	A3.27. Hire and retain operators to preserve and expand service.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025

Bus Transportation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	100,849,096	106,308,145	114,612,435	110,071,243	116,176,289
Fringe	44,411,032	44,131,337	52,266,667	45,633,177	53,224,664
Capitalized Labor-Fringe	-843	-8,909		-219,978	
Total	\$145,259,285	\$150,430,573	\$166,879,102	\$155,484,442	\$169,400,953

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Recruitment Expense	3,599	313,092			
Quality Assurance / ADA			1,500	375	1,500
Temporary Help-Transp Adm				16,642	
Copier & Printer Usage and Maintenance				1,575	
Vehicle Control Sys Maint	513,879	107,588	562,000	295,710	562,000
Laundry	1,973	2,050	2,000	2,566	2,000
Backup Cab Service		1,346			
Other Services-Transp Adm	284,604	193,642	29,300	13,356	29,300
Uniforms- Rev Veh Op	810,332	345,065	310,400	216,478	310,400
Office Supplies	37,671	29,140		30,358	
Winter Supplies-Snow & Ice Impl	373	2,097	6,000	14,453	6,000
Other Materials- Gen & Adm		61,906		1,370	
Other Materials- Transp Adm	117,945	152,589	90,800	341,784	90,800
Unreconciled P-Card Expense	240	6,399		3,889	
Computer Equip under \$5,000	46			9,438	
Safety Supplies - Transportation	62,808	100,334	17,000	57,411	17,000
Telephone	22,870	24,998		18,324	
Data Communication Services	235,641	444,607	251,100	340,121	251,100
PI/PD Expense	1,492,910	978,362	2,710,000	2,277,682	2,850,000
NU-Local Travel & Meetings				118	
NU-Education & Training - Gen & Adm	195	10,173		5,595	
NU-Out-Of-Town Travel	1,943	1,998		3,561	
Driver Accommodations	75,137	78,742	80,000	84,553	80,000

Bus Transportation Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
CDL Renewals	9,346	14,067	12,900	13,265	12,900
Employee Recognition	6,301	13,779		11,702	
Employee Awards	39	265	26,000	6,499	26,000
Operator Recognition	54,663	44,810	20,000	17,774	20,000
Operator Rodeo				19,256	
Special Events Serv	280	260			
Total	\$3,732,795	\$2,927,309	\$4,119,000	\$3,803,855	\$4,259,000

OPERATIONS COMMAND CENTER DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			8,992,413	8,766,404	9,605,824	9,605,824	9,739,348
Materials & Services			77,200	26,039	77,200	77,200	77,200
Total			\$9,069,613	\$8,792,443	\$9,683,024	\$9,683,024	\$9,816,548

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3 Experience	A3.19. Analyze causes of stops and delays in service, develop mitigations, and implement	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025



Operations Command Center Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			6,742,445	6,666,259	7,300,222
Fringe			2,249,968	2,100,785	2,439,126
Capitalized Labor-Fringe				-640	
Total			\$8,992,413	\$8,766,404	\$9,739,348

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Services-Transp Adm			5,000	1,249	5,000
Uniforms- Rev Veh Op			10,200	2,550	10,200
Office Supplies				1,650	
OCC Equip & Supplies			15,000	3,804	15,000
Other Materials- Transp Adm			30,000	8,185	29,000
Unreconciled P-Card Expense				259	
Safety Supplies - Transportation			3,000	750	3,000
Data Communication Services			14,000	3,499	14,000
NU-Local Travel & Meetings				2,650	
NU-Education & Training - Gen & Adm				65	
NU-Out-Of-Town Travel				1,195	
CDL Renewals				183	
Employee Awards					1,000
Total			\$77,200	\$26,039	\$77,200

SERVICE DELIVERY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,167,816	2,732,812			7,084,020	7,084,020	7,272,223
Materials & Services	14,473	123,785			156,100	156,100	156,100
Total	\$2,182,289	\$2,856,597			\$7,240,120	\$7,240,120	\$7,428,323

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A.2. Implement Forward Together as developed through engagement with riders, public, and other partners.	June 30, 2025
Pillar A. Ridership Pillar Focus: A3. Experience	A3.19. Analyze causes of stops and delays in service, develop mitigations, and implement.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025

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

Service Delivery Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,513,593	1,969,242			5,923,962
Fringe	654,223	763,570			2,047,517
Capitalized Labor-Fringe					-699,256
Total	\$2,167,816	\$2,732,812			\$7,272,223

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

ACCESSIBLE TRANSPORTATION PROGRAMS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,274,351	1,155,403	1,032,165	1,025,487	1,082,902	1,082,902	1,144,657
Materials & Services	27,945,657	37,538,621	48,647,500	51,878,048	61,690,800	61,690,800	61,932,100
Total	\$29,220,008	\$38,694,024	\$49,679,665	\$52,903,535	\$62,773,702	\$62,773,702	\$63,076,757

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.9. Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management (via Transdev partnership).	June 30, 2025
Pillar A. Ridership Pillar Focus: A3. Experience	A3.26. Implement and monitor on-demand service with ADA-eligible and general purpose riders.	June 30, 2025
Pillar B. Community Pillar Focus: B2. Presence	B2.6. Work with partners and service providers to address needs of vulnerable populations and those in need of services.	June 30, 2025
Pillar E. Resources Pillar Focus: E2. Identifying new resources	E2.7. Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements.	June 30, 2025

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	896,052	713,124	743,345	731,570	829,907
Fringe	378,299	442,279	288,820	293,917	314,750
Total	\$1,274,351	\$1,155,403	\$1,032,165	\$1,025,487	\$1,144,657

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Contracted Dispatch 1	2,265,025	3,771,072	6,422,600	4,780,887	4,243,400
Contracted Eligibility Assessment		558,070	1,815,300	1,367,168	1,635,600
Professional & Technical-Gen & Adm	399	8,335	12,000	42,649	32,500
Temporary Help-Trans Adm	7,208	12,975	20,000	4,999	7,000
Equipment Repair & Mtc - Gen & Adm	2,540		1,500	375	1,500
ATP Central Maintenance	1,773,177	2,503,808	3,154,200	2,785,128	3,829,900
Background Check Services	8,152	11,565	30,000	38,542	40,000
Printing/Bindery Services	23,737	10,560	12,000	4,774	12,000
Ride Connection Program			1,002,100	3,535,912	1,002,100
Accessibility Services - State Program (5310)			5,229,300	1,307,325	5,386,200
Accessibility Services - Federal (Program)			1,272,900	318,225	1,514,200
Other Services- Gen & Adm	8,107	7,250	8,000	13,509	8,000
Other Services- Revenue Veh.Maint	12,512	297,134	52,200	334,937	175,000
Diesel Fuel- Rev Vehicle Oper	1,081,161	1,895,677	2,050,500	1,868,497	1,931,400
Oil & Lubricants	29,190	10,006		10,007	10,000
Gasoline - Rev Veh Operations				334,795	210,000
Tires - Rev Vehicle Oper	85,139	135,089			
Office Supplies	9,483	11,738		4,265	
Equip/Furn < \$5,000-Gen & Adm	8,527	45,999	15,000	62,574	22,000
Other Materials- Gen & Adm	9,070	7,886	13,000	5,424	155,900
Unreconciled P-Card Expense	210	3,156			
Postage - Gen & Admin	31,788	38,894	32,000	22,834	32,000
Safety Supplies - Transportation	6,494	1,092			
ATP Maintenance Materials	185,252	2,178	12,000	62,186	25,000

Accessible Transportation Programs Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Telephone	65,663	68,312		44,252	
Data Communication Services		14,763	40,000	63,720	40,000
Physical Damage Ins-Region 1	213,480				
ATP Direct Srvc Provider	20,340,807	25,259,482	27,449,900	31,966,730	36,526,400
ATP Backup Cabs	1,586,606	2,516,892		779,384	1,480,000
Supplemental Providers-Trans Network Comp		157,297		1,971,300	3,600,000
Eligibility Transportation	16,500				
NU-Local Travel & Meetings				800	
NU-Education & Training - Gen & Adm	75	1,290			
NU-Out-Of-Town Travel		1,750		7,646	
Out-Of-Town Travel Non Training		140			
Employee Recognition	604	221		263	
Software License Fees				1,800	
Special Events Serv				300	
Cat Committee	943	8,708	3,000	1,895	12,000
Office Leases	173,808	177,282		134,946	
Total	\$27,945,657	\$37,538,621	\$48,647,500	\$51,878,048	\$61,932,100

RAIL TRANSPORTATION DEPARTMENT

Summary	FY2022		FY2023		FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted		
Personnel Services	33,419,645	34,731,251	32,533,219	30,946,345	36,810,920	36,810,920	36,934,741		
Materials & Services	577,776	536,230	2,096,100	1,152,250	1,541,700	1,541,700	1,541,700		
Total	\$33,997,421	\$35,267,481	\$34,629,319	\$32,098,595	\$38,352,620	\$38,352,620	\$38,476,441		

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.9. Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.	June 30, 2025
Pillar A. Ridership Pillar Focus: A3. Experience	A3.27. Hire and retain operators to preserve and expand service, including expanding the hiring processes to include direct to rail external hires.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3.14. Support leadership and skills development in transportation management positions.	June 30, 2025



Rail Transportation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	24,035,941	24,963,378	23,295,169	22,526,048	25,948,614
Fringe	9,383,704	9,767,873	9,238,050	8,431,491	10,986,127
Capitalized Labor-Fringe				-11,194	
Total	\$33,419,645	\$34,731,251	\$32,533,219	\$30,946,345	\$36,934,741

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		110			
Temporary Help-Transp Adm				749	
Other Services- Gen & Adm	9,792	6,186	10,000	6,201	10,000
Other Services-Transp Adm	809	25			
Uniforms- Rev Veh Op	167,735	62,954	52,400	32,280	58,000
Office Supplies	10,253	18,612		17,575	
Cleaning Suppl- Rev Equip Maint	732	306			
OCC Equip & Supplies	56,394	32,946		3,083	
Other Materials- Gen & Adm	33,323	33,994	45,000	26,631	40,000
Other Materials- Transp Adm	18,666	36,484		99,840	
Unreconciled P-Card Expense	7,355	266			
Computer Equip under \$5,000			2,500	626	2,500
Safety Supplies - Transportation	2,802	2,210	3,000	5,625	28,000
UN-Oper Training Materials				627	
Telephone	58,296	54,513		45,388	
Data Communication Services	26,908	7,807		2,805	
PI/PD Expense	181,167	266,684	1,980,000	899,445	1,400,000
NU-Local Travel & Meetings				400	
NU-Education & Training - Gen & Adm				360	
NU-Out-Of-Town Travel		3,736		4,500	
CDL Renewals	2,937	2,768	3,200	2,685	3,200
Employee Recognition	607	6,629		3,430	
Total	\$577,776	\$536,230	\$2,096,100	\$1,152,250	\$1,541,700

COMMUTER RAIL DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,191,509	2,697,869	2,358,311	2,613,739	2,658,643	2,658,643	2,641,464
Materials & Services	4,818,283	5,236,325	5,910,100	4,653,122	5,844,100	5,844,100	5,846,600
Total	\$7,009,792	\$7,934,194	\$8,268,411	\$7,266,861	\$8,502,743	\$8,502,743	\$8,488,064

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar D. Infrastructure Pillar Focus: D4. State of Good Repair	D4.14. Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. D4.15. Deliver budget-approved state of good repair projects on-time and on-budget.	June 30, 2026
Pillar A. Ridership Pillar Focus: A3. Experience	A3.19. Analyze causes of stops and delays in service, develop mitigations, and implement.	June 30, 2026
Pillar C. People Pillar Focus: C16. Safety and Security	C.16. Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees.	June 30, 2026



Commuter Rail Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,609,946	1,909,966	1,731,124	1,954,727	1,839,115
Fringe	581,563	798,978	627,187	671,405	802,349
Capitalized Labor-Fringe		-11,075		-12,393	
Total	\$2,191,509	\$2,697,869	\$2,358,311	\$2,613,739	\$2,641,464

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Trans Adm		3,975			
Landscape Maint Services	17,199	11,999	7,100	10,743	7,100
Contracted Fac Mtc	51,297	21,337	10,000	18,574	10,000
Facilities Maint. Agreements - WES	27,823	10,310	45,300	40,217	45,300
Calibration & Tool Repair	5,142	10,306	4,900	10,595	4,900
Contr Maint - Type I LRV-Rev Eq Maint	335,538	246,255	64,100	93,501	64,100
Maintenance of Way - Commuter Rail	1,317,931	1,564,068	1,594,700	865,283	1,435,300
Laundry	6,279	6,929	6,600	7,655	6,600
Other Services- Revenue Veh.Maint	2,558	120	4,800	20,012	4,800
Uniforms- Rev Veh Op	5,562	916	1,700	694	1,700
Diesel Fuel- Rev Vehicle Oper	297,200	380,943	445,500	347,301	421,200
Office Supplies	7,153	2,270		8,726	
Maint Mat'l - Snow & Ice	698	12,500		13,747	
Maint Mat'l - Rev Eq	292,505	338,307	259,600	610,673	259,600
Freight	7,195	14,756	30,300	43,133	30,300
Maint Material - Other	12,127	5,523	14,000	8,939	14,000
Mtc Material Shop	89				
Shop Equip < \$5000 - Fac Eq Maint	6,828	3,736	12,600	31,914	12,600
Cleaning Suppl- Rev Equip Maint	18,114	24,474	11,600	16,271	11,600
Small Hand Tools-Fac/Eq Maint	749	3,405	5,100	4,596	5,100
Inventory Adjustments				41,610	
Other Materials- Rev Eq Maint	58,522	66,020	13,100	21,566	13,100
Unreconciled P-Card Expense	2,021	309		1,137	

Commuter Rail Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Landscape Maint Material	996		2,000	499	2,000
Safety Supplies-Rev Eq Maint	428	600		372	
Safety Supplies- Gen & Adm	8,039	5,449	7,100	12,273	7,100
Obsolete Inventory	12,172				
Invoice Price Variance	387	-210		7,845	
Utilities - Electricity	41,163	44,744	43,600	45,977	55,800
Utilities - Gas	8,229	11,092	9,600	11,273	12,300
Utilities - Water	13,560	15,862	14,000	14,155	15,300
Telephone	93,228	96,698		66,539	
Data Communication Services	60,851	62,316	78,800	86,129	78,800
Utilities - Other	3,999	4,641	4,100	3,432	5,300
Network Access Services			33,800	8,449	33,800
OR Corporate Activity Tax (CAT)		5		1	
Train Operations	1,754,097	1,865,783	2,826,200	1,829,981	2,911,000
On-Time Performance Incentive - Commuter Rail	348,492	400,203	359,900	343,104	377,900
NU-Local Travel & Meetings		215		326	
NU-Education & Training - Gen & Adm	80	80		1,841	
NU-Out-Of-Town Travel				4,039	
Employee Recognition	32	389			
Total	\$4,818,283	\$5,236,325	\$5,910,100	\$4,653,122	\$5,846,600

PORTLAND STREETCAR DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,463,452	8,834,855	9,096,599	9,125,925	9,658,928	9,658,928	9,659,188
Materials & Services	8,885,223	10,232,820	10,846,000	10,845,188	8,387,300	8,387,300	9,613,200
Total	\$17,348,675	\$19,067,675	\$19,942,599	\$19,971,113	\$18,046,228	\$18,046,228	\$19,272,388

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, and ensures compliance with the Intergovernmental Agreement.

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.9. Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.	June 30, 2025
Pillar A. Ridership Pillar Focus: A3. Experience	A3.27. Hire and retain operators to preserve and expand service.	June 30, 2025



Portland Streetcar Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	5,921,339	6,253,017	6,432,139	6,510,952	6,785,687
Fringe	2,542,113	2,581,838	2,664,460	2,614,973	2,873,501
Total	\$8,463,452	\$8,834,855	\$9,096,599	\$9,125,925	\$9,659,188

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Portland Streetcar	8,874,335	10,232,820	10,846,000	10,845,188	9,613,200
Safety Supplies - Transportation	10,888				
Total	\$8,885,223	\$10,232,820	\$10,846,000	\$10,845,188	\$9,613,200

Transportation Personnel Profile

Transportation Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Transportation	1.00	NU	FT		224,596	24	189,493	284,241
Assistant, Executive Administrative	1.00	NU	FT		97,906	12	70,311	105,465
Total	2.00				322,502			

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		174,108	20	137,860	206,789
Manager, Bus Operations	3.00	NU	FT		451,708	18	117,044	175,568
Manager, Field Operations (Bus)	1.00	NU	FT		126,573	17	107,725	161,586
Assistant Manager, Bus Operations	17.00	NU	FT		2,099,637	16	99,064	148,597
Assistant Manager, Bus & Rail Field Operations	5.00	NU	FT		624,148	15	91,048	136,572
Assistant, Senior Administrative	4.00	NU	FT		280,384	9	53,933	80,898
Mini Run Operator	238.50	U	PT		13,463,898	881	58,698	78,250
Operator	1,065.00	U	FT		76,323,388	880	58,698	78,250
Road Supervisor	44.00	U	FT		4,176,058	834	74,048	98,717
Lead Supervisor	7.00	U	FT		697,570	489	77,730	103,646
Total	1,385.50				98,417,471			

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		172,324	20	137,860	206,789
Manager, Operations Command Center	1.00	NU	FT		150,360	18	117,044	175,568
Assistant Manager, Operations Command Center	8.00	NU	FT		973,467	16	99,064	148,597
Assistant Manager, OCC (Service Quality)	1.00	NU	FT		134,465	16	99,064	148,597
Dispatcher	23.00	U	FT		2,257,927	836	74,048	98,717
Rail Controller	29.00	U	FT		2,862,498	538	98,717	98,717
Total	63.00				6,551,040			

Transportation Personnel Profile

Service Delivery Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus & Rail Service Delivery	1.00	NU	FT		178,537	19	127,082	190,624
Manager, Bus & Rail Scheduling	1.00	NU	FT		148,108	17	107,725	161,586
Manager, Bus & Rail Ops (Ops Plan and Projects)	2.00	NU	FT		264,890	16	99,064	148,597
Manager, Workforce Utilization	1.00	NU	FT		118,390	16	99,064	148,597
Planner, Senior, Scheduling	1.00	NU	FT		120,781	15	91,048	136,572
Planner, Senior, Scheduling	2.00	NU	FT	✓	227,620	15	91,048	136,572
Specialist, Schedule Systems	1.00	U	FT		103,639	877	103,646	103,646
Schedule Writer II	5.00	U	FT		493,534	874	74,048	98,717
Schedule Data Technician	2.00	U	FT		197,414	867	74,048	98,717
Schedule Data Technician	1.00	U	FT	✓	98,707	867	74,048	98,717
Station Agent	27.00	U	FT		2,658,205	835	74,048	98,717
Station Agent	3.00	U	FT	✓	296,120	835	74,048	98,717
Chief Station Agent	5.00	U	FT		518,195	830	77,730	103,646
Coordinator, Road Service	2.00	U	FT		207,278	821	77,730	103,646
Coordinator, Rail Service	2.00	U	FT		207,278	820	77,730	103,646
Total	56.00				5,838,696			

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		171,494	19	127,082	190,624
Manager, Lift Service Delivery	1.00	NU	FT		104,887	16	99,064	148,597
Analyst, Senior, Lift Service Delivery	1.00	NU	FT		104,485	14	83,587	125,382
Analyst, Operations	1.00	NU	FT		80,449	13	76,690	115,034
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT		95,354	13	76,690	115,034
Administrator, Lift Service Quality	1.00	NU	FT		96,223	12	70,311	105,465
Analyst, Business (Lift)	1.00	NU	FT		99,909	12	70,311	105,465
Assistant, Senior Administrative	1.00	NU	FT		77,106	9	53,933	80,898
Total	8.00				829,907			

Transportation Personnel Profile

Rail Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Operations	1.00	NU	FT		176,245	20	137,860	206,789
Manager, Rail Operations	2.00	NU	FT		328,219	18	117,044	175,568
Manager, Field Operations (Rail)	1.00	NU	FT		141,063	17	107,725	161,586
Assistant Manager, Rail Operations	5.00	NU	FT		607,460	16	99,064	148,597
Administrator, Senior, Transportation Operations Safety	1.00	NU	FT		113,810	15	91,048	136,572
Assistant, Senior Administrative	2.00	NU	FT		156,354	9	53,933	80,898
Rail Operator	212.00	U	FT		16,489,113	580	60,694	81,037
Supervisor, Rail	39.00	U	FT		3,849,566	536	98,717	98,717
Total	263.00				21,861,829			

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		182,028	19	127,082	190,624
Manager, Commuter Rail Operations	1.00	NU	FT		152,947	17	107,725	161,586
Assistant Manager, Technical Support & Training (WES)	1.00	NU	FT		113,810	15	91,048	136,572
Service Worker	3.00	U	FT		175,025	945	45,240	65,478
Commuter Rail Vehicle Maint. Technician	8.00	U	FT		688,763	888	86,091	86,091
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	U	FT		297,029	872	99,008	99,008
Helper	1.00	U	FT		78,243	533	78,250	78,250
Total	18.00				1,687,845			

Portland Streetcar Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Manager, Streetcar Operations	1.00	NU	FT		112,448	16	99,064	148,597
Streetcar Signals Maintainer	1.00	U	FT		87,718	541	87,714	87,714
Streetcar Track Maintainer	1.00	U	FT		87,718	540	87,714	87,714
Streetcar Controller	5.00	U	FT		493,534	539	98,717	98,717
Streetcar Operator	56.00	U	FT		4,526,055	488	60,694	81,037
Streetcar Journeyworker Mechanic	11.00	U	FT		947,049	451	86,091	86,091
Total	75.00				6,254,521			



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Safety & Security Division

DEPARTMENTS

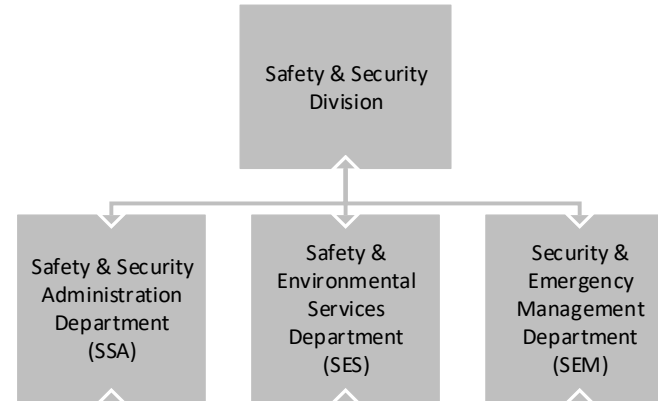
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- Safety & Environmental Services (SES).....135
- Security & Emergency Management (SEM)137

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) Emergency Management program provides agency preparedness planning, response and recovery efforts and ensures the agency is resilient to internal and external stressors. SEM Also provides high visibilities patrol and security measures, CCTV systems, and facility access control.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

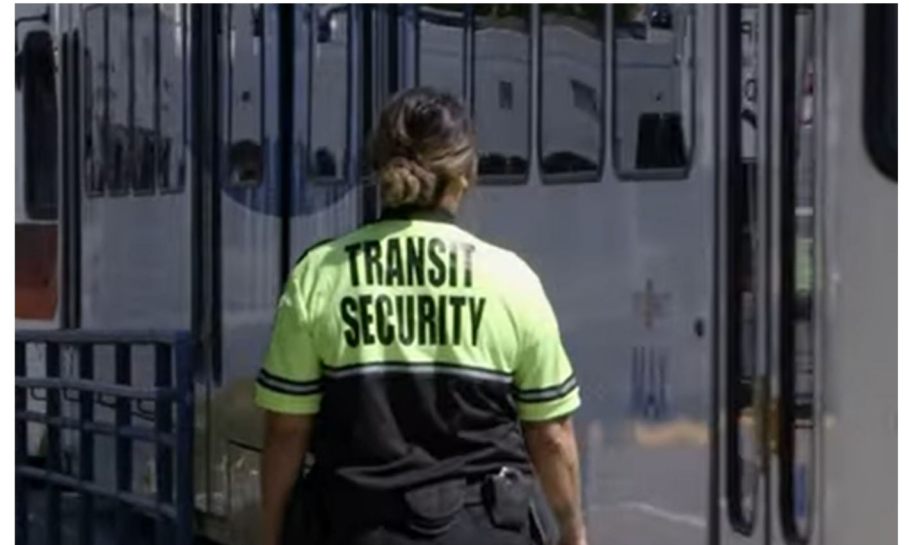
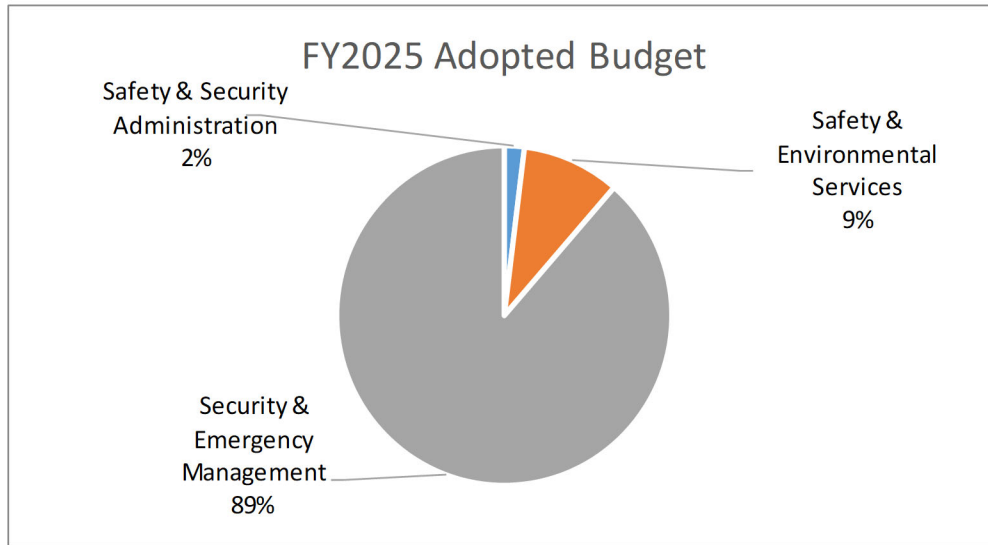
- » Injuries in workplaces are reduced by 18.5% after just 10 hours of OSHA training.
- » 80% of accidents can be prevented by posting proper signage.
- » Forklifts injure more people than snakes.
- » Safety signs warning of danger reduce accidents by up to 80%.

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,481,055	8,719,145	12,770,334	12,175,100	14,123,702	14,123,702	14,182,972
Materials & Services	15,170,377	24,718,328	45,786,470	38,375,240	65,774,600	65,774,600	65,281,700
Total	\$20,651,432	\$33,437,473	\$58,556,804	\$50,550,340	\$79,898,302	\$79,898,302	\$79,464,672

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Administration	770,210	883,998	1,646,004	1,183,446	1,563,450	1,563,450	1,537,279
Safety & Environmental Services	2,837,286	4,652,630	5,769,921	4,563,626	7,448,179	7,448,179	7,511,360
Security & Emergency Management	17,043,936	27,900,845	51,140,879	44,803,268	70,886,673	70,886,673	70,416,033
Total	\$20,651,432	\$33,437,473	\$58,556,804	\$50,550,340	\$79,898,302	\$79,898,302	\$79,464,672

Total Division FTE	48.00	64.00	89.00	89.00	95.00	95.00	95.00
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*In FY2024, transferred \$7,458,830 in appropriation in Resolution 24-02-09 to Legal Services, Public Affairs, and Information Technology Divisions.

SAFETY & SECURITY ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	744,774	657,814	1,358,204	878,035	1,225,650	1,225,650	1,199,479
Materials & Services	25,436	226,184	287,800	305,411	337,800	337,800	337,800
Total	\$770,210	\$883,998	\$1,646,004	\$1,183,446	\$1,563,450	\$1,563,450	\$1,537,279

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



Safety & Security Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	391,813	462,614	987,994	510,007	896,930
Fringe	354,916	280,975	370,210	368,028	302,549
Capitalized Labor-Fringe	-1,955	-85,775			
Total	\$744,774	\$657,814	\$1,358,204	\$878,035	\$1,199,479

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Services- Gen & Adm		205		495	
Office Supplies	1,615	14,062	12,000	7,905	12,000
Other Materials- Gen & Adm	1,011	25,687	5,000	14,127	5,000
Unreconciled P-Card Expense		272			
Computer Equip under \$5,000	2,960	2,836	1,000	1,246	4,000
Safety Supplies- Gen & Adm				2,289	
Telephone	5,289	29,215	35,000	31,708	30,000
NU-Dues & Subscriptions		1,842	6,000	3,034	3,000
NU-Local Travel & Meetings	106	17,178	7,000	16,844	7,000
NU-Education & Training - Gen & Adm	1,539	74,495	191,800	182,967	141,800
NU-Out-Of-Town Travel	12,916	60,392	30,000	44,796	135,000
Total	\$25,436	\$226,184	\$287,800	\$305,411	\$337,800

SAFETY & ENVIRONMENTAL SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,260,821	1,978,912	2,503,421	2,345,639	2,728,679	2,728,679	2,791,860
Materials & Services	1,576,465	2,673,718	3,266,500	2,217,987	4,719,500	4,719,500	4,719,500
Total	\$2,837,286	\$4,652,630	\$5,769,921	\$4,563,626	\$7,448,179	\$7,448,179	\$7,511,360

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People	C3.16. Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees.	June 30, 2025



Safety & Environmental Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,013,758	1,519,042	1,934,445	1,797,386	2,059,167
Fringe	490,339	694,498	686,894	670,246	732,693
Capitalized Labor-Fringe	-243,276	-234,628	-117,918	-121,993	
Total	\$1,260,821	\$1,978,912	\$2,503,421	\$2,345,639	\$2,791,860

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	313,275	715,692	371,500	120,411	371,500
Drug & Alcohol Testing	141,348	258,199	300,000	183,418	300,000
Safety Occupational Regulatory			1,562,000	974,328	3,015,000
Environmental Consulting	147,904	152,848	110,000	89,520	110,000
Temporary Help-Trans Adm	1,360				
Contracted Maint - Environmental	729,339	1,013,267	783,000	515,236	783,000
Other Services- Gen & Adm	38,812	2,807	5,000	55,184	5,000
Waste Disposal Services	142,146	421,433	100,000	248,294	100,000
Office Supplies	2,061	231		10	
Other Materials- Gen & Adm	5,125	91,242	20,000	22,042	20,000
Computer Equip under \$5,000	5,599	8,404	15,000	4,730	15,000
Safety Supplies- Gen & Adm		150			
Telephone	5,733	5,525		4,814	
NU-Dues & Subscriptions	1,679	1,398			
NU-Local Travel & Meetings	2,347				
NU-Education & Training - Gen & Adm	38,587	1,866			
NU-Out-Of-Town Travel	1,150	656			
Total	\$1,576,465	\$2,673,718	\$3,266,500	\$2,217,987	\$4,719,500

SECURITY & EMERGENCY MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,475,460	6,082,419	8,908,709	8,951,426	10,169,373	10,169,373	10,191,633
Materials & Services	13,568,476	21,818,426	42,232,170	35,851,842	60,717,300	60,717,300	60,224,400
Total	\$17,043,936	\$27,900,845	\$51,140,879	\$44,803,268	\$70,886,673	\$70,886,673	\$70,416,033

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security	A1.10. Train for and use crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications including such treatments as CCTV improvements, enhanced lighting, modifying vegetation, and sight lines.	June 30, 2025
	A1.11. Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology.	June 30, 2025
Pillar B. Community Pillar Focus: B2. Presence	B2.6. Work with partners and service providers to address needs of vulnerable populations and those in need of services.	June 30, 2025
Pillar C. People	C3.17. Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers.	June 30, 2025

*In FY2024, transferred \$7,458,830 in appropriation in Resolution 24-02-09 to Legal Services, Public Affairs, and Information Technology Divisions.

Security & Emergency Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,827,246	4,605,121	6,426,729	6,654,099	7,375,142
Fringe	1,165,401	1,861,916	2,481,980	2,299,764	2,816,491
Capitalized Labor-Fringe	-517,187	-384,618		-2,437	
Total	\$3,475,460	\$6,082,419	\$8,908,709	\$8,951,426	\$10,191,633

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget*	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	166,803	108,825	15,000	27,152	22,500
Temporary Help-Trans Adm	1,360	12,524	15,000	29,828	15,000
Transit Police Services	5,369,411	4,178,860	15,406,300	7,797,317	12,926,300
Deputy DA Contract	259,135	137,642	326,000	368,881	969,800
Security Services	5,872,932	12,295,993	24,803,170	25,149,129	43,582,200
Building Security Maintenance	240,824	398,781	200,000	275,558	200,000
Exclusion & Tow Hearings	541	9	7,500	1,877	
Transit Police Services - Canine Unit	796,754	1,108,132	1,038,300	633,373	1,699,100
Security Services - Gang Outreach	122,568	165,992	138,500	17,883	138,500
Other Services- Gen & Adm	354,014	426,408	186,400	992,492	350,000
Uniforms- Rev Veh Op	13,404	22,828	15,000	24,712	15,000
Office Supplies	13,443	1,487			
Other Materials- Gen & Adm	190,389	2,472,057	61,000	434,123	286,000
Unreconciled P-Card Expense		130		1,405	
Computer Equip under \$5,000	72,127	426,072	20,000	28,743	20,000
Community Outreach	8,199				
Telephone	77,998	58,818		69,369	
NU-Dues & Subscriptions	21				
NU-Local Travel & Meetings	5,706	648			
NU-Education & Training - Gen & Adm	2,847	3,220			
Total	\$13,568,476	\$21,818,426	\$42,232,170	\$35,851,842	\$60,224,400

* Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Safety & Security Personnel Profile

Safety & Security Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Safety & Security	1.00	NU	FT		236,795	24	189,493	284,241
Administrator, Senior, Safety & Security Programs	1.00	NU	FT		103,931	14	83,587	125,382
Assistant, Executive Administrative	1.00	NU	FT		94,619	12	70,311	105,465
Assistant, Senior Administrative	1.00	NU	FT		70,346	9	53,933	80,898
Assistant, Administrative	1.00	NU	FT		51,730	7	45,019	67,528
Total	5.00				557,420			

Safety & Environmental Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Safety Mgmt Systems & Environmental Svs	1.00	NU	FT		187,500	21	149,455	224,185
Manager, Project Management	1.00	NU	FT		144,219	17	107,725	161,586
Manager, Construction Safety Systems	1.00	NU	FT		154,757	17	107,725	161,586
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT		149,896	17	107,725	161,586
Manager, Environmental Services	1.00	NU	FT		132,001	16	99,064	148,597
Manager, Safety Systems	1.00	NU	FT		123,173	16	99,064	148,597
Coordinator, Senior, Safety Systems	4.00	NU	FT		435,280	14	83,587	125,382
Coordinator, Safety Systems	4.00	NU	FT		400,703	13	76,690	115,034
Administrator, Senior, Drug & Alcohol Program	1.00	NU	FT		94,941	13	76,690	115,034
Analyst, Safety & Security Data Management	1.00	NU	FT		70,310	12	70,311	105,465
Coordinator, Environmental	1.00	NU	FT		99,118	12	70,311	105,465
Specialist, Senior, Drug & Alcohol Program	1.00	NU	FT		67,267	9	53,933	80,898
Total	18.00				2,059,167			

Safety & Security Personnel Profile

Security & Emergency Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Security & Emergency Management	1.00	NU	FT		189,331	20	137,860	206,789
Manager, Project Management	1.00	NU	FT		150,807	17	107,725	161,586
Manager, Security and Emergency Management	1.00	NU	FT		136,628	17	107,725	161,586
Manager, Security Operations & Investigations	1.00	NU	FT		103,872	16	99,064	148,597
Manager, Safety Response	1.00	NU	FT		138,742	16	99,064	148,597
Manager, Public Safety Operations	2.00	NU	FT		264,534	16	99,064	148,597
Assistant Manager, Public Safety Operations	3.00	NU	FT		297,573	14	83,587	125,382
Coordinator, Senior, Public Safety Training & Development	1.00	NU	FT		102,257	14	83,587	125,382
Coordinator, Senior, Security & Emergency Management	1.00	NU	FT		104,485	14	83,587	125,382
Assistant Manager, Safety Response	2.00	NU	FT		207,349	13	76,690	115,034
Coordinator, Senior, Vulnerable Populations	1.00	NU	FT		88,719	13	76,690	115,034
Analyst, Investigations	2.00	NU	FT		177,691	13	76,690	115,034
Coordinator, Security Access Control	1.00	NU	FT		95,138	12	70,311	105,465
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT		71,126	437	71,115	94,827
Security Dispatcher	6.00	U	FT		518,259	343	74,048	98,717
Customer Safety Supervisor	42.00	U	FT		4,145,686	342	74,048	98,717
Lead Customer Safety Supervisor	5.00	U	FT		518,195	341	77,730	103,646
Total	72.00				7,310,391			

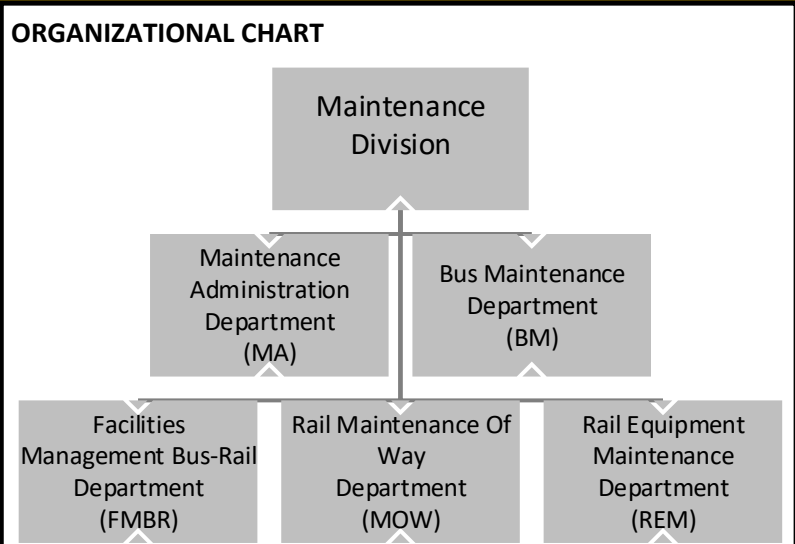


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Maintenance Division

DEPARTMENTS	PAGE
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• Facilities Management Bus-Rail (FMBR).....	150
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• Rail Equipment Maintenance (REM)	157

- 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.



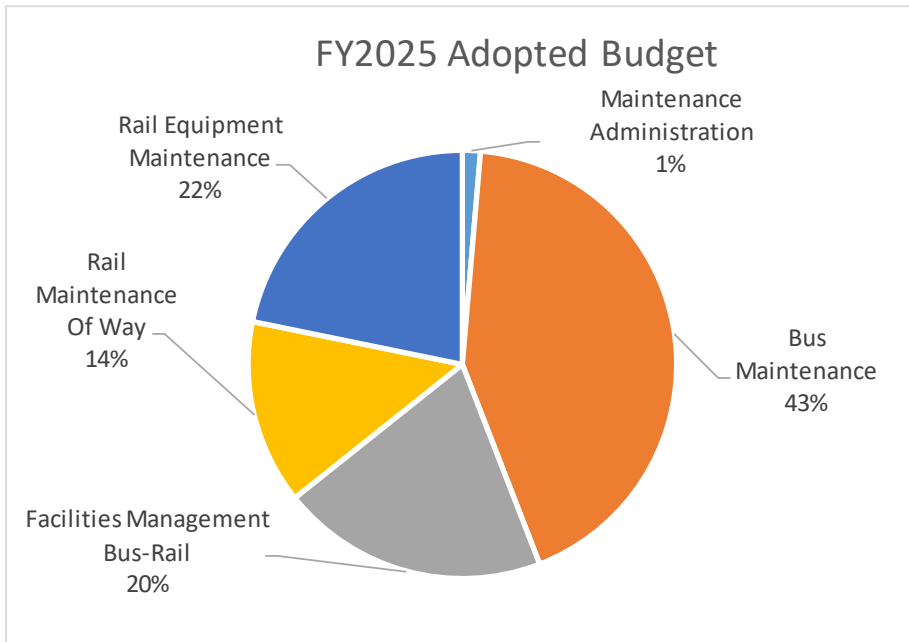
- DIVISIONAL FUN FACTS...**
- » Bus Maintenance maintains a fleet of approximately 670 buses, including 40-foot diesel buses, 30-foot buses, 60-foot articulated buses, and 40-foot BEBs with more on the horizon. The average bus is 8 years old. The oldest bus is 15 years old.
 - » Rail Equipment Maintenance maintains a fleet of 145 light rail vehicles, this includes 26 Type 1 LRVs which first entered service in 1986. The average LRV is 22.5 years old. The oldest LRV is over 38 years old and has traveled more than 2 million miles in revenue service. The agency will be receiving 30 new Type 6 LRVs. 26 to replace the oldest fleet and 4 for the A Better Red Project, Red Line expansion. Once all of the new vehicles are received, the fleet will grow to 149 total LRVs.
 - » TriMet has 358 NRVs parked in 16 different locations. Combined they travel approximately 2.2 million miles per year.

Performance Metrics Maintenance Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Procure new fully battery electric buses with make ready charging infrastructure for deployment from Powell Garage.		X		Bus Maintenance	4	0	24
Fixed-route bus mean distance between failures (MDBF) Target 10,000.	X	X		Bus Maintenance	9,879	9,426	10,000
Bus preventive maintenance (PMs) complete on-time.	X	X		Bus Maintenance	99%	99%	80%
Bus Maintenance Attendance.	X	X		Bus Maintenance	92%	94%	95%
Track PMs completed on-time.	X	X		Rail Maintenance Of Way	96%	83%	80%
Overhead Electrical PMs completed on-time.	X	X		Rail Maintenance Of Way	100%	71%	80%
Signals, Power/Substations, and Overhead Contact Systems PMs completed on-time.	X	X		Rail Maintenance Of Way	99%	95%	80%
Power/Substations PMs completed on-time.	X	X		Rail Maintenance Of Way	100%	89%	80%
Rail Maintenance of Way Attendance.	X	X		Rail Maintenance Of Way	93%	95%	95%
MAX light rail vehicle Preventive maintenance (PMs) completed on-time.	X	X		Rail Equipment Maintenance	98.45%	89%	80%
MAX light rail mean distance between in-service failures (MDBF) Target 10,000.	X	X		Rail Equipment Maintenance	10,658	7,539	10,000
Rail Equipment Maintenance Attendance.	X	X		Rail Equipment Maintenance	94.5%	94%	92%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	84,383,982	88,280,938	109,666,865	98,585,498	114,656,581	114,656,581	114,731,853
Materials & Services	63,729,569	72,799,934	64,188,500	70,384,302	63,130,900	63,130,900	70,475,000
Total	\$148,113,551	\$161,080,872	\$173,855,365	\$168,969,800	\$177,787,481	\$177,787,481	\$185,206,853

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Maintenance Administration	935,477	1,199,984	2,264,367	915,312	2,899,387	2,899,387	2,516,950
Bus Maintenance	64,485,170	67,666,724	82,572,199	72,439,150	78,743,271	78,743,271	79,203,320
Facilities Management Bus-Rail	26,997,081	29,967,316	26,873,637	29,668,742	31,213,907	31,213,907	37,344,184
Rail Maintenance Of Way	16,516,791	21,496,197	22,906,992	22,811,378	24,612,227	24,612,227	25,793,186
Rail Equipment Maintenance	39,179,032	40,750,651	39,238,170	43,135,218	40,318,689	40,318,689	40,349,213
Total	\$148,113,551	\$161,080,872	\$173,855,365	\$168,969,800	\$177,787,481	\$177,787,481	\$185,206,853

Total Division FTE	785.00	788.00	916.00	916.00	912.00	912.00	912.00
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MAINTENANCE ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	479,427	674,376	1,563,967	345,848	2,184,387	2,184,387	1,801,950
Materials & Services	456,050	525,608	700,400	569,464	715,000	715,000	715,000
Total	\$935,477	\$1,199,984	\$2,264,367	\$915,312	\$2,899,387	\$2,899,387	\$2,516,950

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar B. Community Pillar Focus: B2. Presence	B.2. Provide technical expertise to help identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology.	June 30, 2025
	B.3. Support the purchase of zero-emissions buses with reliable technology to replace diesel buses as appropriate.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3.14. Support leadership and skills development in maintenance management positions.	June 30, 2025



Maintenance Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	435,099	414,032	1,346,090	222,090	1,447,695
Fringe	179,452	322,822	217,877	123,758	354,255
Capitalized Labor-Fringe	-135,124	-62,478			
Total	\$479,427	\$674,376	\$1,563,967	\$345,848	\$1,801,950

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		17,921	5,000	102,077	5,000
Other Services- Gen & Adm	2,439	10,739	1,000	71,516	1,000
Other Services- Revenue Veh.Maint	28,762	114,329	55,000	-21,461	55,000
Office Supplies	6,883	8,362	147,500	38,979	147,500
Equip/Furn < \$5,000-Rev Eq Maint		406	7,500	1,875	7,500
Equip/Furn < \$5,000-Gen & Adm		12,658			
Other Materials- Gen & Adm				491	
Unreconciled P-Card Expense		3,248		765	
Computer Equip under \$5,000	249	10,372	4,000	1,211	4,000
Telephone	406,337	311,288	271,600	268,156	286,200
NU-Dues & Subscriptions	1,226		4,000	20,505	4,000
NU-Local Travel & Meetings		3,731	9,800	4,460	9,800
UN-Local Travel & Meetings		1,136			
NU-Education & Training - Gen & Adm	4,579	7,637	52,000	35,701	52,000
NU-Out-Of-Town Travel	3,775	5,809	80,000	21,146	80,000
UN-Education & Training - Gen & Adm			8,000	7,858	8,000
UN-Out-Of-Town Travel			15,000	3,750	15,000
Employee Recognition	1,800	17,972	40,000	12,435	40,000
Total	\$456,050	\$525,608	\$700,400	\$569,464	\$715,000

BUS MAINTENANCE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	34,311,653	32,982,678	46,559,499	37,851,263	45,778,271	45,778,271	45,840,220
Materials & Services	30,173,517	34,684,046	36,012,700	34,587,887	32,965,000	32,965,000	33,363,100
Total	\$64,485,170	\$67,666,724	\$82,572,199	\$72,439,150	\$78,743,271	\$78,743,271	\$79,203,320

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.17. Clean all fixed-route bus and MAX vehicles daily with monthly detail cleanings.	June 30, 2025
	A3.27. Hire and retain service workers and mechanics to preserve and expand service.	June 30, 2025
Pillar C. People Pillar Focus: C3. Total rewards/ communication and career advancement	C3.14. Support leadership and skills development in transportation and maintenance management positions.	June 30, 2025
	C3.17. Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers.	June 30, 2025



Bus Maintenance Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	24,041,376	23,318,402	32,708,720	26,876,039	32,153,571
Fringe	10,346,926	9,772,934	13,850,779	10,984,438	13,686,649
Capitalized Labor-Fringe	-76,649	-108,658		-9,214	
Total	\$34,311,653	\$32,982,678	\$46,559,499	\$37,851,263	\$45,840,220

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	10,691	7,609	46,500	15,812	46,500
Professional & Technical-Rev Eq Maint	1,725			974	
Contracted Bus Mtc - Maf	154,458	367,672	1,407,600	541,886	1,521,700
Cont Bus Maint - Other				407	
Body Repair - NRV	24,035	53,069	10,100	18,021	10,100
Laundry	116,721	116,106	133,600	120,790	133,600
Other Services- Revenue Veh.Maint	107,845	190,519	74,200	286,699	74,200
Diesel Fuel- Rev Vehicle Oper	15,526,582	17,099,120	22,733,000	17,719,275	19,745,900
Diesel Fuel- NRV Maintenance	45,408	47,298	45,500	54,883	45,500
Oil & Lubricants	525,606	740,905	535,800	610,167	535,800
Gasoline - NRV Maintenance	688,295	651,058	404,000	559,272	404,000
Tires - Rev Vehicle Oper	1,125,207	1,224,175	1,300,000	1,413,596	1,300,000
Tires Serv Vehicle-Rev Equip Maint	36,037	42,006	32,300	40,637	32,300
Office Supplies	41,538	47,251		21,143	
Repair Mat'l - Rev Eq	68,366	72,812	129,500	76,440	129,500
Maint Material - Serv Veh	260,320	260,928	252,500	272,559	252,500
Maint Mat'l - Rev Eq	9,105,453	12,125,809	7,935,500	11,293,004	7,967,500
Freight	3,358	2,082	1,100	274	1,100
Equip/Furn < \$5,000-Rev Eq Maint	20,803	13,338	17,900	16,867	17,900
Cleaning Suppl- Rev Equip Maint	401,115	427,764	256,300	325,094	256,300
Cleaning Suppl- Fac/Eq Maint	24	1,203			
Small Hand Tools-Rev Eq Maint	18,941	17,240	32,400	18,158	32,400
Inventory Adjustments	339,795	126,871	60,000	31,563	60,000

Bus Maintenance Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Materials- Rev Eq Maint	57,605	78,964	24,700	76,531	24,700
Unreconciled P-Card Expense	4,180	1,743		3,782	
Computer Equip under \$5,000		13,547		842	2,500
Safety Supplies-Rev Eq Maint	151,044	316,755	110,700	149,514	110,700
Safety Supplies- Gen & Adm	130,973	19,383		48,179	
Winter Supplies	206,155	290,366	62,100	417,416	62,100
Safety Supplies - Fac/Eq Maint	1,989				
Obsolete Inventory	901,088	124,791		166,124	
Invoice Price Variance	-3,195	-1,800		-2,608	
Average Cost Variance	-9,317	15,318		-70	
Propulsion Power	94,320	167,266	398,200	235,825	587,100
Telephone	3,890	5,801		12,038	
NU-Local Travel & Meetings		43			
UN-Local Travel & Meetings	73	38			
NU-Education & Training - Gen & Adm		1,289		29,822	
NU-Out-Of-Town Travel	3,207	1,155		1,534	
UN-Out-Of-Town Travel				584	
CDL Renewals	7,887	10,601	7,200	5,847	7,200
Employee Recognition		463		2,823	
Rental	1,295	3,488	2,000	2,183	2,000
Total	\$30,173,517	\$34,684,046	\$36,012,700	\$34,587,887	\$33,363,100

FACILITIES MANAGEMENT BUS-RAIL DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	13,016,671	13,953,753	14,915,137	14,774,510	18,463,407	18,463,407	18,637,884
Materials & Services	13,980,410	16,013,563	11,958,500	14,894,232	12,750,500	12,750,500	18,706,300
Total	\$26,997,081	\$29,967,316	\$26,873,637	\$29,668,742	\$31,213,907	\$31,213,907	\$37,344,184

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.18. Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources.	June 30, 2025
Pillar B. Community Pillar Focus: B2. Presence	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan. Continue to upgrade ageing HVAC and Electrical infrastructure.	June 30, 2025



Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	9,626,707	10,538,844	10,744,883	10,929,516	13,175,790
Fringe	3,543,608	3,582,865	4,473,749	4,032,642	5,589,271
Capitalized Labor-Fringe	-153,644	-167,956	-303,495	-187,648	-127,177
Total	\$13,016,671	\$13,953,753	\$14,915,137	\$14,774,510	\$18,637,884

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	11,449	12,951		3,573	750,000
Professional & Technical - Fac Eq Mtc	11,021		10,100	4,321	10,100
Mech/Structural Consult	3,023	67,220		67,633	
Temporary Help-Gen & Adm		38,491		9,734	
Landscape Maint Services	760,533	982,270	963,400	957,828	1,416,100
Transit Mall Services	2,000,894	2,110,805	2,177,900	2,184,838	2,593,100
Contracted Build Maint	645,625	289,143	596,900	480,787	1,375,500
Cont ROW Mtc Station	24,087	19,258	18,200	4,549	18,200
Contracted Fac Mtc	783,913	504,013	414,100	469,774	1,845,500
Cont ROW Mtc Elevator	345,226	371,874	355,500	398,744	355,500
Hillsboro Parking Garage IGA	30,000	60,000	60,000	27,509	60,000
Contracted Maint Paving					2,000,000
Shelter Services	300,781	1,116,043	243,000	755,235	243,000
Office Maint Custodial	1,329,380	1,325,065	644,900	1,054,521	644,900
Shelter Cleaning	639,166	791,185	456,500	562,240	456,500
Shelter Cleaning - Vandlsm	33,104	66,963	35,000	32,795	35,000
Transit Center Cleaning	364,578	146,146	329,300	182,227	329,300
Office Maintance - Other				6,461	
Building Security Maintenance		33,248		36,775	
Laundry	18,971	20,309	17,000	19,265	19,200
Other Services-Facility/Eq Maint	228,514	201,485	40,800	109,601	40,800
Office Supplies	4,614	6,102		7,122	
Maint Mat'l - Snow & Ice	190,384	375,872	40,800	780,399	40,800

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Maint Material - Other	314,553	603,408	251,300	528,005	251,300
Mtc Matl Outside Plant	396,772	260,039	141,400	290,881	141,400
Mtc Material Shop	99,992	150,990	70,700	96,575	70,700
Equip/Furn < \$5,000-Rev Eq Maint	12,414				
Equip/Furn < \$5,000-Fac/Eq Maint	224,977	86,896	40,000	21,874	40,000
Shop Equip < \$5000 - Fac Eq Maint	107	16,888	5,100	2,566	5,100
Shelter Materials	285,965	353,417	249,700	81,225	199,700
Bus Stop Poles/Signage			19,600	5,796	19,600
Park & Ride Materials		960		1,248	
Cleaning Suppl- Fac/Eq Maint	199,096	258,546	123,900	255,996	123,900
Small Hand Tools-Rev Eq Maint					1,400
Small Hand Tools-Fac/Eq Maint	45,741	77,078	74,700	70,824	74,400
Other Materials- Rev Eq Maint	20,041	9,194	9,100	22,362	9,100
Other Materials- Fac/Eq Maint	2,111	4,896	7,200	6,564	7,200
Unreconciled P-Card Expense	23,024	20,343		19,674	
Computer Equip under \$5,000	6,556	16,154	18,700	20,107	10,000
Landscape Maint Material	11,318	8,027	15,500	9,161	15,500
Maint Matl Landscape	7,161	2,500	5,000	1,461	5,000
On-Street Amenities Materials	6,535		15,500	3,874	15,500
Facility Moving Expenses	7,114	20,277	47,000	15,475	47,000
Safety Supplies - Fac/Eq Maint	88,081	58,288	43,100	33,392	42,800
Safety Supplies - Vehicle Maint					1,400
Transit Center Materials		86			
Obsolete Inventory		20,298			
Bikes On Transit Material	37,200	34,000			
Utilities - Electricity	847,890	1,086,420	859,000	1,032,510	1,100,500
Utilities - Gas	303,009	445,244	307,100	385,974	387,500
Utilities - Water	1,177,443	1,576,459	1,281,300	1,450,768	1,403,100
Building Util Electric	1,369,998	1,495,206	1,434,100	1,619,174	1,837,300
VT Utilities - Electric - Fac/Eq Maint	14,329	16,786	16,400	15,926	21,000

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Electricity - Shelters	21,146	42,056	24,300	38,492	31,200
Telephone	8,112	7,289		7,448	
Utilities - Other	185,530	260,785	197,000	239,448	252,400
Building Util Other	165,787	194,365	177,700	204,679	227,700
Utilities Parking	34,670	35,664	36,100	34,062	46,300
Tunnel Sewer/Storm Water Runoff	1,749	1,936	2,000	1,851	2,200
NU-Dues & Subscriptions	830	208		587	
NU-Local Travel & Meetings	665	2,011			
NU-Education & Training - Gen & Adm	20,242	6,743		11,305	
Apprenticeship Training	8,101	7,912	34,300	10,157	34,300
CDL Renewals			2,000	502	2,000
Employee Recognition	234	2,399		866	
Rental	306,654	291,352	46,300	197,492	46,300
Total	\$13,980,410	\$16,013,563	\$11,958,500	\$14,894,232	\$18,706,300

RAIL MAINTENANCE OF WAY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,643,447	13,193,972	15,831,292	15,177,670	16,887,927	16,887,927	17,078,686
Materials & Services	5,873,344	8,302,225	7,075,700	7,633,708	7,724,300	7,724,300	8,714,500
Total	\$16,516,791	\$21,496,197	\$22,906,992	\$22,811,378	\$24,612,227	\$24,612,227	\$25,793,186

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People Pillar Focus: C1. Recruitment / Retention	C1.10 Continue recruiting activities appropriate for vacant positions to maintain a 90% or greater staffing level.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D4. State of Good Repair	D4.14. Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.	June 30, 2025
	D4.15. Deliver budget-approved state of good repair projects on-time and on-budget.	June 30, 2025



Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	7,594,078	9,776,164	11,686,939	11,394,897	12,173,236
Fringe	3,057,271	3,728,391	4,526,442	4,139,780	4,905,450
Capitalized Labor-Fringe	-7,902	-310,583	-382,089	-357,007	
Total	\$10,643,447	\$13,193,972	\$15,831,292	\$15,177,670	\$17,078,686

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	23,504	80,905	100,000	252,465	100,000
Landscape Maint Services	23,530	63,200	50,000	16,242	50,000
Cont ROW Mtc Signals	16,173	1,024	50,000	12,499	540,800
Cont ROW Mtc Track	393,885	166,110	75,000	46,634	356,300
Cont ROW Mtc OCS	12,070	3,466	15,000	3,750	10,000
Cont ROW Mtc Bridge	22,101	24,146	15,000	10,956	25,000
Cont ROW Mtc Substations	11,240	1,778	15,000	3,750	10,000
Street Light Maintenance -- Hillsboro IGA	20,684		15,000	3,750	10,000
Calibration & Tool Repair	395		4,000	11,178	2,000
Laundry			2,000	499	3,700
Other Services-Facility/Eq Maint	19,648	3,151	5,000	5,571	10,000
Office Supplies	3,940	11,673		4,680	
Computer Supplies - Trans Admin	4,412	31,803	15,000	10,750	25,000
Freight	479		1,000	1,662	1,000
Small Hand Tools-Rev Eq Maint					1,100
Small Hand Tools-Fac/Eq Maint	23,669	7,820	60,300	97,358	50,000
Other Materials- Rev Eq Maint	5,089	34,289	10,000	54,190	10,000
Unreconciled P-Card Expense	4,690	13,534		8,347	
Computer Equip under \$5,000		5,569		1,259	
Safety Supplies - Fac/Eq Maint	20,029	178,393	75,900	68,216	113,000
Safety Supplies - Vehicle Maint					1,100
Obsolete Inventory	1,170				
Materials - Track	155,655	319,829	140,000	251,598	100,000

Rail Maintenance Of Way Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Maint Matl Signals	-656,827	920,709	100,000	539,646	100,000
Maint Materials OCS	63,660	174,800	100,000	79,118	100,000
Maint Matl Substations	134,898	129,711	100,000	89,558	100,000
Propulsion Power	5,213,169	5,578,834	5,658,200	5,582,852	6,527,200
Telephone	499	1,544		827	
NU-Dues & Subscriptions	620	1,591		2,008	
NU-Local Travel & Meetings	2,878	2,933		8	
UN-Local Travel & Meetings		766			
NU-Education & Training - Gen & Adm	1,609	34,590		12,145	
NU-Out-Of-Town Travel	22,765	28,714		3,806	
UN-Education & Training - Gen & Adm	434	9,655		5,952	
UN-Out-Of-Town Travel	5,329	23,703			
Steel Bridge Sublease	257,420	299,013	418,300	386,597	418,300
CDL Renewals			1,000	251	
Employee Recognition	3,454	6,898		5,277	
Rental	61,073	142,074	50,000	60,309	50,000
Total	\$5,873,344	\$8,302,225	\$7,075,700	\$7,633,708	\$8,714,500

RAIL EQUIPMENT MAINTENANCE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	25,932,784	27,476,159	30,796,970	30,436,207	31,342,589	31,342,589	31,373,113
Materials & Services	13,246,248	13,274,492	8,441,200	12,699,011	8,976,100	8,976,100	8,976,100
Total	\$39,179,032	\$40,750,651	\$39,238,170	\$43,135,218	\$40,318,689	\$40,318,689	\$40,349,213

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.31. Implement rail operation optimization technology (ROOT): use new Type 6 MAX light rail vehicle capabilities in new intelligent transportation system (ITS) platform, which includes an "internet of things" (IOT) device and mobile router to enhance vehicle information capture, and use monitoring and analysis software to increase understanding and tracking of vehicle maintenance needs. Begin implementation steps for other current fleets with ITS capabilities, including Type 3 LRVs.	June 30, 2026
Pillar D. Infrastructure Pillar Focus: D4. State of good repair	D4.16. Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail vehicles.	June 30, 2025



Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	18,810,548	20,342,375	21,925,153	22,812,710	22,190,400
Fringe	7,366,982	7,476,163	8,871,817	8,219,188	9,182,713
Capitalized Labor-Fringe	-244,746	-342,379		-595,691	
Total	\$25,932,784	\$27,476,159	\$30,796,970	\$30,436,207	\$31,373,113

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	198,238	388,532	150,000	203,332	150,000
Temporary Help-Trans Adm			1,000	11,117	1,000
Calibration & Tool Repair	16,429	32,880	14,600	21,848	14,600
Contr Maint - Type I LRV-Rev Eq Maint	597,450	1,689,779	1,358,800	2,368,873	1,852,800
Laundry	160,977	156,004	127,400	159,582	132,400
Other Services- Gen & Adm	22,043	12,505	5,100	22,159	5,100
Other Services- Revenue Veh.Maint	13,401	7,869	16,200	4,549	16,200
Graphics Material	37	3,337	1,000	1,497	1,000
Office Supplies	21,329	29,952		12,968	
Computer Supplies - Trans Admin	1,418	8,652	13,100	5,344	13,100
Repair Mat'l - Rev Eq	18,607	53,124	24,200	14,890	24,200
Rep Mat'l Rev Eq Vndism	7,780	28,329	43,900	25,849	43,900
Maint Material - Serv Veh	12,741	303		340	
Maint Mat'l - Rev Eq	10,990,570	9,867,216	6,000,000	8,647,735	6,032,000
Freight	206,654	102,866	101,000	114,544	101,000
Equip/Furn < \$5,000-Rev Eq Maint	53	1,082		12	
Equip/Furn < \$5,000-Gen & Adm	10,182	8,390		15,884	
Shop Equip < \$5000 - Fac Eq Maint	92,799	192,539	108,100	119,015	108,100
Cleaning Suppl- Rev Equip Maint	320,918	169,280	131,700	293,689	131,700
Cleaning Suppl- Fac/Eq Maint	3,322	23,844		1,968	
Small Hand Tools-Rev Eq Maint					3,200
Small Hand Tools-Fac/Eq Maint	51,231	104,094	61,300	45,098	61,300
Inventory Adjustments	132,475	-54,117		88,620	

Rail Equipment Maintenance Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Other Materials- Transp Adm	4,766	6,163		5,130	
Other Materials- Rev Eq Maint	151,230	174,584	197,000	156,551	197,000
Unreconciled P-Card Expense	3,871	4,643		1,979	
Computer Equip under \$5,000	11,082	18,374	2,500	3,048	
Safety Supplies- Gen & Adm	170,233	144,914	82,200	99,026	82,200
Safety Supplies - Vehicle Maint					3,200
Obsolete Inventory	26,031	71,544		224,541	
Invoice Price Variance	-3,253	-3,181		-7,278	
Average Cost Variance	-10,920	1,088		-183	
WIP Material Variance	-10,348	1,782		-2,124	
Telephone	18,070	8,003		5,477	
NU-Local Travel & Meetings		432		10	
NU-Education & Training - Gen & Adm		539		10,256	
NU-Out-Of-Town Travel	2,071	4,218		2,510	
UN-Education & Training - Gen & Adm	1,521	5,795		18,115	
UN-Out-Of-Town Travel		3,167			
Out-Of-Town Travel Non Training		2,500			
CDL Renewals	122		2,100	1,435	2,100
Employee Recognition	325	3,467		1,605	
Rental	2,793				
Total	\$13,246,248	\$13,274,492	\$8,441,200	\$12,699,011	\$8,976,100

Maintenance Personnel Profile

Maintenance Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Maintenance	1.00	NU	FT		272,211	24	189,493	284,241
Analyst, Senior Operations & Finance Planning	1.00	NU	FT		129,559	15	91,048	136,572
Analyst, Operations Maintenance	1.00	NU	FT		95,862	13	76,690	115,034
Assistant, Executive Administrative	1.00	NU	FT		91,458	12	70,311	105,465
Total	4.00				589,089			

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		172,359	20	137,860	206,789
Manager, Bus Maintenance	4.00	NU	FT		584,730	18	117,044	175,568
Manager, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT		130,653	17	107,725	161,586
Assistant Manager, Bus Maintenance	17.00	NU	FT		2,181,919	16	99,064	148,597
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT		116,981	14	83,587	125,382
Assistant Manager, Fleet Readiness	3.00	NU	FT		320,515	14	83,587	125,382
Assistant, Senior Administrative	2.00	NU	FT		141,506	9	53,933	80,898
Service Worker Spotter	6.00	U	FT		412,349	946	45,240	65,478
Service Worker	111.00	U	FT		6,470,211	944	45,240	65,478
Tireman	8.00	U	FT		617,204	941	82,722	82,722
Cleaner	4.00	U	FT		168,557	938	78,250	78,250
MMIS Clerk	8.00	U	FT		598,730	937	41,538	76,877
Spotter	4.00	U	FT		319,202	936	79,810	79,810
Apprentice Mechanic	6.00	U	FT		436,802	934	55,827	78,250
Helper	4.00	U	FT		312,972	933	78,250	78,250
Maintenance Mechanic	9.00	U	FT		718,204	932	45,406	79,810
Bus Mechanic	158.00	U	FT		13,603,067	931	86,091	86,091
Assistant Supervisor	8.00	U	FT		792,077	930	99,008	99,008
Bus Body and Paint Technician	9.00	U	FT		773,217	929	86,091	86,091
Bus Electronic Technician	10.00	U	FT		860,954	928	86,091	86,091
Total	374.00				29,732,209			

Maintenance Personnel Profile

Facilities Management Bus-Rail Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Facilities Maintenance	1.00	NU	FT		176,706	20	137,860	206,789
Manager, Facilities Management	3.00	NU	FT		415,056	17	107,725	161,586
Manager, Maintenance Project Management	1.00	NU	FT		133,410	17	107,725	161,586
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT		130,501	16	99,064	148,597
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT		129,342	15	91,048	136,572
Project Manager, Senior, Maintenance	1.00	NU	FT		129,342	15	91,048	136,572
Assistant Manager, Facilities Management	8.00	NU	FT		900,399	14	83,587	125,382
Assistant Manager, Landscape	1.00	NU	FT		117,081	14	83,587	125,382
Manager, Space Planning	1.00	NU	FT		108,246	14	83,587	125,382
Analyst, Operations Maintenance	2.00	NU	FT		188,973	13	76,690	115,034
Project Manager, Maintenance	2.00	NU	FT		197,399	13	76,690	115,034
Project Manager, Maintenance	1.00	NU	FT	✓	110,731	13	76,690	115,034
Coordinator, Space Planning	1.00	NU	FT		85,707	12	70,311	105,465
Technician, Engineering	1.00	NU	FT		99,314	12	70,311	105,465
Assistant, Senior Administrative	3.00	NU	FT		221,437	9	53,933	80,898
Specialist, Senior, Records	1.00	NU	FT		67,416	9	53,933	80,898
Irrigation Technician	1.00	U	FT		80,796	976	80,787	80,787
Facilities Landscaper	4.00	U	FT		309,229	974	59,862	79,810
Facilities Maintenance Worker (Bus)	17.00	U	FT		1,423,905	969	83,762	83,762
Plant Maintenance Mechanic – LME	12.00	U	FT		1,034,550	968	86,091	86,091
Plant Maintenance Mechanic – LME	7.00	U	FT		602,668	557	86,091	86,091
Signs & Shelters Field Worker	6.00	U	FT		478,803	965	79,810	79,810
Assistant Supervisor, Facilities	4.00	U	FT		396,039	964	99,008	99,008
Service Worker Pressure Washer	10.00	U	FT		670,538	947	45,240	65,478
Service Worker	27.00	U	FT		1,804,611	945	45,240	65,478
Service Aide	19.00	U	FT		978,048	943	45,240	55,120
Apprentice Plant Maint Mech	2.00	U	FT		164,630	572	55,827	78,250
Facilities Maintenance Worker (Rail)	6.00	U	FT		502,555	558	83,762	83,762
Wayside Cleaner	8.00	U	FT		638,404	537	79,810	79,810
Helper	8.00	U	FT		616,154	533	78,250	78,250
Total	160.00				12,911,987			

Maintenance Personnel Profile

Rail Maintenance of Way Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, MOW Operations	1.00	NU	FT		175,098	21	149,455	224,185
Manager, Rail Maintenance of Way (MOW)	4.00	NU	FT		609,065	18	117,044	175,568
Assistant Manager, Rail MOW	12.00	NU	FT		1,527,257	16	99,064	148,597
Administrator, Senior, MOW Safety	1.00	NU	FT		127,420	15	91,048	136,572
Project Manager, Senior, MOW	2.00	NU	FT		239,240	15	91,048	136,572
Assistant, Senior Administrative	1.00	NU	FT		60,757	9	53,933	80,898
Substation Maintainer	11.00	U	FT		1,010,582	779	91,874	91,874
Overhead Power Trainee	2.00	U	FT		137,047	579	62,254	78,250
Substation Technician Trainee	1.00	U	FT		76,296	571	62,254	78,250
Signals Maintainer Trainee	2.00	U	FT		148,889	567	62,234	78,250
Assistant Supervisor	3.00	U	FT		316,952	566	105,664	105,664
Assistant Supervisor - MOW	2.00	U	FT		201,740	564	100,880	100,880
Maintenance of Way Laborer	11.00	U	FT		872,988	561	46,800	82,139
Assistant Supervisor - Signals	3.00	U	FT		302,610	556	100,880	100,880
Signal Inspector	4.00	U	FT		385,915	545	96,470	96,470
Track Trainee	1.00	U	FT		70,239	542	62,234	78,250
Signals Maintainer	22.00	U	FT		1,894,704	541	87,714	87,714
Track Maintainer	17.00	U	FT		1,491,202	540	87,714	87,714
Overhead Power Maintainer	21.00	U	FT		1,929,293	531	91,874	91,874
Total	121.00				11,577,294			

Maintenance Personnel Profile

Rail Equipment Maintenance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Equipment Maintenance	1.00	NU	FT		186,821	21	149,455	224,185
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT		162,994	18	117,044	175,568
Manager, Rail Equipment Maintenance	2.00	NU	FT		315,893	18	117,044	175,568
Assistant Manager, Rail Equipment Maintenance	18.00	NU	FT		2,363,237	16	99,064	148,597
Assistant Manager, Fleet Readiness	2.00	NU	FT		217,996	14	83,587	125,382
Assistant, Senior Administrative	2.00	NU	FT		124,971	9	53,933	80,898
Service Worker	37.00	U	FT		2,205,815	945	45,240	65,478
Service Aide	20.00	U	FT		965,431	943	45,240	55,120
LRV Overhaul Technician	40.00	U	FT		3,443,814	577	86,091	86,091
LRV Electronics Technician	2.00	U	FT		172,191	578	86,091	86,091
LRV Technician Trainee	15.00	U	FT		1,136,471	574	62,234	78,250
LRV Body & Paint Technician	14.00	U	FT		1,101,946	553	67,662	86,091
Wheel True Technician	4.00	U	FT		347,323	552	86,840	86,840
LRV Technician	84.00	U	FT		7,176,208	551	86,091	86,091
MMIS Clerk	3.00	U	FT		230,640	543	41,538	76,877
MMIS Timekeeper Clerk	2.00	U	FT		144,924	543	41,538	76,877
Helper	3.00	U	FT		234,729	533	78,250	78,250
Maintenance Mechanic	3.00	U	FT		222,204	532	45,406	79,810
Total	253.00				20,753,609			

Transit System & Asset Support Division

DEPARTMENTS

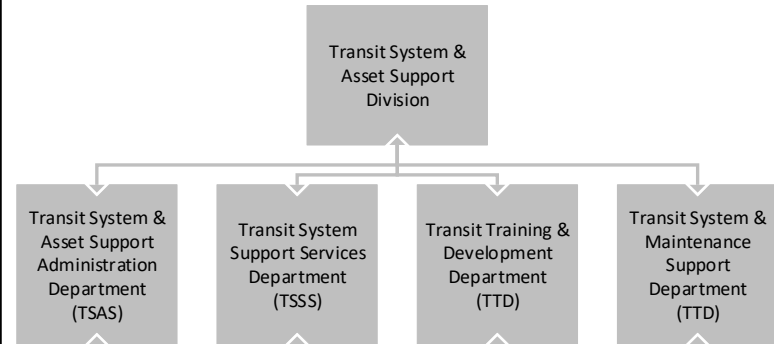
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MAJOR PRIORITIES OF THE DIVISION

- ▽ (TSAS) Leads the Division in fully and strategically supporting the Transportation, Maintenance and Safety & Security Divisions in areas such as training, 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 support strategic repairs to TriMet's system.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

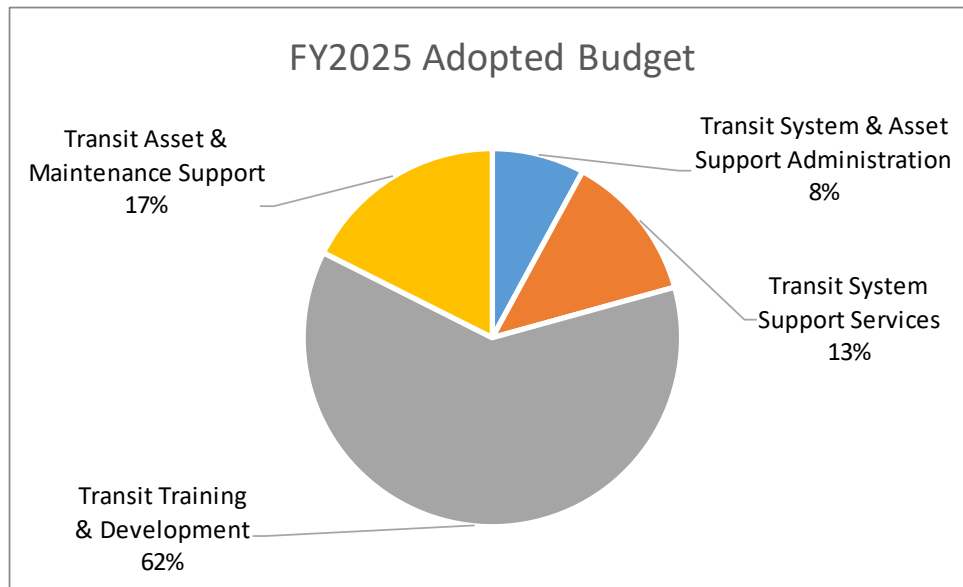
- » TriMet manages over 50,000 non-linear assets and an additional 2.6 million feet of linear assets. This represents \$7.5 billion of asset value on the TriMet books as of Fall 2023. A linear asset is continuous: rail, fiber-optic cable, overhead catenary wire, etc. They are typically assets that are measured by length. A non-linear asset is a discrete asset such as a facility, revenue vehicle, non-revenue vehicle, shelter, signal, server, etc. They are measured per unit count or by quantity.
- » Transit System & Asset Support Division partners with colleges and universities to advance research and development in the transit space. Many employees have authored research papers and presented at major conferences such as the Transportation Research Board.
- » In FY2024, the Bus and Rail Replacement Service Team (BRRST), planned, scheduled and executed five projects for a combined 180 days of repair and expansion work completed.

Performance Metrics Transit System & Asset Support Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Create a draft plan and strategy to evaluate system of procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency.		X	X	Transit System Support Services	N/A	10%	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	20%	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	100%	100%
Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.		X		Transit Training & Development	100%	100%	100%
Support hiring activities, training, and support retention efforts for operators to preserve and expand service with a target of at least net 100 new operators hired during FY2025.		X		Transit Training & Development	75%	75%	100%
Support hiring activities, training, and support retention efforts for operators, service workers and mechanics to preserve service with a target of at least 90 net new service workers and mechanics in FY2025.		X		Transit Training & Development	50%	50%	100%
Maintenance: Refine and align the discipline based maintenance plans to reflect improvements in the key performance indicators defined under the department with a focus on ridership, customer service, reliability, and resiliency.		X	X	Transit Asset & Maintenance Support	N/A	20%	100%
Utilize the Bus & Rail Replacement Service Team to complete the four remaining scheduled outages (bus bridges) on-time and within budget.		X		Transit Asset & Maintenance Support	5 ea.	4 ea.	2 ea.

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			14,920,622	13,219,654	19,531,779	19,531,779	19,706,790
Materials & Services			1,725,200	834,471	1,004,500	1,004,500	1,004,500
Total			\$16,645,822	\$14,054,125	\$20,536,279	\$20,536,279	\$20,711,290

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transit System & Asset Support Administration			1,643,886	855,364	1,669,541	1,669,541	1,638,855
Transit System Support Services			3,003,923	1,894,441	2,273,307	2,273,307	2,648,321
Transit Training & Development			10,913,014	10,528,097	12,727,151	12,727,151	12,782,974
Transit Asset & Maintenance Support			1,084,999	776,223	3,866,280	3,866,280	3,641,140
Total			\$16,645,822	\$14,054,125	\$20,536,279	\$20,536,279	\$20,711,290

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			1,403,986	694,366	1,267,941	1,267,941	1,237,255
Materials & Services			239,900	160,998	401,600	401,600	401,600
Total			\$1,643,886	\$855,364	\$1,669,541	\$1,669,541	\$1,638,855

Department Description & Responsibilities		
<p>Major Functions: The Transit System & Asset Support Administration Department leads the Division in Transit Training and Development, Transit Systems and Support Services, and Transit Asset & Maintenance Support, which include maintenance control and technical support responsibilities.</p>		
Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People Pillar Focus: C2. Training/ development performance	C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.	June 30, 2025
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure.	June 30, 2025



Transit System & Asset Support Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			1,281,962	587,426	1,017,611
Fringe			263,167	173,180	219,644
Capitalized Labor-Fringe			-141,143	-66,240	
Total			\$1,403,986	\$694,366	\$1,237,255

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			18,200	4,549	5,000
Professional & Technical-Gen & Adm					161,700
Temporary Help-Gen & Adm				550	
Other Services-Transp Adm				190	
Office Supplies			6,000	3,813	5,900
Equip/Furn < \$5,000-Gen & Adm				257	
Unreconciled P-Card Expense				21	
Computer Equip under \$5,000			2,500	2,015	
Telephone			15,700	3,926	17,500
NU-Dues & Subscriptions			75,000	85,875	75,000
NU-APTA & OTA Dues			92,500	23,126	92,500
NU-Local Travel & Meetings			15,000	5,700	15,000
NU-Education & Training - Gen & Adm			10,000	17,161	15,000
NU-Out-Of-Town Travel			5,000	10,600	10,000
Employee Recognition				3,215	4,000
Total			\$239,900	\$160,998	\$401,600

TRANSIT SYSTEM SUPPORT SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			2,116,223	1,556,629	2,193,307	2,193,307	2,568,321
Materials & Services			887,700	337,812	80,000	80,000	80,000
Total			\$3,003,923	\$1,894,441	\$2,273,307	\$2,273,307	\$2,648,321

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D4. State of good repair	D4.17. Procure and implement enterprise asset management system (EAMS) software.	June 30, 2029
Pillar A. Ridership Pillar Focus: A3. Experience	A3.19. Analyze causes of stops and delays in service, develop mitigations, and implement.	June 30, 2029

Transit System Support Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			1,557,287	1,156,878	1,861,041
Fringe			558,936	413,654	707,280
Capitalized Labor-Fringe				-13,903	
Total			\$2,116,223	\$1,556,629	\$2,568,321

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			875,500	318,936	80,000
Other Services- Gen & Adm			5,600	1,719	
Office Supplies				4,303	
Other Materials- Gen & Adm			4,100	1,362	
Computer Equip under \$5,000			2,500	626	
NU-Education & Training - Gen & Adm				949	
NU-Out-Of-Town Travel				9,917	
Total			\$887,700	\$337,812	\$80,000

TRANSIT TRAINING & DEVELOPMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			10,710,314	10,293,384	12,216,551	12,216,551	12,272,374
Materials & Services			202,700	234,713	510,600	510,600	510,600
Total			\$10,913,014	\$10,528,097	\$12,727,151	\$12,727,151	\$12,782,974

Department Description & Responsibilities

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

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



Transit Training & Development Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			8,001,637	8,013,881	9,588,993
Fringe			2,708,677	2,490,940	3,373,192
Capitalized Labor-Fringe				-211,437	-689,811
Total			\$10,710,314	\$10,293,384	\$12,272,374

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm					311,800
Professional & Technical-Transp Adm			140,000	36,499	140,000
Temporary Help-Transp Adm			5,100	1,275	5,100
Other Services-Transp Adm			3,000	4,400	3,000
Other Services- Revenue Veh.Maint			4,000	2,805	4,000
Uniforms- Rev Veh Op			26,500	10,315	27,600
Office Supplies				14,535	
Equip/Furn < \$5,000-Gen & Adm				59,585	
Other Materials- Gen & Adm				494	
Other Materials- Transp Adm			1,000	22,508	1,000
Other Materials- Rev Eq Maint			8,000	9,123	8,000
Unreconciled P-Card Expense				1,721	
Computer Equip under \$5,000			15,100	24,459	10,100
Telephone				29,080	
NU-Local Travel & Meetings				145	
NU-Education & Training - Gen & Adm				7,334	
NU-Out-Of-Town Travel				1,355	
UN-Education & Training - Gen & Adm				6,895	
UN-Out-Of-Town Travel				1,557	
CDL Renewals				272	
Employee Recognition				356	
Total			\$202,700	\$234,713	\$510,600

TRANSIT ASSET & MAINTENANCE SUPPORT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			690,099	675,275	3,853,980	3,853,980	3,628,840
Materials & Services			394,900	100,948	12,300	12,300	12,300
Total			\$1,084,999	\$776,223	\$3,866,280	\$3,866,280	\$3,641,140

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar E. Resources Pillar Focus: E1. Stewardship of existing resources	E1.5. Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure.	June 30, 2026
	E1.6. Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies and formally adopt.	June 30, 2026
Pillar B. Community	B.2. Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology.	June 30, 2026
	B.3. Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate.	June 30, 2026

Transit Asset & Maintenance Support Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			531,512	567,953	2,716,568
Fringe			158,587	194,286	912,272
Capitalized Labor-Fringe				-86,964	
Total			\$690,099	\$675,275	\$3,628,840

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			394,900	100,726	12,300
Employee Recognition				222	
Total			\$394,900	\$100,948	\$12,300

Transit System & Asset Support Personnel Profile

Transit System & Asset Support Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Transit System & Asset Support	1.00	NU	FT		252,608	24	189,493	284,241
Program Manager, Utilities	1.00	NU	FT	✓	146,306	18	117,044	175,568
Assistant, Executive Administrative	1.00	NU	FT		87,887	12	70,311	105,465
Total	3.00				486,801			

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, Transit Systems Support Services	1.00	NU	FT		172,324	20	137,860	206,789
Manager, Service Performance & Analysis	1.00	NU	FT		144,422	18	117,044	175,568
Analyst, Principal, Operations	1.00	NU	FT		107,419	16	99,064	148,597
Analyst, Senior Operations & Finance Planning	1.00	NU	FT		113,810	15	91,048	136,572
Manager, Operations Document Management	1.00	NU	FT		113,810	15	91,048	136,572
Analyst, Senior, Data Engineering	1.00	NU	FT		103,707	15	91,048	136,572
Analyst, Senior, Business Planning & Asset Mgmt	1.00	NU	FT		116,356	14	83,587	125,382
Analyst, Senior, Rules, Procedures & Instructions	2.00	NU	FT		194,963	14	83,587	125,382
Senior Data Scientist	1.00	NU	FT		104,485	14	83,587	125,382
Analyst, Operations	5.00	NU	FT		469,360	13	76,690	115,034
Analyst, REM Records	1.00	NU	FT		85,552	12	70,311	105,465
Assistant, Senior Administrative	2.00	NU	FT		134,832	9	53,933	80,898
Total	18.00				1,861,041			

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		196,229	20	137,860	206,789
Senior Manager, Training	1.00	NU	FT		170,556	18	117,044	175,568
Manager, Maintenance Training	1.00	NU	FT		146,076	17	107,725	161,586
Manager, Rail Operations Training	1.00	NU	FT		125,686	16	99,064	148,597
Assistant Manager, Maintenance Training	2.00	NU	FT		245,746	16	99,064	148,597
Manager, Bus Operations Training	1.00	NU	FT		145,683	15	91,048	136,572
Trainer, Senior, MOW	2.00	NU	FT		237,987	15	91,048	136,572
Trainer, Senior, MOW	1.00	NU	FT	✓	113,810	15	91,048	136,572
Trainer, Senior, REM	2.00	NU	FT		228,686	15	91,048	136,572
Trainer, Senior, REM	2.00	NU	FT	✓	227,620	15	91,048	136,572
Assistant Manager, Bus Operations Training	1.00	NU	FT		107,612	14	83,587	125,382
Assistant Manager, Rail Operations Training	1.00	NU	FT		104,485	14	83,587	125,382
Coordinator, Training & Development	1.00	NU	FT		81,609	11	64,408	96,614
Assistant, Senior Administrative	5.00	NU	FT		360,114	9	53,933	80,898
Assistant, Senior Administrative	1.00	NU	FT	✓	67,416	9	53,933	80,898
Maintenance Trainer	6.00	U	FT		594,058	918	99,008	99,008
Maintenance Trainer	2.00	U	FT	✓	186,760	918	99,008	99,008
Facilities Maintenance Trainer	2.00	U	FT		198,019	915	99,008	99,008
Supervisor, Training Field Operations	5.00	U	FT		518,195	840	77,730	103,646
Training Supervisor	27.00	U	FT		2,665,084	832	74,048	98,717
Training Supervisor	5.00	U	FT	✓	465,585	832	74,048	98,717
Training Supervisor Rail	13.00	U	FT		1,272,228	832	74,048	98,717
Supervisor, Rail Training, Ops Training & Development	4.00	U	FT		345,448	775	74,048	98,717
Supervisor, Rail Training, Ops Training & Development	2.00	U	FT	✓	172,724	775	74,048	98,717
Supervisor, Lead, Training	2.00	U	FT	✓	199,306	178	77,730	103,646
Total	91.00				9,176,720			

Transit System & Asset Support Personnel Profile

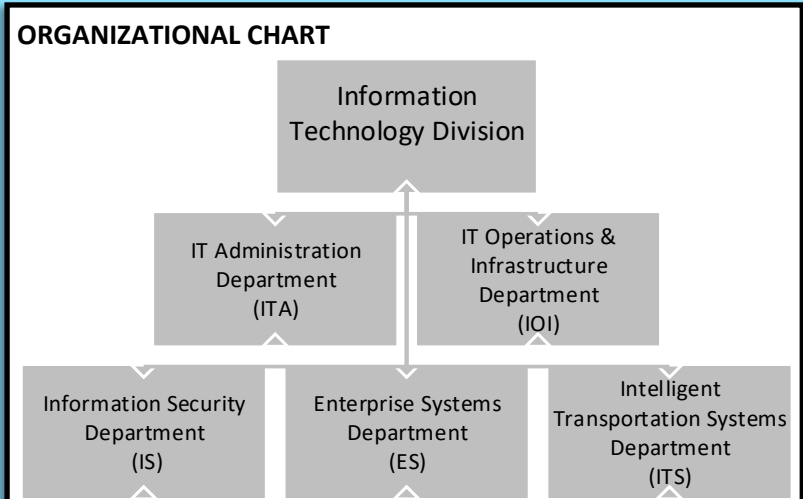
Transit Asset & Maintenance Support Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Transit Asset & Maintenance Support	1.00	NU	FT		172,324	20	137,860	206,789
Manager, Vehicle Technical Support	1.00	NU	FT		167,146	19	127,082	190,624
Manager, Maintenance Control	1.00	NU	FT		146,306	18	117,044	175,568
Manager, Facilities Technical Support	1.00	NU	FT		146,306	18	117,044	175,568
Engineer, Principal, Rail Equipment Maintenance	2.00	NU	FT		283,497	18	117,044	175,568
Engineer, Principal, MOW	3.00	NU	FT		452,759	18	117,044	175,568
Program Manager, Rail Operations Planning	2.00	NU	FT		282,506	17	107,725	161,586
Program Manager, Business Process & Proj, Ops Mgmt	2.00	NU	FT		282,551	17	107,725	161,586
Project Manager, Senior, Rail Equip Maint	2.00	NU	FT		278,235	16	99,064	148,597
Trainer, Senior, REM	1.00	NU	FT		110,897	15	91,048	136,572
Project Manager, Rail Equipment Maintenance	2.00	NU	FT		190,766	14	83,587	125,382
Technical Support, Associate, Rail Equipment Maintenance	2.00	NU	FT		135,858	12	70,311	105,465
Assistant, Senior Administrative	1.00	NU	FT		67,416	9	53,933	80,898
Total	21.00				2,716,568			

Information Technology Division

DEPARTMENTS	PAGE
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MAJOR PRIORITIES OF THE DIVISION

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



DIVISIONAL FUN FACTS...

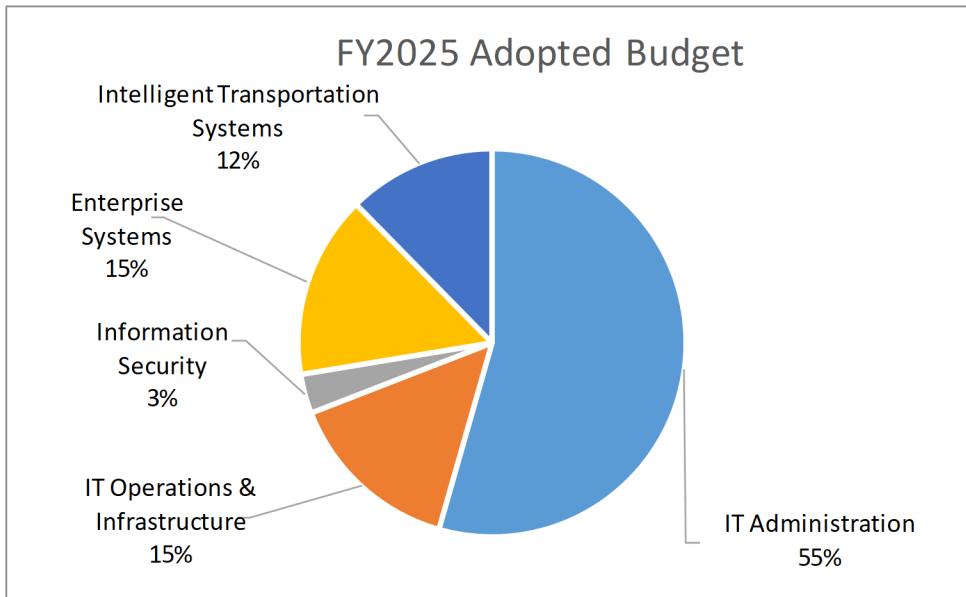
- » TriMet was the first Transit Agency in the America to implement Apple Pay for fare payment and the first regional transit agency to implement Google Pay.
- » The technical services team supports over 1,300 PC's, 2,400 mobile devices, and over 350 network printers and/or informational TV's.
- » On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

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	12,719,731	15,692,471	19,243,302	17,579,375	20,287,121	20,287,121	20,702,678
Materials & Services	9,690,166	13,573,444	13,246,000	11,839,593	14,122,600	14,122,600	14,670,500
Total	\$22,409,897	\$29,265,915	\$32,489,302	\$29,418,968	\$34,409,721	\$34,409,721	\$35,373,178

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
IT Administration	9,817,092	14,547,959	17,565,549	14,465,321	18,868,431	18,868,431	19,250,887
IT Operations & Infrastructure	3,870,636	4,687,733	4,425,937	4,734,472	4,613,108	4,613,108	5,194,763
Information Security	749,487	1,111,798	1,173,161	1,079,148	1,153,823	1,153,823	1,162,385
Enterprise Systems	5,113,394	5,123,679	5,449,024	5,157,094	5,402,154	5,402,154	5,396,963
Intelligent Transportation Systems	2,859,288	3,794,746	3,875,631	3,982,933	4,372,205	4,372,205	4,368,180
Total	\$22,409,897	\$29,265,915	\$32,489,302	\$29,418,968	\$34,409,721	\$34,409,721	\$35,373,178

Total Division FTE	80.00	92.00	111.00	111.00	111.00	111.00	112.00
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IT ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,027,558	2,791,061	5,039,249	3,426,592	5,262,831	5,262,831	5,645,287
Materials & Services	8,789,534	11,756,898	12,526,300	11,038,729	13,605,600	13,605,600	13,605,600
Total	\$9,817,092	\$14,547,959	\$17,565,549	\$14,465,321	\$18,868,431	\$18,868,431	\$19,250,887

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar D. Infrastructure Pillar Focus: D3. Information technology	D3.10. Extend Information Technology Governance process to include setting risk tolerance, monitoring cybersecurity risk posture, defining service objectives, and monitoring key performance indicators.	June 30, 2025
	D3.11. Implement modern workforce management software for Transportation.	June 30, 2025
	D3.12. Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as to meet business needs while also reducing associated technical debt to the greatest extent possible, and (2) IT-sponsored projects to modernize core architecture as a foundation for future improvements.	June 30, 2025
	D3.13. Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity.	June 30, 2025

IT Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	795,597	2,036,547	4,220,266	3,166,487	4,766,904
Fringe	231,961	839,595	1,080,873	937,947	1,420,416
Capitalized Labor-Fringe		-85,081	-261,890	-677,842	-542,033
Total	\$1,027,558	\$2,791,061	\$5,039,249	\$3,426,592	\$5,645,287

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	588,576	1,184,828	566,800	472,763	496,600
Temporary Help-Gen & Adm	68,855	302,513	169,800	102,109	169,800
Software Maintenance		320,802		529,125	
Warranty Costs		386			
Vehicle Control Sys Maint				264,004	
Other Services- Gen & Adm	3,387	57,298	5,000	22,049	5,000
Office Supplies	1,851	2,453	1,000	2,988	1,000
Equip/Furn < \$5,000-Gen & Adm	19,292			1,158	
Other Materials- Gen & Adm	8,729	6,491	385,000	96,903	10,000
Unreconciled P-Card Expense		4,774		492	
Microcomputer Software	94	943	2,000	381,032	2,000
Computer Equip under \$5,000		4,596		6,175	
Telephone	46,169	46,666	34,000	85,868	34,000
NU-Dues & Subscriptions	36,603	68,936	73,500	60,048	73,500
NU-Local Travel & Meetings	35	430	1,000	44,199	1,000
NU-Education & Training - Gen & Adm	31,437	161,542	70,000	37,487	70,000
NU-Out-Of-Town Travel	20,333	31,766	25,000	45,274	25,000
Employee Recognition		912	1,000	969	1,000
Software License Fees	7,964,173	9,561,562	11,192,200	8,886,086	12,716,700
Total	\$8,789,534	\$11,756,898	\$12,526,300	\$11,038,729	\$13,605,600

IT OPERATIONS & INFRASTRUCTURE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,379,430	4,081,059	4,313,137	4,505,179	4,500,308	4,500,308	4,534,063
Materials & Services	491,206	606,674	112,800	229,293	112,800	112,800	660,700
Total	\$3,870,636	\$4,687,733	\$4,425,937	\$4,734,472	\$4,613,108	\$4,613,108	\$5,194,763

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar D. Infrastructure Pillar Focus: D3. Information technology	D3.11. Implement modern workforce management software for Transportation.	June 30, 2025
	D3.12. Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as to meet business needs while also reducing associated technical debt to the greatest extent possible, and (2) IT-sponsored projects to modernize core architecture as a foundation for future improvements.	June 30, 2025

IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,497,832	3,014,929	3,453,686	3,505,999	3,624,897
Fringe	951,713	1,115,790	1,133,961	1,098,754	1,202,131
Capitalized Labor-Fringe	-70,115	-49,660	-274,510	-99,574	-292,965
Total	\$3,379,430	\$4,081,059	\$4,313,137	\$4,505,179	\$4,534,063

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	8,941	20,888	9,400	27,374	9,400
Temporary Help-Gen & Adm	319,773	450,391		110,217	
Communication Systems Maintenance	2,995	1,425		425	
Computer Hardware Maint-Fac Maint	71,605	62,193	20,000	10,360	20,000
Other Services- Gen & Adm		821		1,990	
Equip/Furn < \$5,000-Gen & Adm	1,478	3,337			
Other Materials- Gen & Adm	5,204	152	6,400	1,601	6,400
Unreconciled P-Card Expense	408	3,499		1,221	
Communications System Materials					547,900
Microcomputer Mtc Mat'l	18	9	2,000	499	2,000
Network Access Services	80,784	63,959	75,000	70,136	75,000
NU-Local Travel & Meetings				5,470	
Total	\$491,206	\$606,674	\$112,800	\$229,293	\$660,700

INFORMATION SECURITY DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	590,011	677,082	1,003,361	928,333	984,023	984,023	992,585
Materials & Services	159,476	434,716	169,800	150,815	169,800	169,800	169,800
Total	\$749,487	\$1,111,798	\$1,173,161	\$1,079,148	\$1,153,823	\$1,153,823	\$1,162,385

Department Description & Responsibilities

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

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



Information Security Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	447,504	483,900	770,338	717,776	755,647
Fringe	142,507	193,182	233,023	210,557	236,938
Total	\$590,011	\$677,082	\$1,003,361	\$928,333	\$992,585

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PCI Compliance Audit	97,353	117,435	110,000	105,367	110,000
Professional & Technical-Gen & Adm	59,278	241,245	59,800	44,670	59,800
Other Services- Gen & Adm		80		778	
Other Materials- Gen & Adm	2,845	75,956			
Total	\$159,476	\$434,716	\$169,800	\$150,815	\$169,800

ENTERPRISE SYSTEMS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,890,342	4,662,777	5,045,424	4,749,818	5,201,254	5,201,254	5,196,063
Materials & Services	223,052	460,902	403,600	407,276	200,900	200,900	200,900
Total	\$5,113,394	\$5,123,679	\$5,449,024	\$5,157,094	\$5,402,154	\$5,402,154	\$5,396,963

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar D. Infrastructure Pillar Focus: D3. Information technology	D3.12. Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as to meet business needs while also reducing associated technical debt to the greatest extent possible, and (2) IT-sponsored projects to modernize core architecture as a foundation for future improvements.	June 30, 2025
	D3.13. Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity.	June 30, 2025

Enterprise Systems Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	3,684,958	3,550,694	4,497,664	4,040,510	4,275,389
Fringe	1,307,528	1,172,654	1,416,176	1,258,049	1,356,831
Capitalized Labor-Fringe	-102,144	-60,571	-868,416	-548,741	-436,157
Total	\$4,890,342	\$4,662,777	\$5,045,424	\$4,749,818	\$5,196,063

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	19,285		349,600	87,401	146,900
Temporary Help-Gen & Adm	203,767	450,875	50,000	305,479	50,000
Other Services- Gen & Adm		302			
Other Materials- Gen & Adm			4,000	1,001	4,000
Unreconciled P-Card Expense		3,197		3,553	
Computer Equip under \$5,000		6,528		9,842	
Total	\$223,052	\$460,902	\$403,600	\$407,276	\$200,900

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,832,390	3,480,492	3,842,131	3,969,453	4,338,705	4,338,705	4,334,680
Materials & Services	26,898	314,254	33,500	13,480	33,500	33,500	33,500
Total	\$2,859,288	\$3,794,746	\$3,875,631	\$3,982,933	\$4,372,205	\$4,372,205	\$4,368,180

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A1. Safety and security Pillar Focus: A3. Experience	A1.11. Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology.	June 30, 2025
	A3.31. Implement rail operation optimization technology (ROOT): use new Type 6 MAX light rail vehicle capabilities in new intelligent transportation system (ITS) platform, which includes an "internet of things" (IOT) device and mobile router to enhance vehicle information capture, and use monitoring and analysis software to increase understanding and tracking of vehicle maintenance needs. Begin implementation steps for other current fleets with ITS capabilities, including Type 3 LRVs.	June 30, 2025

Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,202,645	2,561,460	3,258,111	3,252,143	3,392,448
Fringe	726,108	954,749	996,796	950,477	1,050,481
Capitalized Labor-Fringe	-96,363	-35,717	-412,776	-233,167	-108,249
Total	\$2,832,390	\$3,480,492	\$3,842,131	\$3,969,453	\$4,334,680

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	22,383	288,588	28,000	11,609	28,000
Other Services- Gen & Adm		46			
Other Materials- Gen & Adm	4,515	24,777	5,500	1,871	5,500
Unreconciled P-Card Expense		843			
Total	\$26,898	\$314,254	\$33,500	\$13,480	\$33,500

Information Technology Personnel Profile

IT Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Information Officer	1.00	NU	FT		277,629	26	221,024	331,537
Director, Project & Portfolio Management	1.00	NU	FT		217,307	22	161,877	242,817
Manager, Mobility & Location Based Services	1.00	NU	FT		181,781	19	127,082	190,624
Manager, Service Desk	1.00	NU	FT		152,954	18	117,044	175,568
Project Manager, IT	5.00	NU	FT		790,219	18	117,044	175,568
Project Manager, IT	2.00	NU	FT	✓	320,753	18	117,044	175,568
Analyst, Senior, IT Business Systems	5.00	NU	FT		604,768	16	99,064	148,597
Analyst, Senior, IT Business Systems	2.00	NU	FT	✓	241,139	16	99,064	148,597
Engineer, Senior, Geospatial Data	1.00	NU	FT		139,669	16	99,064	148,597
Analyst, Senior, Geospatial Systems	1.00	NU	FT		104,107	16	99,064	148,597
Analyst, Senior, Geospatial Data	2.00	NU	FT		226,253	15	91,048	136,572
Technical Writer, Senior	1.00	NU	FT		115,225	14	83,587	125,382
Analyst, IT Finance & Planning	1.00	NU	FT		111,428	14	83,587	125,382
Specialist, Senior, Technical Support	2.00	NU	FT		159,210	12	70,311	105,465
Analyst, Geospatial Data	1.00	NU	FT	✓	70,310	12	70,311	105,465
Assistant, Executive Administrative	1.00	NU	FT		96,533	12	70,311	105,465
Total	28.00				3,809,285			

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		209,662	22	161,877	242,817
Manager, Network Communications	1.00	NU	FT		158,031	19	127,082	190,624
Manager, Physical Infrastructure	1.00	NU	FT		158,852	19	127,082	190,624
Manager, Technical Services	1.00	NU	FT		154,567	18	117,044	175,568
Engineer, Senior, Network (Communications)	3.00	NU	FT		467,256	17	107,725	161,586
Engineer, Senior, Network (Fiber)	3.00	NU	FT		429,440	17	107,725	161,586
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT		576,870	17	107,725	161,586
Engineer, Senior, Systems (Server Administration)	1.00	NU	FT	✓	121,316	17	107,725	161,586
Engineer, Senior, Telecommunications	2.00	NU	FT		276,660	16	99,064	148,597
Network Engineer (Communications)	1.00	NU	FT		132,091	16	99,064	148,597
Engineer, Senior, Mobile Device	1.00	NU	FT		128,680	16	99,064	148,597
Engineer, Senior, Virtual Desktop	1.00	NU	FT		125,258	16	99,064	148,597
Engineer, Systems (Server Administration)	2.00	NU	FT		231,339	15	91,048	136,572
Specialist, Senior, Technical Support	5.00	NU	FT		454,875	12	70,311	105,465
Total	27.00				3,624,897			

Information Technology Personnel Profile

Information Security Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Information Security	1.00	NU	FT		238,055	22	161,877	242,817
Analyst, Senior, Network Ops & Cybersecurity	3.00	NU	FT		429,749	17	107,725	161,586
Analyst, Network Operations & Cybersecurity	1.00	NU	FT		87,843	14	83,587	125,382
Total	5.00				755,647			

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		238,609	23	175,215	262,824
Manager, Oracle Technology	1.00	NU	FT		195,856	20	137,860	206,789
Manager, Enterprise Systems Development	1.00	NU	FT		186,576	20	137,860	206,789
Manager, Enterprise Architecture	1.00	NU	FT		178,292	20	137,860	206,789
DBA, Senior, Oracle Applications	3.00	NU	FT		473,011	18	117,044	175,568
Database Architect, Senior	1.00	NU	FT		155,584	18	117,044	175,568
Engineer, Senior, Software	5.00	NU	FT		744,865	18	117,044	175,568
Engineer, Senior, Software	1.00	NU	FT	✓	146,306	18	117,044	175,568
Developer, Senior, Oracle	3.00	NU	FT		461,745	17	107,725	161,586
Analyst, Senior, IT Systems	2.00	NU	FT		256,143	16	99,064	148,597
Engineer, Software	7.00	NU	FT		892,426	16	99,064	148,597
Engineer, Software	3.00	NU	FT	✓	345,976	16	99,064	148,597
Total	29.00				4,275,390			

Intelligent Transportation Systems Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Intelligent Transportation Systems	1.00	NU	FT		221,669	22	161,877	242,817
Manager, ITS OCC Systems	1.00	NU	FT		195,219	20	137,860	206,789
Engineer, Senior, Intelligent Transp Systems	11.00	NU	FT		1,629,297	18	117,044	175,568
Engineer, Senior, Software	4.00	NU	FT		667,561	18	117,044	175,568
Engineer, Intelligent Transportation Systems	2.00	NU	FT		254,170	16	99,064	148,597
Engineer, Intelligent Transportation Systems	2.00	NU	FT	✓	249,574	16	99,064	148,597
Engineer, Associate, Intelligent Transp Systems	1.00	NU	FT		84,481	14	83,587	125,382
Engineer, Associate, Intelligent Transp Systems	1.00	NU	FT	✓	90,478	14	83,587	125,382
Total	23.00				3,392,448			



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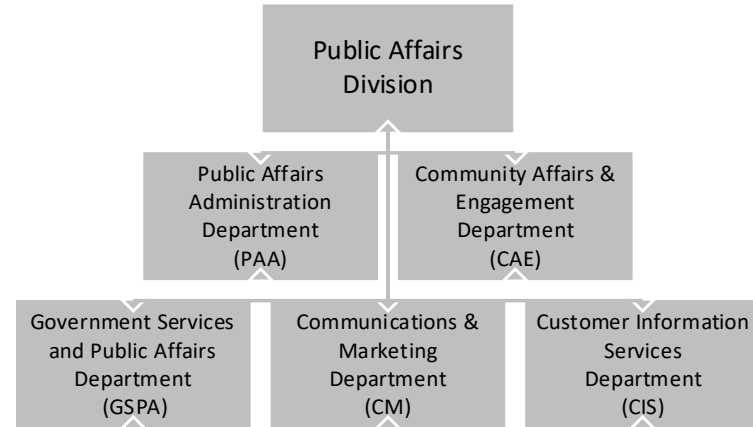
Public Affairs Division

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MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

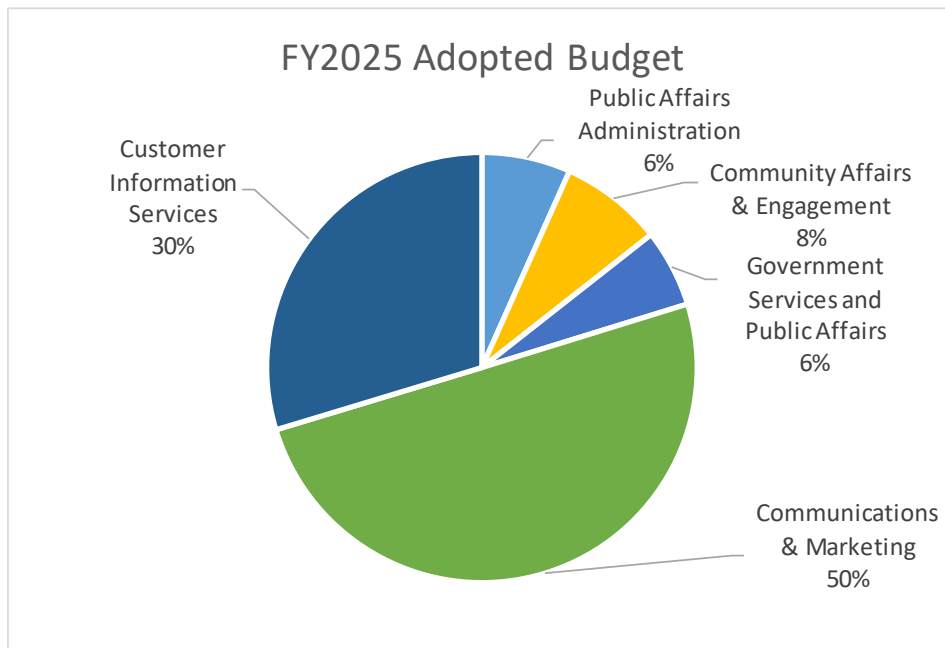
- » The Division led the expansion of TriMet’s Honored Citizen reduced fare to military service members in 2023. Now active military, reservists and veterans of the U.S. Armed Forces qualify to ride at a substantial discount. With this action, TriMet became the first large transit agency in the country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

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,976,273	9,605,536	11,516,934	10,633,068	11,976,816	11,976,816	12,940,506
Materials & Services	3,890,743	4,757,241	5,724,800	5,139,987	3,900,400	3,900,400	7,160,400
Total	\$11,867,016	\$14,362,777	\$17,241,734	\$15,773,055	\$15,877,216	\$15,877,216	\$20,100,906

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Public Affairs Administration	851,918	858,308	1,313,116	973,115	1,504,747	1,504,747	1,341,390
Community Affairs & Engagement	1,435,291	2,196,362	1,425,671	1,345,762	1,533,699	1,533,699	1,552,249
Government Services and Public Affairs	723,751	1,112,981	1,220,348	1,255,202	1,171,141	1,171,141	1,172,498
Communications & Marketing	5,497,683	5,924,276	8,227,192	7,635,732	6,666,591	6,666,591	10,070,147
Customer Information Services	3,358,373	4,270,850	5,055,407	4,563,244	5,001,038	5,001,038	5,964,622
Total	\$11,867,016	\$14,362,777	\$17,241,734	\$15,773,055	\$15,877,216	\$15,877,216	\$20,100,906

Total Division FTE	85.25	88.00	107.00	107.00	94.00	94.00	107.00
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*In FY2024, received \$459,030 in appropriation in Resolution 24-02-09 from Safety & Security Division.

PUBLIC AFFAIRS ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	540,086	532,752	1,016,616	666,424	1,192,247	1,192,247	1,028,890
Materials & Services	311,832	325,556	296,500	306,691	312,500	312,500	312,500
Total	\$851,918	\$858,308	\$1,313,116	\$973,115	\$1,504,747	\$1,504,747	\$1,341,390

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A2.15. Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects.	June 30, 2025
Pillar D. Infrastructure	D.1. With partners, pursue opportunities for potentially viable transit infrastructure projects.	June 30, 2027
Pillar E. Resources	E.4. Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. TANF, DHS, VA, Medicare, Public Housing).	June 30, 2026

Public Affairs Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	410,857	381,810	851,563	488,341	786,103
Fringe	129,229	150,942	165,053	178,083	242,787
Total	\$540,086	\$532,752	\$1,016,616	\$666,424	\$1,028,890

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	2,672	5,313	5,000	27,937	5,000
Professional & Technical-Gen & Adm	17,096	59,856	94,400	23,790	94,400
Temporary Help-Gen & Adm		3,885	1,500	375	1,500
Copier & Printer Usage and Maintenance				478	
Other Services- Gen & Adm	5,108	22,881	18,800	20,901	18,800
Office Supplies	5,252	5,062	7,800	8,440	7,800
Other Materials- Gen & Adm	3,318	4,696	4,800	1,837	4,800
Unreconciled P-Card Expense	13,981	3,328			
Safety Supplies- Gen & Adm	2,109			170	
Telephone	94,886	110,696	67,500	95,243	67,500
NU-Dues & Subscriptions	24,998	38,375	29,800	43,330	39,800
NU-Local Travel & Meetings	3,575	7,244	18,400	17,332	18,400
NU-Education & Training - Gen & Adm	23,545	31,461	28,000	41,256	28,000
NU-Out-Of-Town Travel	10,568	31,331	19,500	24,529	19,500
Employee Recognition	104,724	1,428	1,000	1,073	7,000
Total	\$311,832	\$325,556	\$296,500	\$306,691	\$312,500

COMMUNITY AFFAIRS & ENGAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	976,198	1,003,301	836,071	942,174	919,099	919,099	937,649
Materials & Services	459,093	1,193,061	589,600	403,588	614,600	614,600	614,600
Total	\$1,435,291	\$2,196,362	\$1,425,671	\$1,345,762	\$1,533,699	\$1,533,699	\$1,552,249

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



Community Affairs & Engagement Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,077,676	1,100,169	1,165,678	1,127,528	1,245,369
Fringe	487,386	415,061	461,533	435,825	492,415
Capitalized Labor-Fringe	-588,864	-511,929	-791,140	-621,179	-800,135
Total	\$976,198	\$1,003,301	\$836,071	\$942,174	\$937,649

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	390				
Student Pass/BETC Program	790	308			
First Step Youth	73,200				
Other Services- Gen & Adm	331,061	1,148,524	508,300	347,021	508,300
Office Supplies	1,218	155			
Other Materials- Gen & Adm	3,135				
Unreconciled P-Card Expense		2,934		271	
Community Outreach	21,958	31,575	81,300	52,573	106,300
Outreach/Promotions	19,278	7,131		5	
Telephone	642	2,338		680	
NU-Dues & Subscriptions	7,278	96			
NU-Local Travel & Meetings				2,735	
NU-Out-Of-Town Travel	143			303	
Total	\$459,093	\$1,193,061	\$589,600	\$403,588	\$614,600

GOVERNMENT SERVICES AND PUBLIC AFFAIRS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	354,939	703,566	760,848	783,044	796,641	796,641	797,998
Materials & Services	368,812	409,415	459,500	472,158	374,500	374,500	374,500
Total	\$723,751	\$1,112,981	\$1,220,348	\$1,255,202	\$1,171,141	\$1,171,141	\$1,172,498

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A2. Equitable service	A2.15. Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, A Better Red Light Rail Project, Interstate Bridge Replacement Project, potential projects on 82nd Ave and TV Hwy and other initiatives and projects in development or underway such as transit-oriented development and potential future bus rapid transit projects.	June 30 , 2025
Pillar B. Community Pillar Focus: B3. Reputation	B3.7. Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies.	June 30, 2030
Pillar E. Resources Pillar Focus: E2. Identifying new resources	E2.9. Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants	June 30, 2027



Government Services and Public Affairs Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	273,568	492,706	579,159	598,375	605,706
Fringe	81,371	210,860	181,689	184,964	192,292
Capitalized Labor-Fringe				-295	
Total	\$354,939	\$703,566	\$760,848	\$783,044	\$797,998

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	304,865	335,625	393,300	385,606	308,300
Consumer Research & Eval	1,997				
Other Services- Gen & Adm	5,850	6,750	6,300	1,986	6,300
Other Materials- Gen & Adm	400	200	1,000	251	1,000
NU-APTA & OTA Dues	55,700	66,840	58,900	81,566	58,900
NU-Local Travel & Meetings				2,749	
Total	\$368,812	\$409,415	\$459,500	\$472,158	\$374,500

COMMUNICATIONS & MARKETING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,269,045	3,657,255	4,398,092	4,153,989	4,617,891	4,617,891	4,761,447
Materials & Services	2,228,638	2,267,021	3,829,100	3,481,743	2,048,700	2,048,700	5,308,700
Total	\$5,497,683	\$5,924,276	\$8,227,192	\$7,635,732	\$6,666,591	\$6,666,591	\$10,070,147

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2025
	C.6. Regularly conduct employee surveys and work with employee communications for employee awareness and engagement.	June 30, 2025
Pillar B. Community Pillar Focus: B3. Reputation	B3.7. Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies.	June 30, 2025



Communications & Marketing Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,417,387	2,713,571	3,319,045	3,119,575	3,609,764
Fringe	973,570	1,082,490	1,265,461	1,160,730	1,361,260
Capitalized Labor-Fringe	-121,912	-138,806	-186,414	-126,316	-209,577
Total	\$3,269,045	\$3,657,255	\$4,398,092	\$4,153,989	\$4,761,447

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Production	113,200	146,720	152,800	309,243	152,800
Professional & Technical-Gen & Adm	139,636	126,143	130,300	176,689	130,300
Student Pass/BETC Program			119,000	29,983	19,000
Consumer Research & Eval	90,580	124,876	153,500	83,670	103,500
Software Hosting/Subscription Services	46,468	49,018		48,390	
Other Services- Gen & Adm	18,499	179,664	386,000	116,934	36,000
Graphics Material	2,840	8,223	8,300	29,939	8,300
Office Supplies	12,683				
Unreconciled P-Card Expense	4,628			56,484	
Computer Equip under \$5,000	12,911	9,222	5,000	12,695	5,000
Community Outreach			464,000	565,439	3,732,000
Promotions	109,738	131,540	85,500	40,653	85,500
Publications	3,569	308	1,000	1,015	1,000
Outreach/Promotions	1,487,017	847,911	576,800	979,176	688,400
Sales Programs	9,468	9,133	10,000	11,120	10,000
Telephone	10,990	14,220		8,720	
NU-Dues & Subscriptions		3,500			
Chamber Dues & Fees	5,560	5,560	5,900	1,474	5,900
NU-Local Travel & Meetings	38			2,735	
NU-Education & Training - Gen & Adm	1,671				
NU-Out-Of-Town Travel		702			
Media Fees	112,005	197,575	227,000	133,037	227,000
Employee Communications	588	4,796	4,000	3,589	4,000
Employee Recognition	46,549	16,325		4,953	
Special Event Expenses		391,585	1,500,000	865,805	100,000
Total	\$2,228,638	\$2,267,021	\$3,829,100	\$3,481,743	\$5,308,700

CUSTOMER INFORMATION SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,836,005	3,708,662	4,505,307	4,087,437	4,450,938	4,450,938	5,414,522
Materials & Services	522,368	562,188	550,100	475,807	550,100	550,100	550,100
Total	\$3,358,373	\$4,270,850	\$5,055,407	\$4,563,244	\$5,001,038	\$5,001,038	\$5,964,622

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.21. Deliver enhanced customer experience training to all TriMet employees.	June 30, 2025
	A3.23. Deliver customer information enhancements such as onboard announcement improvements, new video and e-paper service information signs.	June 30, 2025

*In FY2024, received \$459,030 in appropriation in Resolution 24-02-09 from Safety & Security Division.



Customer Information Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget*	FY2024 Estimate	FY2025 Budget
Labor	1,915,745	2,560,502	3,031,711	3,067,225	3,651,035
Fringe	920,260	1,148,160	1,473,596	1,188,586	1,763,487
Capitalized Labor-Fringe				-168,374	
Total	\$2,836,005	\$3,708,662	\$4,505,307	\$4,087,437	\$5,414,522

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	2,114	15,968	7,300	2,403	7,300
Other Services- Gen & Adm	2,733	904	2,500	974	2,500
Uniforms- Rev Veh Op		1,205	2,500	626	2,500
Schedule & service information	194,465	164,761	185,000	68,851	185,000
Office Supplies	873	2,310		1,363	
Other Materials- Gen & Adm	4,282	951	2,500	1,647	2,500
Unreconciled P-Card Expense	240	2,635		7,726	
Safety Supplies- Gen & Adm	269				
Schedule Books & Map	1,012	2,297	10,900	3,433	10,900
On Street Customer Service	19,668	59,628	23,700	15,038	23,700
Customer Info Material			11,400	2,850	11,400
Customer information & signage	194,006	258,374	216,600	229,961	216,600
Call Center Operations	96,194	28,424	85,900	104,394	85,900
Telephone	6,512	8,226		1,730	
Data Communication Services		16,505		24,456	
NU-Local Travel & Meetings				8,205	
Customer Service Training			1,800	2,150	1,800
Total	\$522,368	\$562,188	\$550,100	\$475,807	\$550,100

* Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Public Affairs Personnel Profile

Public Affairs Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Public Affairs	1.00	NU	FT		237,305	24	189,493	284,241
Project Manager	1.00	NU	FT		82,379	12	70,311	105,465
Assistant, Executive Administrative	1.00	NU	FT		74,084	12	70,311	105,465
Total	3.00				393,768			

Community Affairs & Engagement Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Community Affairs & Engagement	1.00	NU	FT		151,663	18	117,044	175,568
Manager, Community Engagement Programs	1.00	NU	FT		116,031	16	99,064	148,597
Manager, Community Affairs	1.00	NU	FT		123,427	16	99,064	148,597
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT		99,226	13	76,690	115,034
Coordinator, Community Affairs	1.00	NU	FT		92,905	12	70,311	105,465
Coordinator, Community Affairs	3.00	NU	FT	✓	265,012	12	70,311	105,465
Coordinator, Outreach Services	1.00	NU	FT		94,466	11	64,408	96,614
Coordinator, Outreach Programs & Events	2.00	NU	FT		149,522	11	64,408	96,614
Representative, Community Affairs	1.00	NU	FT		80,131	10	58,971	88,454
Assistant, Senior Administrative	1.00	NU	FT		72,987	9	53,933	80,898
Total	13.00				1,245,369			

Government Services and Public Affairs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Government Relations	1.00	NU	FT		185,814	20	137,860	206,789
Program Manager, Government Relations	1.00	NU	FT		163,989	19	127,082	190,624
Program Manager, Government Affairs & Policy	1.00	NU	FT		148,681	18	117,044	175,568
Coordinator, Senior, Government Affairs	1.00	NU	FT	✓	107,223	15	91,048	136,572
Total	4.00				605,706			

Public Affairs Personnel Profile

Communications & Marketing Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Marketing & Business Development	1.00	NU	FT		201,699	21	149,455	224,185
Director, Communications	1.00	NU	FT		187,948	20	137,860	206,789
Manager, Fare Programs	1.00	NU	FT		120,613	17	107,725	161,586
Manager, Media Relations	1.00	NU	FT		141,162	17	107,725	161,586
Manager, Creative Services	1.00	NU	FT		120,738	16	99,064	148,597
Manager, Digital Communications	1.00	NU	FT		129,102	16	99,064	148,597
Analyst, Senior, Research	2.00	NU	FT		226,781	15	91,048	136,572
Manager, Employee Communications	1.00	NU	FT		113,810	15	91,048	136,572
Program Manager, Events & Partnerships	1.00	NU	FT		126,545	15	91,048	136,572
Coordinator, Senior, Communications	1.00	NU	FT		109,125	14	83,587	125,382
Coordinator, Senior, Fare Policy Program	1.00	NU	FT		116,796	14	83,587	125,382
Coordinator, Senior, Marketing & Business Develop	1.00	NU	FT		114,577	14	83,587	125,382
Developer, UX	1.00	NU	FT		105,472	14	83,587	125,382
Public Information Officer	2.00	NU	FT		197,715	14	83,587	125,382
Designer, UX	1.00	NU	FT		107,802	13	76,690	115,034
Coordinator, Employee Communications	1.00	NU	FT		99,265	12	70,311	105,465
Representative, Transportation Options	2.00	NU	FT		179,113	12	70,311	105,465
Coordinator, Marketing Communications	1.00	NU	FT		85,051	11	64,408	96,614
Coordinator, Outreach Programs & Events	4.00	NU	FT		333,266	11	64,408	96,614
Coordinator, Print Production	1.00	NU	FT		90,883	11	64,408	96,614
Coordinator, Transportation Options	1.00	NU	FT		94,720	11	64,408	96,614
Graphic Designer	3.00	NU	FT		259,414	11	64,408	96,614
Copywriter, Senior	1.00	NU	FT		73,713	10	58,971	88,454
Assistant, Senior Administrative	1.00	NU	FT		70,491	9	53,933	80,898
Specialist, Senior, Transportation Options	2.00	NU	FT		130,416	9	53,933	80,898
Specialist, Senior, Video Production	1.00	NU	FT		73,549	9	53,933	80,898
Total	35.00				3,609,764			

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		135,861	18	117,044	175,568
Manager, Customer Experience	1.00	NU	FT		113,810	15	91,048	136,572
Manager, On-Street Customer Service	1.00	NU	FT		118,298	14	83,587	125,382
Manager, Customer Information	1.00	NU	FT		107,974	14	83,587	125,382
Project Manager	1.00	NU	FT		92,140	12	70,311	105,465
Assistant, Senior Administrative	1.00	NU	FT		70,325	9	53,933	80,898
Coordinator, Operations	2.00	U	FT		175,479	876	65,811	87,734
Specialist, Information Development	8.00	U	FT		742,542	732	70,491	93,995
Customer Service Representative	6.00	U	FT		489,575	731	62,234	82,971
Representative, Field Outreach & Comm. Rels.	7.00	U	FT		345,398	715	42,182	52,749
Representative, Field Outreach & Comm. Rels.	13.00	U	FT	✓	554,861	715	42,182	52,749
Customer Experience Agent	8.00	U	FT		469,112	714	46,280	61,256
Supervisor, Customer Service Center	2.00	U	FT		179,416	710	72,738	96,970
Total	52.00				3,594,791			

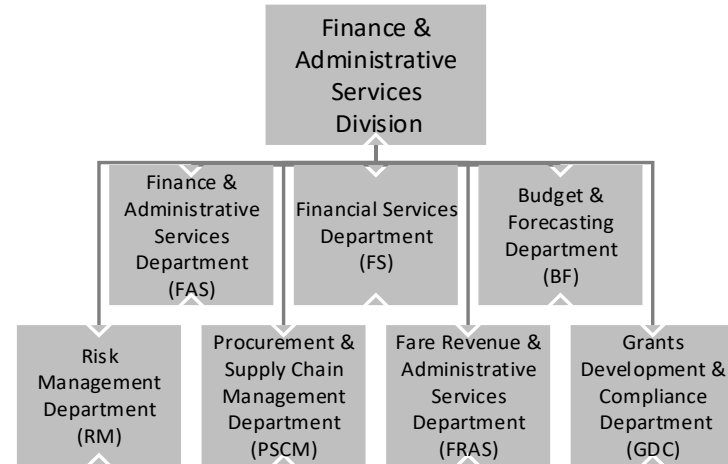
Finance & Administrative Services Division

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MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

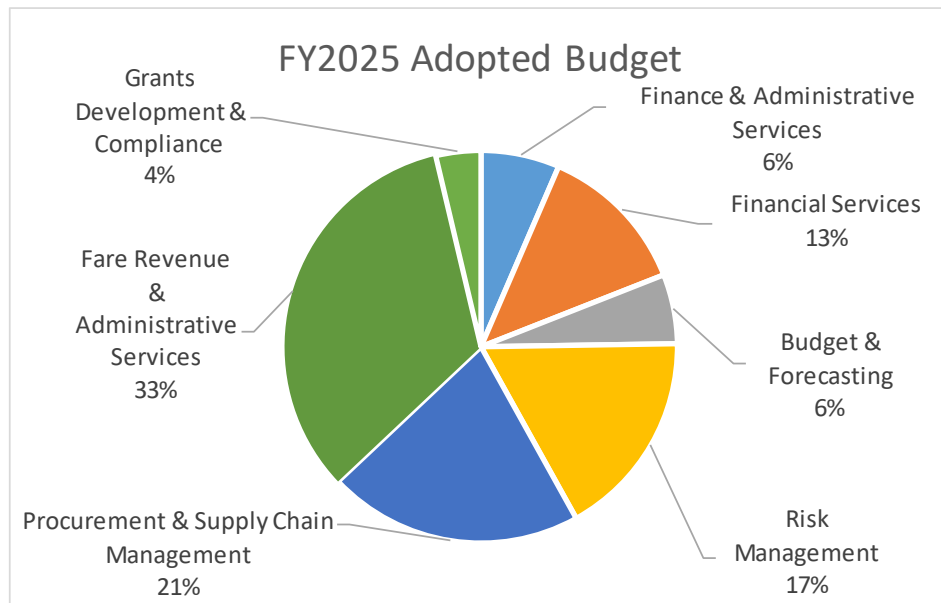
- » TriMet's total FY2025 adopted budget is just under \$2 billion, having almost doubled since FY2012 when the budget was less than \$1 billion.
- » For over ten consecutive fiscal years, TriMet's audit of our Federal awards has been free from audit findings, material weaknesses or significant deficiencies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

Performance Metrics Finance & Administrative Services Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Meet the six Strategic Financial Plan guidelines through complex strategic financial planning, forecasting and analysis, and budgeting.		X		Finance & Administrative Services	100%	100%	100%
Publish annual audited financial statements and single audit within six months of fiscal year -end.		X		Financial Services	100%	100%	100%
Maintain payroll systems with annual patches and software upgrades needed to process bi-weekly in-house payroll without interruptions 95% of the time.		X		Financial Services	95%	95%	95%
Develop and publish the Monthly Performance Report (MPR) and Dashboard within one week of month end close.	X			Budget & Forecasting	100%	100%	100%
Develop and publish all three public versions of the annual Budget on time.		X		Budget & Forecasting	100%	100%	100%
Enhance cross-function cooperation for monthly, annual and ad hoc planning and evaluation for the Capital Improvement program through timely and informative service to the agency.	X	X		Budget & Forecasting	N/A	N/A	100%
Establish and maintain CIP processes, timelines, and cross-department communication to achieve an annual overall Capital Project utilization rate of 90% or higher.	X	X		Budget & Forecasting	N/A	N/A	100%
Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.		X		Risk Management	90%	95%	90%
Increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.		X	X	Procurement & Supply Chain Management	40%	In process	80%
Operationalize the Materials Management Center on the Columbia Bus Base property to transition the materials management operation to a hub and spoke model.			X	Procurement & Supply Chain Management	50%	75%	100%
Implement cross departmental / cross agency strategic and capability roadmap for fare collection. This includes public pilots of TVM, Farebox and Account Management Applications in FY25 as well as agreed upon designs for Hop websites.			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%
Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects.		X		Grants Development & Compliance	50%	75%	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	16,022,920	18,286,017	22,101,877	20,329,871	24,168,769	24,168,769	24,192,734
Materials & Services	8,351,205	10,028,245	11,131,700	10,053,590	11,761,700	11,761,700	11,761,700
Total	\$24,374,125	\$28,314,262	\$33,233,577	\$30,383,461	\$35,930,469	\$35,930,469	\$35,954,434

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Finance & Administrative Services	675,723	915,336	1,870,334	1,014,640	2,653,428	2,653,428	2,327,563
Financial Services	3,450,670	3,801,426	4,296,445	4,399,398	4,428,861	4,428,861	4,515,102
Budget & Forecasting	1,569,894	1,294,244	1,547,582	1,371,637	2,010,581	2,010,581	2,056,294
Risk Management	5,274,407	5,477,979	5,435,739	5,664,447	6,175,701	6,175,701	6,179,959
Procurement & Supply Chain Management	5,344,728	6,337,501	6,800,095	6,871,366	7,423,424	7,423,424	7,560,030
Fare Revenue & Administrative Services	8,058,703	10,487,776	12,278,943	10,267,623	11,928,568	11,928,568	11,982,547
Grants Development & Compliance			1,004,439	794,350	1,309,906	1,309,906	1,332,939
Total	\$24,374,125	\$28,314,262	\$33,233,577	\$30,383,461	\$35,930,469	\$35,930,469	\$35,954,434

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	554,092	734,827	1,442,234	677,049	1,916,328	1,916,328	1,590,463
Materials & Services	121,631	180,509	428,100	337,591	737,100	737,100	737,100
Total	\$675,723	\$915,336	\$1,870,334	\$1,014,640	\$2,653,428	\$2,653,428	\$2,327,563

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

Finance & Administrative Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	324,274	378,177	1,132,605	473,512	1,192,719
Fringe	229,818	356,650	309,629	203,537	397,744
Total	\$554,092	\$734,827	\$1,442,234	\$677,049	\$1,590,463

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			42,800	10,699	42,800
Professional & Technical-Gen & Adm	44,802	37,220	73,500	37,160	333,500
Recruitment Expense	630	39	1,000	12,398	3,000
Temporary Help-Gen & Adm				39,786	
Other Services- Gen & Adm	6,825	12,473	12,000	10,340	12,000
Office Supplies	3,168	12,984	99,000	47,038	124,000
Equip/Furn < \$5,000-Gen & Adm			12,000	3,000	12,000
Other Materials- Gen & Adm		3,985	2,500	1,191	2,500
Telephone	26,593	6,662	37,300	25,752	52,300
NU-Dues & Subscriptions	1,108	4,873	21,000	12,166	21,000
NU-Local Travel & Meetings		638		4,146	4,000
NU-Education & Training - Gen & Adm	2,394	42,007	17,000	52,258	30,000
NU-Out-Of-Town Travel	33,460	57,247	100,000	74,976	90,000
Employee Recognition	2,651	2,381	10,000	6,681	10,000
Total	\$121,631	\$180,509	\$428,100	\$337,591	\$737,100

FINANCIAL SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,813,459	3,275,093	3,790,445	3,838,514	3,900,861	3,900,861	3,987,102
Materials & Services	637,211	526,333	506,000	560,884	528,000	528,000	528,000
Total	\$3,450,670	\$3,801,426	\$4,296,445	\$4,399,398	\$4,428,861	\$4,428,861	\$4,515,102

Department Description & Responsibilities

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

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

Financial Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,995,442	2,359,452	2,753,518	2,839,905	2,903,621
Fringe	818,017	915,641	1,036,927	998,609	1,083,481
Total	\$2,813,459	\$3,275,093	\$3,790,445	\$3,838,514	\$3,987,102

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			12,000	3,000	12,000
Audits	240,000	236,856	225,000	251,241	245,000
Professional & Technical-Gen & Adm	148,133	12,841	30,000	53,600	30,000
Banking Charges	151,556	172,094	185,000	188,471	195,000
Temporary Help-Gen & Adm	34,066			10,945	
Software Hosting/Subscription Services	7,448	14,245	12,000	14,655	12,000
Other Services- Gen & Adm	17,242	29,504	24,000	10,332	24,000
Procurement Advertising	150				
Office Supplies	2,601	23,130		4,454	
Equip/Furn < \$5,000-Gen & Adm	20,702	10,470	14,000	4,234	4,000
Other Materials- Gen & Adm	2,500	8,172	4,000	1,791	4,000
Postage - Gen & Admin				10	
Computer Equip under \$5,000					2,000
Telephone	3,578	5,119		5,669	
NU-Dues & Subscriptions	4,710	7,761		2,429	
NU-Education & Training - Gen & Adm	3,154	6,001		3,363	
Fines and Penalties - Payroll	1,371			40	
Employee Recognition		140			
Software License Fees				6,650	
Total	\$637,211	\$526,333	\$506,000	\$560,884	\$528,000

BUDGET & FORECASTING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,365,466	1,235,695	1,274,682	1,257,041	1,728,181	1,728,181	1,773,894
Materials & Services	204,428	58,549	272,900	114,596	282,400	282,400	282,400
Total	\$1,569,894	\$1,294,244	\$1,547,582	\$1,371,637	\$2,010,581	\$2,010,581	\$2,056,294

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

Budget & Forecasting Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	995,628	936,958	972,321	950,312	1,323,326
Fringe	369,838	298,737	302,361	306,729	450,568
Total	\$1,365,466	\$1,235,695	\$1,274,682	\$1,257,041	\$1,773,894

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	127,934	1,744	202,300	50,576	202,300
Economic Forecasts	38,612	36,659	40,000	48,297	40,000
Ridership Counts/Surveys			15,000	3,750	15,000
Other Services- Gen & Adm	1,249	11,481	13,000	4,297	15,000
Office Supplies	1,127	1,397		720	
Other Materials- Gen & Adm	1,675		2,600	2,906	2,600
Computer Equip under \$5,000				734	7,500
NU-Dues & Subscriptions	2,620	2,435		2,132	
NU-Education & Training - Gen & Adm	1,398	4,383		1,184	
NU-Out-Of-Town Travel		450			
Software License Fees	29,813				
Total	\$204,428	\$58,549	\$272,900	\$114,596	\$282,400

RISK MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	689,412	851,832	867,339	888,166	1,056,301	1,056,301	1,060,559
Materials & Services	4,584,995	4,626,147	4,568,400	4,776,281	5,119,400	5,119,400	5,119,400
Total	\$5,274,407	\$5,477,979	\$5,435,739	\$5,664,447	\$6,175,701	\$6,175,701	\$6,179,959

Department Description & Responsibilities

Major Functions: The Risk Management Department is responsible for managing Self-Insured Workers Compensation and Liability insurance programs; develops risk management strategies, establishes risk and insurance plans to manage all assets and operations; procures insurance to manage all assets and operations, and develops risk transfer and risk financing mechanisms.

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



Risk Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	515,456	613,977	620,701	669,371	759,785
Fringe	176,904	237,855	246,638	218,795	300,774
Capitalized Labor-Fringe	-2,948				
Total	\$689,412	\$851,832	\$867,339	\$888,166	\$1,060,559

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Claims Services	1,623	2,219	2,000	2,462	35,000
Software Hosting/Subscription Services					66,000
Other Services- Gen & Adm	2,681	33,813	8,100	3,261	8,100
Office Supplies	591	1,843		1,667	
Other Materials- Gen & Adm	3,669	2,971	1,000	3,343	1,000
Unreconciled P-Card Expense	1	6			
Computer Equip under \$5,000					2,000
Safety Supplies- Gen & Adm	419				
Telephone		2,021			
Phys Damage Ins - B,G &Eq	1,639,710	1,336,278	1,250,300	1,392,926	1,358,300
Railroad Protective Ins	133,091	108,111	247,100	167,489	219,800
Cyber Security Insurance	-21,886		66,700	16,676	82,900
PMLR Insurance Costs	486,731	564,865		439,166	
WES Insurance Costs	2,217,329	2,573,275	2,575,600	2,644,541	2,809,300
Public Entity Liability Insurance	120,741	470	417,600	104,400	537,000
NU-Dues & Subscriptions		275			
NU-Education & Training - Gen & Adm	295			350	
Total	\$4,584,995	\$4,626,147	\$4,568,400	\$4,776,281	\$5,119,400

PROCUREMENT & SUPPLY CHAIN MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,922,202	5,928,361	6,599,095	6,439,427	7,097,424	7,097,424	7,234,030
Materials & Services	422,526	409,140	201,000	431,939	326,000	326,000	326,000
Total	\$5,344,728	\$6,337,501	\$6,800,095	\$6,871,366	\$7,423,424	\$7,423,424	\$7,560,030

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar B. Community Pillar Focus: B1. Relationships	B1.5. Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms.	June 30, 2025
	B.3. Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D2. Zero-emission buses	D2.9. Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell buses.	June 30, 2029

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	3,493,965	4,199,472	4,768,692	4,738,087	5,308,395
Fringe	1,428,531	1,732,623	1,830,403	1,701,340	2,048,037
Capitalized Labor-Fringe	-294	-3,734			-122,402
Total	\$4,922,202	\$5,928,361	\$6,599,095	\$6,439,427	\$7,234,030

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	70,550	29,232	70,000	52,901	70,000
Copier & Printer Usage and Maintenance	117,101	24,904	5,000	31,259	5,000
Laundry	25		2,500	1,634	2,500
Other Services- Gen & Adm	15,888	36,933	24,000	18,379	39,000
Procurement Advertising	14,387	28,725	30,000	12,564	30,000
Office Supplies	56,527	37,695		10,661	
Freight	53,282	67,223	40,000	50,935	40,000
Equip/Furn < \$5,000-Rev Eq Maint	7,405	3,579	5,000	1,249	95,000
Equip/Furn < \$5,000-Gen & Adm		17,764		244	
Inventory Adjustments		3,282		150,978	
Other Materials- Gen & Adm	58,442	43,052	15,000	20,884	35,000
Other Materials- Rev Eq Maint	20,448	8,454	5,000	8,765	5,000
Unreconciled P-Card Expense	1,461	2,921		481	
Computer Equip under \$5,000				4,228	
Safety Supplies- Gen & Adm	3,608	85,884	3,500	-35,000	3,500
Obsolete Inventory		5,340		91,891	
Invoice Price Variance				-328	
Telephone	2,655	6,506		7,719	
OR Corporate Activity Tax (CAT)	7	44			
NU-Dues & Subscriptions		5,150			
NU-Education & Training - Gen & Adm	740	2,204		1,380	
CDL Renewals			1,000	251	1,000
Employee Recognition		248		864	
Total	\$422,526	\$409,140	\$201,000	\$431,939	\$326,000

FARE REVENUE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,678,289	6,260,209	7,146,143	6,442,026	7,179,768	7,179,768	7,233,747
Materials & Services	2,380,414	4,227,567	5,132,800	3,825,597	4,748,800	4,748,800	4,748,800
Total	\$8,058,703	\$10,487,776	\$12,278,943	\$10,267,623	\$11,928,568	\$11,928,568	\$11,982,547

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.29. Replace fareboxes for better customer service.	January 31, 2026
	A3.30. TVM replacement for improved Hop card distribution and sales.	January 31, 2026
Pillar E. Resources Pillar Focus: E3. Efficiencies	E3.10. Implement plans to decrease fare evasion.	Continuous



Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	4,073,656	4,575,005	5,249,952	4,815,449	5,373,428
Fringe	1,626,767	1,702,586	1,896,191	1,626,773	1,860,319
Capitalized Labor-Fringe	-22,134	-17,382		-196	
Total	\$5,678,289	\$6,260,209	\$7,146,143	\$6,442,026	\$7,233,747

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm		45,690			200,000
Banking Charges	799,789	991,151	1,584,000	1,227,649	1,400,000
Money Transport	32,618	36,727	36,200	41,565	36,200
Ticket Vend & Servicing	192,987	348,478	240,000	248,171	240,000
Equipment Repair & Mtc - Gen & Adm	4,250		9,000	2,250	9,000
Photo Copier Maint-Doc Svcs	32,892	53,039	35,000	37,679	35,000
Cont ROW Mtc Comm	1,594	18,110			
Contracted Mtc-Fare Eq	16,365	210	2,000	4,072	2,000
Office Maint Custodial	134		15,000	3,783	15,000
Laundry	1,124	1,109	1,400	1,138	1,400
Other Services- Gen & Adm	162,776	196,064	160,000	133,107	163,000
Other Services-Transp Adm			4,000	1,001	1,000
Payment Card Processing Fee		3,830			
Retail Network Commissions	337,905	438,859	513,000	452,008	513,000
Uniforms - Veh Ops	3,364	1,717	2,900	724	2,900
Tickets, Passes & Fare Media Cards	43,123	1,449,264	1,800,000	995,555	1,400,000
Office Supplies	23,989	37,096		22,977	
Freight	133		1,000	251	1,000
Equip/Furn < \$5,000-Gen & Adm	2,516	781	6,000	1,583	6,000
Small Hand Tools-Fac/Eq Maint	2,867	3,061	3,000	1,791	3,000
Other Materials- Gen & Adm	33,388	32,954	54,000	40,377	54,000
Other Materials- Fac/Eq Maint	605	-9,887	14,000	3,713	14,000
Unreconciled P-Card Expense	73	811		943	
Postage - Gen & Admin	153,695	113,613	172,000	158,583	172,000

Fare Revenue & Administrative Services Department

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Computer Equip under \$5,000	6,921	4,042	2,500	2,029	2,500
Doc Svcs Supplies	7,838	3,418	15,000	5,598	15,000
Safety Supplies - Fac/Eq Maint	15,467	9,078	15,500	21,730	15,500
Obsolete Inventory	35,223	35,715			
Maint Matl Fare Equip	272,194	201,612	310,000	200,011	190,000
Maint - eFare Equipment		73		330	
Maint Materials Comm/Video	135,702	169,065	135,000	187,304	255,000
Telephone	54,812	34,318		24,231	
NU-Dues & Subscriptions	2,199	2,310		2,100	
NU-Local Travel & Meetings				2,735	
NU-Education & Training - Gen & Adm	2,565	461			
CDL Renewals			1,000	251	1,000
Employee Recognition				32	
Rental	1,306	4,798	1,300	326	1,300
Total	\$2,380,414	\$4,227,567	\$5,132,800	\$3,825,597	\$4,748,800

GRANTS DEVELOPMENT & COMPLIANCE DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			981,939	787,648	1,289,906	1,289,906	1,312,939
Materials & Services			22,500	6,702	20,000	20,000	20,000
Total			\$1,004,439	\$794,350	\$1,309,906	\$1,309,906	\$1,332,939

Department Description & Responsibilities

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

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

Grants Development & Compliance Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor			734,143	607,272	972,484
Fringe			247,796	180,376	340,455
Total			\$981,939	\$787,648	\$1,312,939

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			11,500	2,927	11,500
Other Services- Gen & Adm			8,500	2,126	3,500
Office Supplies				268	
Equip/Furn < \$5,000-Gen & Adm			2,500	626	5,000
NU-Dues & Subscriptions				755	
Total			\$22,500	\$6,702	\$20,000

Finance & Administrative Services Personnel Profile

Finance & Administrative Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Financial Officer	1.00	NU	FT		338,156	27	240,364	360,547
Assistant, Executive Administrative	1.00	NU	FT		105,518	12	70,311	105,465
Clerk II, Administrative	2.00	NU	FT		128,727	7	45,019	67,528
Total	4.00				572,402			

Financial Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Financial Services	1.00	NU	FT		201,890	21	149,455	224,185
Manager, Senior, Financial Services	1.00	NU	FT		168,875	19	127,082	190,624
Manager, Financial Systems	1.00	NU	FT		172,125	18	117,044	175,568
Manager, Debt and Treasury	1.00	NU	FT		140,032	18	117,044	175,568
Manager, Accounting	1.00	NU	FT		135,283	17	107,725	161,586
Manager, Payroll	1.00	NU	FT		148,925	17	107,725	161,586
Assistant Manager, Payroll	1.00	NU	FT		104,485	14	83,587	125,382
Analyst, Business (Financial System)	1.00	NU	FT		114,426	14	83,587	125,382
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT		100,730	14	83,587	125,382
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT		99,983	14	83,587	125,382
Accountant, Senior, Revenue	1.00	NU	FT		110,122	14	83,587	125,382
Accountant, Senior, Financial	2.00	NU	FT		183,791	14	83,587	125,382
Accountant, Revenue	1.00	NU	FT		72,749	12	70,311	105,465
Specialist, Senior, Accounts Receivable	1.00	NU	FT		75,504	9	53,933	80,898
Assistant, Senior Administrative	1.00	NU	FT		60,757	9	53,933	80,898
Senior Payroll Clerk	3.00	U	FT		263,197	340	69,264	92,352
Timekeeper	1.00	U	FT		103,639	336	103,646	103,646
Timekeeper	0.50	U	PT		25,910	336	103,646	103,646
Finance Clerk (Accounting)	3.00	U	FT		243,382	323	61,880	82,514
Finance Clerk (Payroll)	3.00	U	FT		222,766	323	61,880	82,514
Senior Accounts Payable Clerk	1.00	U	FT		92,347	322	69,264	92,352
Total	27.50				2,840,917			

Finance & Administrative Services Personnel Profile

Budget & Forecasting Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Budget & Forecasting	1.00	NU	FT		186,000	21	149,455	224,185
Manager, Budget & Forecasting	1.00	NU	FT		137,137	18	117,044	175,568
Manager, Finance Capital Improvement Program	1.00	NU	FT		134,657	17	107,725	161,586
Program Manager, Financial Systems	1.00	NU	FT		157,338	17	107,725	161,586
Analyst, Senior, Financial (Budget)	1.00	NU	FT		116,431	15	91,048	136,572
Analyst, Senior, Financial	1.00	NU	FT		102,535	15	91,048	136,572
Analyst, Budget	4.00	NU	FT		392,921	13	76,690	115,034
Analyst, Financial	1.00	NU	FT		96,307	13	76,690	115,034
Total	11.00				1,323,326			

Risk Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Risk Management	1.00	NU	FT		182,764	20	137,860	206,789
Adjuster, Senior, Claims	1.00	NU	FT		109,875	13	76,690	115,034
Administrator, Worker's Compensation	1.00	NU	FT		103,397	12	70,311	105,465
Administrator, NRV Driver Compliance Program	1.00	NU	FT		87,887	12	70,311	105,465
Adjuster, Claims	1.00	NU	FT		84,460	11	64,408	96,614
Specialist, Senior, Claims Investigation	1.00	NU	FT		62,982	10	58,971	88,454
Specialist, Senior, Claims Recovery	1.00	NU	FT		72,530	9	53,933	80,898
Assistant, Administrative	1.00	NU	FT		55,890	7	45,019	67,528
Total	8.00				759,785			

Finance & Administrative Services Personnel Profile

Procurement & Supply Chain Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Procurement & Supply Chain Management	1.00	NU	FT		184,634	21	149,455	224,185
Manager, Contracts	1.00	NU	FT		144,132	18	117,044	175,568
Manager, Stores & Warranty Programs	1.00	NU	FT		145,377	17	107,725	161,586
Manager, Purchasing	1.00	NU	FT		138,104	17	107,725	161,586
Assistant Manager, Supply Chain	4.00	NU	FT		434,145	14	83,587	125,382
Administrator, Senior, Contracts & Equity	1.00	NU	FT		88,396	14	83,587	125,382
Administrator, Senior, Contracts	4.00	NU	FT		446,463	14	83,587	125,382
Administrator, Senior, Contracts	1.00	NU	FT	✓	104,485	14	83,587	125,382
Administrator, Contracts	2.00	NU	FT		159,096	12	70,311	105,465
Analyst, Supply Chain	1.00	NU	FT		80,356	12	70,311	105,465
Coordinator, Warranty Programs	1.00	NU	FT		89,691	11	64,408	96,614
Assistant, Senior Administrative	1.00	NU	FT		60,757	9	53,933	80,898
Buyer	2.00	U	FT		161,807	432	69,326	92,435
Partsman (Bus)	15.00	U	FT		1,183,768	376	78,250	83,824
Partsman (Rail)	1.00	U	FT		80,395	376	78,250	83,824
Senior Buyer	4.00	U	FT		387,386	373	96,845	96,845
Senior Partsman (Rail)	7.00	U	FT		586,768	372	83,824	83,824
Assist Storekeeper Inventory Control	2.00	U	FT		176,041	371	88,026	88,026
Assistant Storekeeper (Bus)	4.00	U	FT		337,849	371	88,026	88,026
Assistant Storekeeper (Rail)	2.00	U	FT		176,041	371	88,026	88,026
Total	56.00				5,165,690			

Finance & Administrative Services Personnel Profile

Fare Revenue & Administrative Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Fare Revenue & Administrative Services	1.00	NU	FT		167,209	21	149,455	224,185
Manager, Fare Systems (Operations)	1.00	NU	FT		125,923	17	107,725	161,586
Manager, Fare Systems (Projects)	1.00	NU	FT		144,937	17	107,725	161,586
Manager, Fare & Communication Equipment	1.00	NU	FT		156,989	17	107,725	161,586
Manager, Fare Revenue	1.00	NU	FT		131,756	16	99,064	148,597
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT		227,935	15	91,048	136,572
Analyst, Fare Systems	3.00	NU	FT		308,382	14	83,587	125,382
Assistant Manager, Fare Revenue Controls	1.00	NU	FT		98,532	13	76,690	115,034
Analyst, Business (Fare Revenue)	1.00	NU	FT		102,697	12	70,311	105,465
Assistant Manager, Document Services	1.00	NU	FT		75,234	9	53,933	80,898
Fare Revenue Assistant Supervisor	1.00	U	FT		89,838	736	67,371	89,835
Fare Revenue Specialist	8.00	U	FT		640,398	733	61,589	82,118
Fare Revenue Supervisor	1.00	U	FT		96,976	716	72,738	96,970
Field Technician	22.00	U	FT		2,021,164	591	91,874	91,874
Assistant Supervisor, Field Technician	2.00	U	FT		211,301	590	105,664	105,664
Mail Services Clerk	1.00	U	FT		69,158	356	51,875	69,160
Moneyroom Clerk	2.00	U	FT		197,414	331	74,048	98,717
Moneyroom Clerk	0.80	U	PT		65,646	331	74,048	98,717
Moneyroom Supervisor	1.00	U	FT		101,779	330	76,336	101,774
Total	51.80				5,033,267			

Grants Development & Compliance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Grants	1.00	NU	FT		189,621	21	149,455	224,185
Manager, Grants	1.00	NU	FT		143,853	17	107,725	161,586
Analyst, Senior, Grants Compliance	2.00	NU	FT		232,855	15	91,048	136,572
Accountant, Senior, Grants	2.00	NU	FT		210,259	14	83,587	125,382
Specialist, Senior, Grant Development	1.00	NU	FT		108,010	14	83,587	125,382
Specialist, Grant Development	1.00	NU	FT		87,887	12	70,311	105,465
Total	8.00				972,484			

Labor Relations & Human Resources Division

DEPARTMENTS

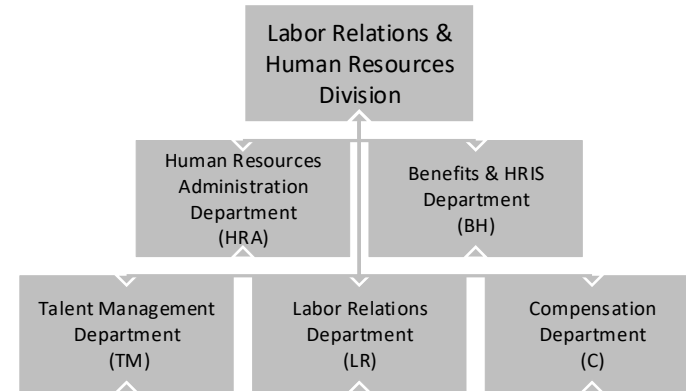
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- Labor Relations (LR).....241
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MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

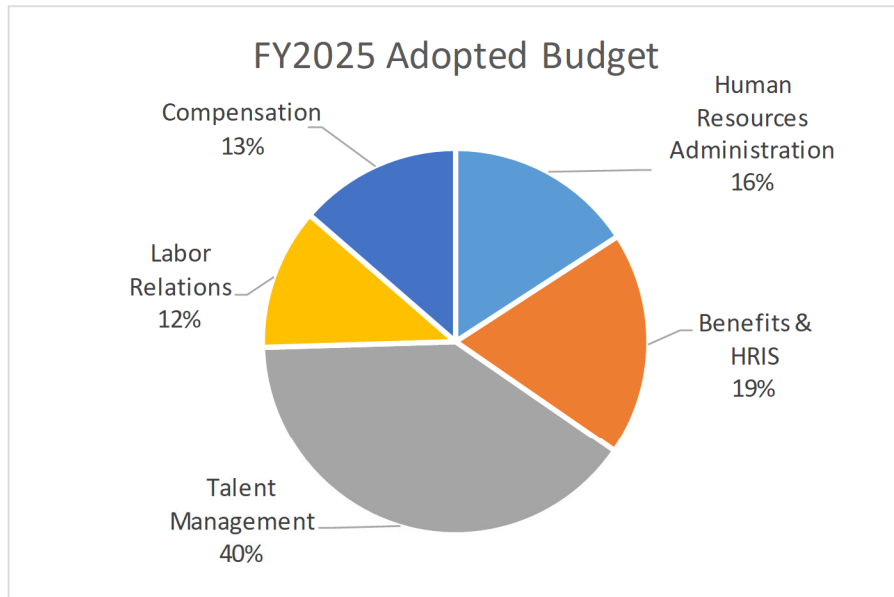
- » There are nine Employee Resource Groups (ERGs) at TriMet. The ERGs include Women's Forum, Ruta Latina, PRIDE, AsPIRe, Black/African American, TriMet Vets, Trimet-ABLE, RISE, and LEAD.
- » The E3 Program promoted self-paced learning to all employees with access to a library of 23,000+ eLearning courses, with employees completing over 1,400 eLearning courses in 2022.
- » In 2023 the Talent Management team hired nearly 700 employees; 383 operators, 187 non-union, and 127 new union maintenance.
- » Labor Relations and ATU 757 have successfully collaborated on 12 Memorandums of Agreement in 2023, covering a variety of topics including outside hiring of rail operators, a move up pilot program to improve operator scheduling, and a maintenance mechanic bonus.
- » The Benefits Department partnered with each of its Benefits carriers to successfully hold 24 participant Open Enrollment events; including two retiree meetings.

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,349,910	5,352,051	7,029,691	6,348,868	8,037,557	8,037,557	8,305,879
Materials & Services	1,792,707	2,375,214	3,435,700	2,718,273	3,169,700	3,169,700	3,169,700
Total	\$6,142,617	\$7,727,265	\$10,465,391	\$9,067,141	\$11,207,257	\$11,207,257	\$11,475,579

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Human Resources Administration	674,755	964,404	2,344,658	1,313,012	1,863,611	1,863,611	1,816,449
Benefits & HRIS	1,478,065	1,798,036	1,922,755	1,993,879	2,137,218	2,137,218	2,156,187
Talent Management	2,520,854	3,179,554	3,980,128	3,801,152	4,316,985	4,316,985	4,580,484
Labor Relations	885,923	1,053,072	1,441,791	1,262,216	1,491,259	1,491,259	1,360,231
Compensation	583,020	732,199	776,059	696,882	1,398,184	1,398,184	1,562,228
Total	\$6,142,617	\$7,727,265	\$10,465,391	\$9,067,141	\$11,207,257	\$11,207,257	\$11,475,579

Total Division FTE	32.80	38.80	46.80	46.80	52.80	52.80	54.80
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HUMAN RESOURCES ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	381,962	425,160	890,558	457,351	1,032,011	1,032,011	984,849
Materials & Services	292,793	539,244	1,454,100	855,661	831,600	831,600	831,600
Total	\$674,755	\$964,404	\$2,344,658	\$1,313,012	\$1,863,611	\$1,863,611	\$1,816,449

Department Description & Responsibilities

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

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

Human Resources Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	297,680	338,927	783,427	374,065	810,932
Fringe	84,282	86,233	107,131	83,286	173,917
Total	\$381,962	\$425,160	\$890,558	\$457,351	\$984,849

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	2,682	10,402	135,200	42,474	110,000
Professional & Technical-Gen & Adm	47,000	17,325	366,800	91,699	128,500
Recruitment Expense	135			24,554	
Other Services- Gen & Adm	27,204	138,393	5,000	5,326	5,000
Office Supplies	1,628	1,786	2,000	2,373	3,000
Other Materials- Gen & Adm	3,464	5,503	5,000	10,432	5,000
Unreconciled P-Card Expense	3,982				
Postage - Gen & Admin			1,000	251	1,000
Telephone	7,851	25,272	6,000	14,710	7,000
NU-Dues & Subscriptions	1,789	9,276	3,500	3,610	3,500
NU-Local Travel & Meetings	605	4,946	1,000	4,673	5,000
NU-Education & Training - Gen & Adm	15,468	49,281	73,000	50,559	73,000
NU-Out-Of-Town Travel	6,112	14,175	1,000	16,348	15,000
Union Contractual Services	159,358	54,904	465,600	190,964	465,600
Employee Recognition		194,567	384,000	385,149	
Employee Awards	15,515	13,414	5,000	12,539	10,000
Total	\$292,793	\$539,244	\$1,454,100	\$855,661	\$831,600

BENEFITS & HRIS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	798,290	1,098,246	1,074,655	1,119,474	1,239,118	1,239,118	1,258,087
Materials & Services	679,775	699,790	848,100	874,405	898,100	898,100	898,100
Total	\$1,478,065	\$1,798,036	\$1,922,755	\$1,993,879	\$2,137,218	\$2,137,218	\$2,156,187

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People Pillar Focus: C1. Recruitment/ retention Pillar Focus: C2. Training/ development performance Pillar Focus: C3. Total rewards/ communication and career advancement	C.1. Use equity lens framework in support of TriMet projects and programs	June 30, 2029
	C.2. Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce.	June 30, 2029
	C.3. Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.	June 30, 2029
	C.5. Conduct & act on results from employee engagement survey	June 30, 2029
	C.6. Regularly conduct employee surveys and work with employee communications for employee awareness and engagement	June 30, 2029
	C.7. Implement Human Resources-related initiatives, especially those that are agency-wide.	June 30, 2029
	C.8. Engage with employees informed by results of engagement survey and initiatives developed as a result.	June 30, 2029
	C1.10. Continue recruiting activities appropriate for vacant positions.	June 30, 2029
	C2.11. Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees.	June 30, 2029
	C2.12. Develop and implement succession program.	June 30, 2029
C3.15. Implement improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism.	June 30, 2029	

Benefits & HRIS Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	592,397	771,885	784,155	829,573	913,758
Fringe	205,893	326,361	290,500	289,901	344,329
Total	\$798,290	\$1,098,246	\$1,074,655	\$1,119,474	\$1,258,087

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	4,988	569	12,000	4,845	12,000
Union Long Term Disab. Program			7,000	1,751	7,000
Health Benefit Consultant	141,277	66,387	253,100	234,840	253,100
BenefitHelp Solutions FSA 3rd Party Administrator	31,441	12,161	30,000	14,664	30,000
FMLA/OFLA 3rd Party Administrator	271,213	300,001	300,000	307,618	300,000
Compensation Survey Services	30,000	44,600		-16,205	
Other Services- Gen & Adm	108,327	113,239	162,500	163,004	212,500
Office Supplies	112	360		64	
Equip/Furn < \$5,000-Gen & Adm				482	
Other Materials- Gen & Adm	3,160	39,668	35,000	51,648	35,000
Postage - Gen & Admin	6,325	24,206	30,000	27,169	30,000
NU-Education & Training - Gen & Adm		244			
Employee Relations	82,932	98,355	18,500	84,525	18,500
Total	\$679,775	\$699,790	\$848,100	\$874,405	\$898,100

TALENT MANAGEMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,736,363	2,250,009	2,955,728	2,936,279	3,532,585	3,532,585	3,796,084
Materials & Services	784,491	929,545	1,024,400	864,873	784,400	784,400	784,400
Total	\$2,520,854	\$3,179,554	\$3,980,128	\$3,801,152	\$4,316,985	\$4,316,985	\$4,580,484

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

Talent Management Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	1,220,530	1,600,662	2,128,437	2,165,636	2,713,520
Fringe	515,833	649,347	827,291	770,643	1,082,564
Total	\$1,736,363	\$2,250,009	\$2,955,728	\$2,936,279	\$3,796,084

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	19,167	72,594	349,600	220,368	98,600
Recruitment Expense	167,890	210,351	196,200	165,222	221,200
Pre-Employment Screening Services	2,246				
Other Services- Gen & Adm	386	25,749	40,000	11,905	40,000
Office Supplies				108	
Equip/Furn < \$5,000-Gen & Adm			14,000	4,048	
Other Materials- Gen & Adm		49			
Unreconciled P-Card Expense	12,204	2,994		5,693	
NU-Education & Training - Gen & Adm	6,217	31,819		4,799	
UNION-Education Reimbursement		63,563	67,000	36,311	67,000
MGMT-Education Reimbursement	148,135	76,977	107,600	59,343	107,600
Agency Training	428,246	445,449	250,000	357,076	250,000
Total	\$784,491	\$929,545	\$1,024,400	\$864,873	\$784,400

LABOR RELATIONS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	879,427	1,041,565	1,428,291	1,251,638	1,481,259	1,481,259	1,350,231
Materials & Services	6,496	11,507	13,500	10,578	10,000	10,000	10,000
Total	\$885,923	\$1,053,072	\$1,441,791	\$1,262,216	\$1,491,259	\$1,491,259	\$1,360,231

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People	C.2. Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce.	June 30, 2025



Labor Relations Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	593,236	752,466	1,073,488	960,422	1,014,925
Fringe	286,191	289,099	354,803	291,216	335,306
Total	\$879,427	\$1,041,565	\$1,428,291	\$1,251,638	\$1,350,231

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			3,500	874	
Other Services- Gen & Adm		2,826	10,000	2,501	10,000
Office Supplies				711	
Unreconciled P-Card Expense				3	
Telephone	6,496	8,681		6,489	
Total	\$6,496	\$11,507	\$13,500	\$10,578	\$10,000

COMPENSATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	553,868	537,071	680,459	584,126	752,584	752,584	916,628
Materials & Services	29,152	195,128	95,600	112,756	645,600	645,600	645,600
Total	\$583,020	\$732,199	\$776,059	\$696,882	\$1,398,184	\$1,398,184	\$1,562,228

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.28. Hire and retain service workers and mechanics to preserve and expand service.	June 30, 2025
Pillar C. People	C.2. Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce.	June 30, 2025
	C.4. Increase retention of operators through employee experience committees.	June 30, 2025
	C.7. Implement Human Resources-related initiatives, especially those that are agency-wide.	June 30, 2025

Compensation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	391,813	393,979	494,437	440,343	672,202
Fringe	162,055	143,092	186,022	143,783	244,426
Total	\$553,868	\$537,071	\$680,459	\$584,126	\$916,628

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	4,900	64,963	6,100	1,526	172,100
Compensation Survey Services	22,695	122,294	87,600	108,895	87,600
Other Materials- Gen & Adm	1,544	7,813	1,900	2,335	1,900
Unreconciled P-Card Expense	13	58			
Employee Recognition					384,000
Total	\$29,152	\$195,128	\$95,600	\$112,756	\$645,600

Labor Relations & Human Resources Personnel Profile

Human Resources Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	NU	FT		297,060	27	240,364	360,547
Assistant, Executive Administrative	1.00	NU	FT		89,128	12	70,311	105,465
Clerk II, Administrative	1.00	NU	FT		56,273	7	45,019	67,528
Total	3.00				442,461			

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		175,505	20	137,860	206,789
Program Manager, HRIS	1.00	NU	FT		136,496	16	99,064	148,597
Administrator, Senior, Benefits	1.00	NU	FT		106,388	14	83,587	125,382
Analyst, Senior, Leave & Disability	1.00	NU	FT		103,191	14	83,587	125,382
Administrator, Senior, Pension & Retirement	1.00	NU	FT		106,728	14	83,587	125,382
Specialist, Benefits	0.80	NU	PT		64,780	9	53,933	80,898
Specialist, Benefits	3.00	NU	FT		220,670	9	53,933	80,898
Total	8.80				913,758			

Labor Relations & Human Resources Personnel Profile

Talent Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Talent Management	1.00	NU	FT		223,753	22	161,877	242,817
Manager, Recruiting	1.00	NU	FT		131,557	18	117,044	175,568
HR Business Partner	2.00	NU	FT		256,894	17	107,725	161,586
Talent Development Partner	1.00	NU	FT		131,317	17	107,725	161,586
HR Investigator	1.00	NU	FT		130,060	17	107,725	161,586
Manager, Learning & Development	1.00	NU	FT		145,042	17	107,725	161,586
Program Manager, Learning Management System	1.00	NU	FT		112,109	15	91,048	136,572
Assistant Manager, Recruiting	1.00	NU	FT		110,044	15	91,048	136,572
Senior, Human Resources Generalist	1.00	NU	FT		85,439	15	91,048	136,572
Coordinator, Senior, Training & Development	1.00	NU	FT		108,865	14	83,587	125,382
HR Generalist	1.00	NU	FT		76,106	12	70,311	105,465
Candidate Sourcer	1.00	NU	FT		90,681	12	70,311	105,465
Project Manager	1.00	NU	FT		82,707	12	70,311	105,465
Recruiter	1.00	NU	FT		71,716	12	70,311	105,465
Recruiter	1.00	NU	FT	✓	89,170	12	70,311	105,465
Coordinator, Training & Development	2.00	NU	FT		152,505	11	64,408	96,614
Recruiter, Associate	5.00	NU	FT		341,107	10	58,971	88,454
Specialist, Senior, Recruiting	2.00	NU	FT		125,802	9	53,933	80,898
Specialist, Senior, Recruiting	1.00	NU	FT	✓	53,934	9	53,933	80,898
Specialist, Senior, Training and Development	1.00	NU	FT		67,416	9	53,933	80,898
Specialist, Senior, Training and Development	1.00	NU	FT	✓	64,730	9	53,933	80,898
Assistant, Administrative	1.00	NU	FT		62,566	7	45,019	67,528
Total	29.00				2,713,520			

Labor Relations & Human Resources Personnel Profile

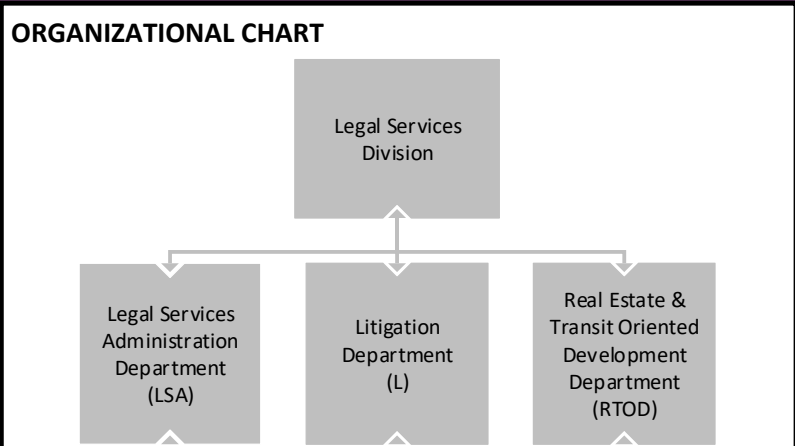
Labor Relations Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Labor Relations	1.00	NU	FT		174,253	21	149,455	224,185
Deputy General Counsel, Senior, Emp Law & LR	1.00	NU	FT		161,524	20	137,860	206,789
Manager, Labor Relations	1.00	NU	FT		159,590	19	127,082	190,624
Program Manager, Labor Relations	2.00	NU	FT		273,925	17	107,725	161,586
Representative, Senior, Labor Relations	1.00	NU	FT		106,602	15	91,048	136,572
Specialist, Senior, Absence	1.00	NU	FT		67,416	9	53,933	80,898
Assistant, Senior Administrative	1.00	NU	FT		71,614	9	53,933	80,898
Total	8.00				1,014,925			

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		186,075	20	137,860	206,789
Manager, Employee Engagement & Retention	1.00	NU	FT		134,657	17	107,725	161,586
Analyst, Senior Compensation	1.00	NU	FT		101,775	15	91,048	136,572
Analyst, Senior, Human Resources Data	1.00	NU	FT		104,485	14	83,587	125,382
Analyst, Compensation	1.00	NU	FT		80,085	13	76,690	115,034
Coordinator, Employee Recognition	1.00	NU	FT		65,125	10	58,971	88,454
Total	6.00				672,202			

Legal Services Division

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



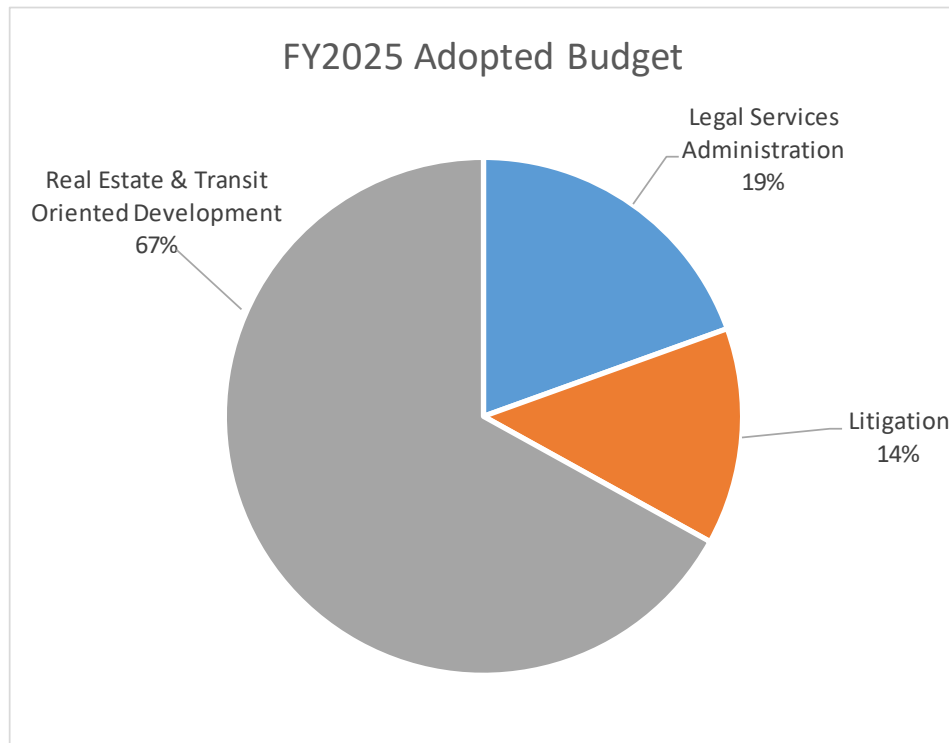
- DIVISIONAL FUN FACTS...**
- » TriMet received about 700 Public Records requests in 2023. As of mid-May 2024, we are on pace to well exceed 2023’s volume. TriMet is subject to Public Records laws and requests can be made through TriMet’s website, where all requests are logged and can also be tracked.
<https://trimet.org/publicrecords/recordsrequest.htm>
 - » Each Oregon legislative session, TriMet’s Legal Division reviews the bills that have a potential public transportation component. In 2024 (short session) there were 66 bills. In 2023 (long session) there were 389.
 - » Since 2015, a total of 718 residential housing units have been constructed on TriMet property that was sold for development, and another 299 are in the development pipeline. Of these 940 total units, 699 are affordable housing.
 - » Beginning in the summer of 2024, TriMet will have its first-ever dedicated space for public board meetings, located within its downtown Portland administrative office.

Performance Metrics Legal Services Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
General Counsel or Deputy (GC) to attend 100% of all public board meetings, executive sessions, and board education sessions.	X	X		Legal Services Administration	100%	100%	100%
General Counsel to partner with General Manager to plan at least 2 Executive Team Retreats.		X		Legal Services Administration	N/A	N/A	2 ea.
Establish the foundation of an enterprise Information Governance (IG) Program by initiating a cross-functional IG Council to serve as a standing IG advisory group and developing an IG Framework and IG Strategic Plan.			X	Legal Services Administration	N/A	25%	75%
100% of department staff maintain all professional credentials and certifications.		X		Litigation	100%	100%	100%
Close at least 15 litigation files.		X		Litigation	15 ea.	15 ea.	15 ea.
Advance South Civic Hub project at Gresham City Hall, creating a public space between the new East County Library and TriMet's MAX platform and preparing the adjacent TriMet site for future TOD development.	X	X		Real Estate & Transit Oriented Development	90%	90%	90%
Advance FTA Eastside Park & Ride Grant for East 122 nd and East 181st for planning future development of these sites.	X	X	X	Real Estate & Transit Oriented Development	75%	75%	100%
Advance ODOT TGM Grant work for Park & Ride Optimization Study.	X	X		Real Estate & Transit Oriented Development	N/A	75%	100%
Acquire property rights as necessary to allow construction for the Better Red Project to be completed on time and within budget.	X	X	X	Real Estate & Transit Oriented Development	75%	75%	100%
Provide planning assistance for real estate acquisition for the upcoming Interstate Bridge Replacement project and 82 nd Avenue Bus Rapid Transit project.	X	X	X	Real Estate & Transit Oriented Development	N/A	N/A	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,167,826	3,974,228	4,623,435	4,339,268	4,728,386	4,728,386	4,574,565
Materials & Services	2,673,787	2,778,717	1,767,700	1,141,922	5,572,600	5,572,600	5,572,600
Total	\$5,841,613	\$6,752,945	\$6,391,135	\$5,481,190	\$10,300,986	\$10,300,986	\$10,147,165

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Administration	1,418,743	1,677,584	2,281,904	1,792,828	2,176,726	2,176,726	1,978,881
Litigation	987,752	1,150,504	1,168,052	1,246,778	1,347,765	1,347,765	1,374,256
Real Estate & Transit Oriented Development	3,435,118	3,924,857	2,941,179	2,441,584	6,776,495	6,776,495	6,794,028
Total	\$5,841,613	\$6,752,945	\$6,391,135	\$5,481,190	\$10,300,986	\$10,300,986	\$10,147,165

Total Division FTE	25.00	25.00	28.00	28.00	25.00	25.00	24.00
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*In FY2024, received \$100,000 in appropriation in Resolution 24-02-09 from Safety & Security Division.

LEGAL SERVICES ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,281,717	1,517,726	1,986,304	1,587,147	1,881,126	1,881,126	1,683,281
Materials & Services	137,026	159,858	295,600	205,681	295,600	295,600	295,600
Total	\$1,418,743	\$1,677,584	\$2,281,904	\$1,792,828	\$2,176,726	\$2,176,726	\$1,978,881

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership	A.1. Continue to fully develop and implement strategy and actions to achieve Vision 2030.	Continuous



Legal Services Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	976,129	1,143,265	1,550,847	1,205,735	1,309,957
Fringe	360,597	374,504	435,457	381,412	373,324
Capitalized Labor-Fringe	-55,009	-43			
Total	\$1,281,717	\$1,517,726	\$1,986,304	\$1,587,147	\$1,683,281

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	40,232	37,606	73,700	40,984	73,700
Professional & Technical-Gen & Adm	14,138	5,601	15,000	7,959	15,000
Other Services- Gen & Adm	3,794	5,666	15,000	5,491	15,000
Office Supplies	262	518	3,000	2,989	3,000
Other Materials- Gen & Adm	7,765	6,474	14,000	12,834	14,000
Unreconciled P-Card Expense	3,515	9		278	
Computer Equip under \$5,000				2,942	
Telephone	4,146	5,580	5,000	7,366	5,000
NU-Dues & Subscriptions	56,876	57,973	80,900	60,491	80,900
NU-Local Travel & Meetings	573	1,323	7,000	3,706	7,000
NU-Education & Training - Gen & Adm	5,725	27,234	27,000	30,360	27,000
NU-Out-Of-Town Travel		11,170	50,000	28,482	50,000
Employee Recognition		704	5,000	1,799	5,000
Total	\$137,026	\$159,858	\$295,600	\$205,681	\$295,600

LITIGATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	987,752	1,150,456	1,148,052	1,238,359	1,327,765	1,327,765	1,354,256
Materials & Services		48	20,000	8,419	20,000	20,000	20,000
Total	\$987,752	\$1,150,504	\$1,168,052	\$1,246,778	\$1,347,765	\$1,347,765	\$1,374,256

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar C. People	C.8. Engage with employees informed by results of engagement survey and initiatives developed as a result.	June 30, 2025
	C2.12. Develop and implement succession program.	June 30, 2025

Litigation Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	764,757	835,204	874,995	946,368	1,026,617
Fringe	222,995	315,252	273,057	291,991	327,639
Total	\$987,752	\$1,150,456	\$1,148,052	\$1,238,359	\$1,354,256

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal			20,000	8,060	20,000
Other Services- Gen & Adm		48			
Unreconciled P-Card Expense				359	
Total		\$48	\$20,000	\$8,419	\$20,000

REAL ESTATE & TRANSIT ORIENTED DEVELOPMENT DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	898,357	1,306,046	1,489,079	1,513,762	1,519,495	1,519,495	1,537,028
Materials & Services	2,536,761	2,618,811	1,452,100	927,822	5,257,000	5,257,000	5,257,000
Total	\$3,435,118	\$3,924,857	\$2,941,179	\$2,441,584	\$6,776,495	\$6,776,495	\$6,794,028

Department Description & Responsibilities

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

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

*In FY2024, received \$100,000 in appropriation in Resolution 24-02-09 from Safety & Security Division.

Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget*	FY2024 Estimate	FY2025 Budget
Labor	1,165,652	1,392,937	1,424,243	1,545,942	1,315,752
Fringe	479,151	539,112	489,153	496,084	444,631
Capitalized Labor-Fringe	-746,446	-626,003	-424,317	-528,264	-223,355
Total	\$898,357	\$1,306,046	\$1,489,079	\$1,513,762	\$1,537,028

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Legal	3,161	19,064	60,700	42,998	35,700
Professional & Technical-Gen & Adm	240,076	347,570	175,000	120,194	100,000
Security Services	14,260				
Other Services- Gen & Adm	15,325	48,259	100,300	51,226	46,000
Other Materials- Gen & Adm	2,177	200	23,800	12,102	41,000
Unreconciled P-Card Expense	56			1,163	
Property Taxes	2,261	1,247	48,300	12,075	48,300
Lease Agreements	103,884	76,759		60,078	
Office Leases	2,155,561	2,125,712	1,044,000	627,986	4,986,000
Total	\$2,536,761	\$2,618,811	\$1,452,100	\$927,822	\$5,257,000

* Budget FY2024 amended due to the Board Transfer Resolution 24-02-09.

Legal Services Personnel Profile

Legal Services Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Dir, Legal Services (General Counsel)	1.00	NU	FT		323,979	27	240,364	360,547
Deputy General Counsel, Senior	1.00	NU	FT		202,735	20	137,860	206,789
Director, Information Governance	1.00	NU	FT		150,214	17	107,725	161,586
Analyst, Senior, Records	1.00	NU	FT		111,607	14	83,587	125,382
Coordinator, ADA Compliance	1.00	NU	FT		83,851	12	70,311	105,465
Analyst, Records	1.00	NU	FT		80,764	12	70,311	105,465
Executive Assistant, Legal & Board	1.00	NU	FT		96,200	12	70,311	105,465
Total	7.00				1,049,351			

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		211,099	23	175,215	262,824
Deputy General Counsel, Senior	3.00	NU	FT		530,015	20	137,860	206,789
Paralegal Investigator	1.00	NU	FT		111,862	14	83,587	125,382
Specialist, Senior, Litigation	1.00	NU	FT		99,032	13	76,690	115,034
Assistant, Senior, Legal	1.00	NU	FT		74,610	12	70,311	105,465
Total	7.00				1,026,617			

Legal Services Personnel Profile

Real Estate & Transit Oriented Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Real Estate & Transit Oriented Development	1.00	NU	FT		190,157	21	149,455	224,185
Program Manager, TOD Strategy	1.00	NU	FT		170,002	19	127,082	190,624
Deputy General Counsel	1.00	NU	FT		145,010	18	117,044	175,568
Program Manager, TOD Design	1.00	NU	FT		131,383	17	107,725	161,586
Manager, Real Estate	1.00	NU	FT		140,679	17	107,725	161,586
Project Manager, Senior, Third Party Projects	1.00	NU	FT		110,576	15	91,048	136,572
Surveyor, Senior, Right-Of-Way	1.00	NU	FT		125,858	15	91,048	136,572
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT		226,874	14	83,587	125,382
Assistant, Senior Administrative	1.00	NU	FT		75,213	9	53,933	80,898
Total	10.00				1,315,752			



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Inclusion, Diversity, Equity & Accessibility Division

DEPARTMENTS

PAGE

- Inclusion, Diversity, Equity & Accessibility (IDEA)263

MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

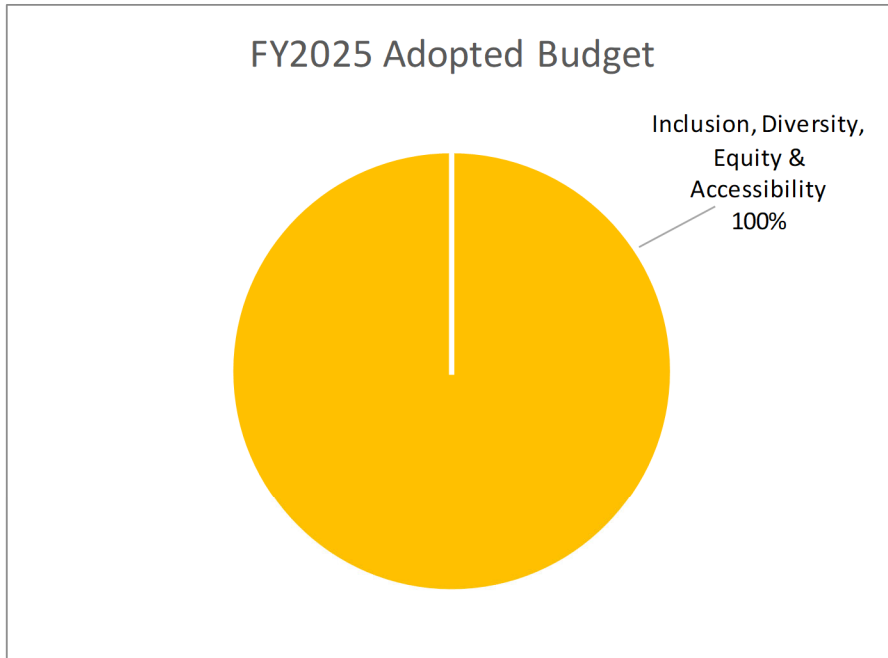
- » FY2025 will mark the first full fiscal year of TriMet's first-ever Inclusion, Diversity, Equity and Accessibility Division (IDEA). The new Division, led by TriMet's Chief Inclusion, Diversity, Equity and Accessibility Officer, and supported by TriMet's new DEI Partner, the Civil Rights & Equity Programs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

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,158,546	2,158,546	2,177,774
Materials & Services					662,200	662,200	662,200
Total					\$2,820,746	\$2,820,746	\$2,839,974

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Inclusion, Diversity, Equity & Accessibility					2,820,746	2,820,746	2,839,974
Total					\$2,820,746	\$2,820,746	\$2,839,974

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,158,546	2,158,546	2,177,774
Materials & Services					662,200	662,200	662,200
Total					\$2,820,746	\$2,820,746	\$2,839,974

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

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

Inclusion, Diversity, Equity & Accessibility Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor					1,618,740
Fringe					559,034
Total					\$2,177,774

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

Inclusion, Diversity, Equity, Accessibility Personnel Profile

Inclusion, Diversity, Equity & Accessibility Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Inclusion, Diversity, Equity & Access Off	1.00	NU	FT		236,475	23	175,215	262,824
Diversity, Equity & Inclusion Partner	1.00	NU	FT		139,382	17	107,725	161,586
Manager, Civil Rights & Equity Programs	1.00	NU	FT		101,045	16	99,064	148,597
Manager, Community Engagement Programs	1.00	NU	FT		118,390	16	99,064	148,597
Manager, DBE & Workforce Equity	1.00	NU	FT		122,587	15	91,048	136,572
Analyst, Senior Research	1.00	NU	FT		113,810	15	91,048	136,572
Project Manager, Senior	3.00	NU	FT		301,428	14	83,587	125,382
Coordinator, Senior, Community Engagement	2.00	NU	FT		180,534	13	76,690	115,034
Coordinator, Compliance	1.00	NU	FT		95,862	13	76,690	115,034
Assistant, Executive Administrative	1.00	NU	FT		81,765	12	70,311	105,465
Total	13.00				1,491,278			

Strategy & Planning Division

DEPARTMENTS	PAGE
• Strategy & Planning Administration (SPA)	269
• Service Planning (SP)	271

MAJOR PRIORITIES OF THE DIVISION

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

ORGANIZATIONAL CHART

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

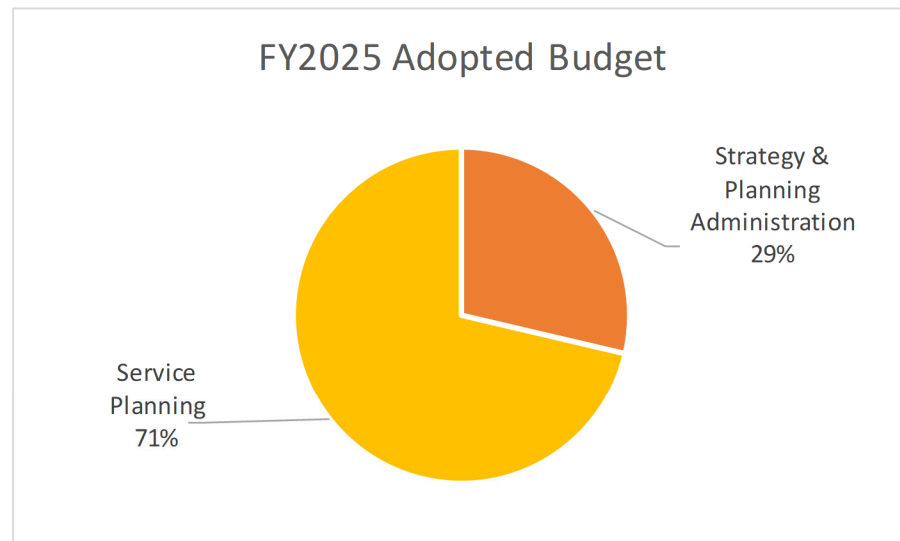
- » As the Strategy & Planning Division is new in FY2025, any fun facts will be identified going into FY2026.

Performance Metrics Strategy & Planning Division	Frequency			Department	Actual FY2023	Estimate FY2024	Target FY2025
	Monthly	Annual	Long Term				
Develop and publish annual Business Plan on schedule for each fiscal year.		X		Service Planning	100%	100%	100%
Complete a route validation of at least 90% of the system to identify the specific fleet mix/ technology by June 30, 2025.		X		Service Planning	N/A	N/A	100%
Complete up to 3 public transit facilities who have deployed hydrogen fuel cell vehicles and installed hydrogen fueling stations by June 30, 2025.		X		Service Planning	N/A	N/A	100%
Procure 3 hydrogen fuel cell buses, and begin design on garage modification by June 30, 2025.		X		Service Planning	N/A	N/A	100%

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					3,608,876	3,608,876	3,644,251
Materials & Services					1,153,700	1,153,700	1,153,700
Total					\$4,762,576	\$4,762,576	\$4,797,951

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Strategy & Planning Administration					985,807	985,807	1,375,495
Service Planning					3,776,769	3,776,769	3,422,456
Total					\$4,762,576	\$4,762,576	\$4,797,951

Total Division FTE					20.00	20.00	20.00
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STRATEGY & PLANNING ADMINISTRATION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					865,307	865,307	1,254,995
Materials & Services					120,500	120,500	120,500
Total					\$985,807	\$985,807	\$1,375,495

Department Description & Responsibilities

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

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

Strategy & Planning Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor					991,978
Fringe					263,017
Total					\$1,254,995

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

SERVICE PLANNING DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,743,569	2,743,569	2,389,256
Materials & Services					1,033,200	1,033,200	1,033,200
Total					\$3,776,769	\$3,776,769	\$3,422,456

Department Description & Responsibilities

Major Functions: The Service Planning Department is responsible for planning of transit service. This includes (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 coordinating STIF processes, (2) updating, and managing TriMet’s Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions, and (3) coordinating TriMet’s sustainability efforts and Climate Action Plan.

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

Service Planning Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor					1,789,150
Fringe					600,106
Total					\$2,389,256

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

Strategy & Planning Personnel Profile

Strategy & Planning Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Strategy & Planning Officer	1.00	NU	FT		276,281	26	221,024	331,537
Senior Director, EW Zero Emission Programs	1.00	NU	FT		158,604	21	149,455	224,185
Program Manager , Senior Vision 2030	1.00	NU	FT		146,306	18	117,044	175,568
Manager, Zero Emission Buses	1.00	NU	FT		165,895	18	117,044	175,568
Assistant, Executive Administrative	1.00	NU	FT		87,887	12	70,311	105,465
Total	5.00				834,973			

Service Planning Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Senior Director, Planning	1.00	NU	FT		205,782	21	149,455	224,185
Director, Mobility Planning & Policy	1.00	NU	FT		175,394	20	137,860	206,789
Manager, Service Planning & Development	2.00	NU	FT		279,748	17	107,725	161,586
Coordinator, Senior	1.00	NU	FT	✓	123,830	16	99,064	148,597
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT		102,410	14	83,587	125,382
Coordinator, Senior, Operating Projects	1.00	NU	FT		126,210	15	91,048	136,572
Planner, Senior	1.00	NU	FT		115,790	15	91,048	136,572
Planner, Senior	2.00	NU	FT	✓	240,106	15	91,048	136,572
Planner	3.00	NU	FT		285,678	13	76,690	115,034
Planner, Associate	1.00	NU	FT		80,226	11	64,408	96,614
Assistant, Administrative	1.00	NU	FT		53,976	7	45,019	67,528
Total	15.00				1,789,150			

Engineering & Construction Division

DEPARTMENTS

PAGE

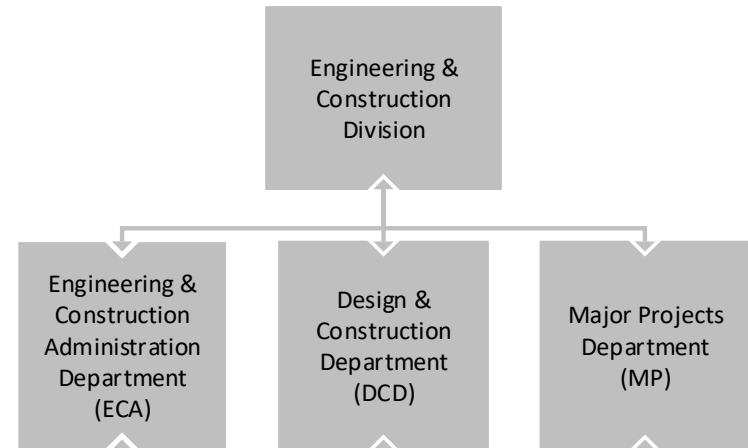
- Engineering & Construction Administration (ECA).....277
- Policy & Planning *.....279
- Design & Construction (DCD)281
- Major Projects (MP)283

MAJOR PRIORITIES OF THE DIVISION

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

* The department has been moved to a different division for organizational effectiveness.

ORGANIZATIONAL CHART



DIVISIONAL FUN FACTS...

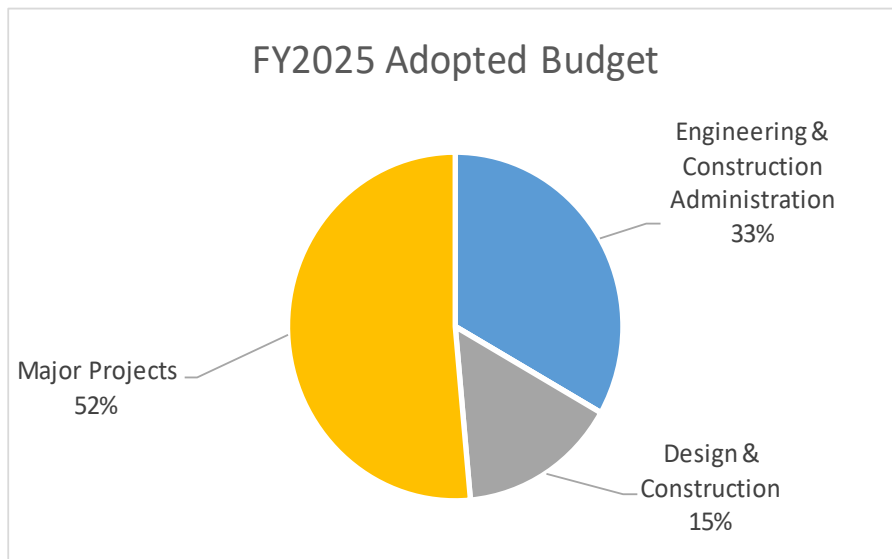
- » The Engineering & Construction Division will open *A Better Red* MAX Extension and Reliability Improvements Project ahead of schedule and under budget with a target revenue service date of August 28, 2024.
- » The division is managing 26 active projects in FY2025 with approximately \$124.9 million in total budget.

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,382,543	3,738,128	4,338,818	2,146,178	2,151,849	2,151,849	2,063,395
Materials & Services	4,504,149	4,484,148	726,000	538,163	624,400	624,400	2,394,200
Total	\$7,886,692	\$8,222,276	\$5,064,818	\$2,684,341	\$2,776,249	\$2,776,249	\$4,457,595

Department Totals	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Administration	1,542,289	1,765,456	2,166,862	1,615,829	1,593,596	1,593,596	1,481,649
Policy & Planning	5,269,497	5,435,010					
Design & Construction	497,550	209,023	1,796,384	440,191	665,215	665,215	682,578
Major Projects	577,356	812,787	1,101,572	628,321	517,438	517,438	2,293,368
Total	\$7,886,692	\$8,222,276	\$5,064,818	\$2,684,341	\$2,776,249	\$2,776,249	\$4,457,595

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

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,168,752	1,403,262	1,647,562	1,236,477	1,114,696	1,114,696	1,002,749
Materials & Services	373,537	362,194	519,300	379,352	478,900	478,900	478,900
Total	\$1,542,289	\$1,765,456	\$2,166,862	\$1,615,829	\$1,593,596	\$1,593,596	\$1,481,649

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 (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar B. Community	B.1. Deliver actions and changes called for in TriMet's Climate Action Plan.	Continuous
Pillar C. People	C.1 Use equity lens framework in support of TriMet projects and programs.	Continuous
Pillar C. People	C.17 Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customer.	Continuous
Pillar D. Infrastructure	D.2 Enhance project planning, scoping, and cost estimating to support successful future projects.	June 30, 2025
Pillar D. Infrastructure Pillar Focus D1. Service improvements & expansion	D1.4. Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project.	June 30, 2025
	D1.5 Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program.	Continuous
Pillar E. Resources	E.3. Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan. The upcoming fiscal year will be fully defined and funded with years two through five allocated at approximately 70 percent of anticipated available resources.	Continuous

Engineering & Construction Administration Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,074,760	2,812,341	3,407,913	3,061,667	3,725,538
Fringe	910,172	1,248,746	1,019,133	1,021,772	1,175,031
Capitalized Labor-Fringe	-1,816,180	-2,657,825	-2,779,484	-2,846,962	-3,897,820
Total	\$1,168,752	\$1,403,262	\$1,647,562	\$1,236,477	\$1,002,749

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm	99,455	65,392	100,000	62,869	95,000
Copier & Printer Usage and Maintenance				190	
Contracted Conservation - ROW Art	129,042	38,052	120,000	85,183	130,000
Printing/Bindery Services	877	1,897	2,500	1,179	1,000
Other Services- Gen & Adm	11,984	16,772	7,000	11,774	5,000
Office Supplies	17,042	11,209		529	10,000
Other Materials- Gen & Adm	536	40,804	27,000	12,007	10,000
Unreconciled P-Card Expense	470	7		1,272	
Computer Equip under \$5,000		22,131	20,000	15,441	20,000
Safety Supplies- Gen & Adm		1,477	2,000	1,542	2,000
Telephone	29,020	43,869	37,100	35,605	40,000
NU-Dues & Subscriptions	40,736	21,374	35,000	38,458	35,000
NU-Local Travel & Meetings	7,875	11,621	14,700	9,145	17,000
NU-Education & Training - Gen & Adm	20,743	29,274	58,500	60,110	56,400
NU-Out-Of-Town Travel	11,896	55,702	78,000	30,757	30,000
Employee Recognition	3,861	2,613	7,500	3,264	7,500
Special Event Expenses			10,000	10,027	20,000
Total	\$373,537	\$362,194	\$519,300	\$379,352	\$478,900

POLICY & PLANNING DEPARTMENT

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

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

Policy & Planning Department

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

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

DESIGN & CONSTRUCTION DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	493,431	205,922	1,789,684	402,813	659,715	659,715	677,078
Materials & Services	4,119	3,101	6,700	37,378	5,500	5,500	5,500
Total	\$497,550	\$209,023	\$1,796,384	\$440,191	\$665,215	\$665,215	\$682,578

Department Description & Responsibilities

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

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar B. Community	B.2. Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support Non-Diesel Bus Plan 2040 goal to achieve 100 percent zero-emission buses with attainable technology.	Continuous
Pillar C. People	C.1. Use equity lens framework in support of TriMet projects and programs.	Continuous
Pillar D. Infrastructure	D.2. Enhance project planning, scoping, and cost estimating to support successful future projects.	June 30, 2025
	D.3 Complete master plan for future Columbia garage site and conduct NEPA review.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D2. Zero-emission buses	D2.9. Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses.	Continuous
Pillar D. Infrastructure Pillar Focus: D4. State of good repair	D4.15. Deliver budget-approved state of good repair projects on-time and on-budget.	Continuous

Design & Construction Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	3,031,855	3,318,014	5,008,560	4,628,402	5,445,212
Fringe	1,053,587	1,174,830	1,647,114	1,414,718	1,820,344
Capitalized Labor-Fringe	-3,592,011	-4,286,922	-4,865,990	-5,640,307	-6,588,478
Total	\$493,431	\$205,922	\$1,789,684	\$402,813	\$677,078

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Professional & Technical-Gen & Adm			5,000	1,249	4,500
Office Supplies	1,532	1,244		983	
Unreconciled P-Card Expense	2,237	1,767			
NU-Local Travel & Meetings				5,470	
NU-Education & Training - Gen & Adm				19,208	
NU-Out-Of-Town Travel				10,044	
Bid Advertising	350	90	1,700	424	1,000
Total	\$4,119	\$3,101	\$6,700	\$37,378	\$5,500

MAJOR PROJECTS DEPARTMENT

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	507,572	690,747	901,572	506,888	377,438	377,438	383,568
Materials & Services	69,784	122,040	200,000	121,433	140,000	140,000	1,909,800
Total	\$577,356	\$812,787	\$1,101,572	\$628,321	\$517,438	\$517,438	\$2,293,368

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. In addition, the department provides general transit design, NEPA (National Environmental Protection Act) and permitting expertise.

Link to Business Plan (Pillar/Focus)	Goals & Objectives (Actions)	Timeline
Pillar A. Ridership Pillar Focus: A3. Experience	A3.19. Analyze causes of stops and delays in service, develop mitigations, and implement.	Continuous
Pillar B. Community	B.4. Continue to seek opportunities with jurisdictions to implement transit priority to reduce delays.	Continuous
Pillar D. Infrastructure	D.1. With partners, pursue opportunities for potentially viable transit infrastructure projects.	Continuous
	D.3. Complete master plan for future Columbia garage site and conduct NEPA (National Environmental Policy Act) review.	June 30, 2025
Pillar D. Infrastructure Pillar Focus: D1. Service improvements & expansion	D1.4. Successfully manage delivery of FTA-grant-funded A Better Red Line MAX Project.	June 30, 2025
	D1.5. Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program.	Continuous
	D1.6. Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines.	June 30, 2025
	D1.7. Develop 82nd Ave bus project, potentially as a new FX bus rapid transit line.	Continuous
	D1.8. Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners.	Continuous
Pillar D. Infrastructure Pillar Focus: D2. Zero-emission buses	D2.9. Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses.	June 30, 2025

Major Projects Department

Personnel Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Labor	2,134,045	2,655,962	3,790,042	3,344,283	3,848,334
Fringe	708,888	973,533	1,226,787	1,070,090	1,257,104
Capitalized Labor-Fringe	-2,335,361	-2,938,748	-4,115,257	-3,907,485	-4,721,870
Total	\$507,572	\$690,747	\$901,572	\$506,888	\$383,568

Materials & Services Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
Rail Volution Conference	16,100	16,819	15,000	18,750	15,000
Professional & Technical-Gen & Adm	18,644	55,895	155,000	45,355	1,864,800
Willamette Shore Line	30,000	30,000	30,000	37,500	30,000
Other Materials- Gen & Adm		28			
Unreconciled P-Card Expense	129	1,835			
Computer Equip under \$5,000		3,283			
NU-Education & Training - Gen & Adm				10,256	
NU-Out-Of-Town Travel				9,572	
Special Event Expenses	4,911	14,180			
Total	\$69,784	\$122,040	\$200,000	\$121,433	\$1,909,800

Engineering & Construction Personnel Profile

Engineering & Construction Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Engineering & Construction	1.00	NU	FT		276,281	26	221,024	331,537
Director, Program Management	1.00	NU	FT		204,116	22	161,877	242,817
Project Director, IBR Program	1.00	NU	FT	✓	204,885	21	149,455	224,185
Manager, Quality Program	1.00	NU	FT		158,852	19	127,082	190,624
Manager, Cost Estimating & Value Engineering	1.00	NU	FT		157,034	19	127,082	190,624
Manager, Project Programs	1.00	NU	FT		178,924	19	127,082	190,624
Manager, Engineering and Construction	1.00	NU	FT		186,886	19	127,082	190,624
Engineer, Principal, Structural	1.00	NU	FT		180,835	19	127,082	190,624
Inspector, Principal	1.00	NU	FT		157,306	18	117,044	175,568
Program Scheduler, Senior	1.00	NU	FT		154,923	17	107,725	161,586
Inspector, Senior	1.00	NU	FT		129,519	17	107,725	161,586
Project Manager, Senior, Eng & Const	1.00	NU	FT		141,342	17	107,725	161,586
Cost Estimator, Senior	1.00	NU	FT		126,218	17	107,725	161,586
Program Manager, CADD	1.00	NU	FT		130,106	16	99,064	148,597
Coordinator, Senior, Quality Assurance	1.00	NU	FT		116,373	16	99,064	148,597
Inspector	1.00	NU	FT	✓	134,930	16	99,064	148,597
Program Scheduler	1.00	NU	FT		99,771	15	91,048	136,572
Analyst, Senior, Cost Control	1.00	NU	FT		132,668	15	91,048	136,572
Cost Estimator	1.00	NU	FT		113,150	15	91,048	136,572
Administrator, Public Art	1.00	NU	FT		116,225	14	83,587	125,382
Coordinator, Compliance	1.00	NU	FT		105,089	13	76,690	115,034
Assistant, Executive Administrative	1.00	NU	FT		100,526	12	70,311	105,465
Specialist, Senior, Project Control	1.00	NU	FT		97,406	12	70,311	105,465
Inspector, Associate	1.00	NU	FT	✓	87,887	12	70,311	105,465
Total	24.00				3,491,254			

Engineering & Construction Personnel Profile

Design & Construction Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Design and Construction	1.00	NU	FT		214,396	22	161,877	242,817
Manager, Vehicle Engineering	1.00	NU	FT		182,776	21	149,455	224,185
Manager, Eng & Const Rail Systems	1.00	NU	FT		167,520	20	137,860	206,789
Manager, Engineering and Construction	3.00	NU	FT		472,494	19	127,082	190,624
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT		164,705	18	117,044	175,568
Project Manager, Principal, Eng & Const	3.00	NU	FT	✓	443,427	18	117,044	175,568
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	✓	146,306	18	117,044	175,568
Project Manager, Senior, Eng & Const Systems	3.00	NU	FT		418,146	17	107,725	161,586
Project Manager, Senior, Vehicle Engineering	1.00	NU	FT		148,890	17	107,725	161,586
Project Manager, Senior, Eng & Const	7.00	NU	FT		890,701	17	107,725	161,586
Project Manager, Senior, Eng & Const	4.00	NU	FT	✓	554,787	17	107,725	161,586
Project Manager, Eng & Const Systems	3.00	NU	FT		380,496	16	99,064	148,597
Project Manager, Vehicle Engineering	3.00	NU	FT		360,149	16	99,064	148,597
Project Manager, Eng & Const	2.00	NU	FT		245,326	16	99,064	148,597
Project Manager, Eng & Const	1.00	NU	FT	✓	131,955	16	99,064	148,597
Project Manager, Associate, Eng & Const	1.00	NU	FT		103,037	13	76,690	115,034
Project Manager, Associate, Eng & Const	1.00	NU	FT	✓	101,679	13	76,690	115,034
Project Manager, Associate, Vehicle Engineering	1.00	NU	FT	✓	95,862	13	76,690	115,034
Assistant, Senior Administrative	3.00	NU	FT		222,560	9	53,933	80,898
Total	41.00				5,445,212			

Engineering & Construction Personnel Profile

Major Projects Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Major Projects	1.00	NU	FT		203,081	22	161,877	242,817
Manager, Small Starts Projects	3.00	NU	FT		522,932	20	137,860	206,789
Manager, Capital Planning	1.00	NU	FT		161,700	18	117,044	175,568
Project Manager, Principal, Eng & Const	3.00	NU	FT		458,279	18	117,044	175,568
Project Manager, Principal, Eng & Const	5.00	NU	FT	✓	774,195	18	117,044	175,568
Project Manager, Senior, Eng & Const	5.00	NU	FT		721,027	17	107,725	161,586
Project Manager, Senior, Eng & Const	4.00	NU	FT	✓	567,817	17	107,725	161,586
Project Manager, Eng & Const	1.00	NU	FT	✓	107,230	16	99,064	148,597
Coordinator, Senior, Environmental Permits	1.00	NU	FT		115,405	14	83,587	125,382
Coordinator, Eng & Const Projects	1.00	NU	FT	✓	87,887	12	70,311	105,465
Assistant, Senior Administrative	1.00	NU	FT		72,509	9	53,933	80,898
Assistant, Administrative	1.00	NU	FT		56,273	7	45,019	67,528
Total	27.00				3,848,334			

Capital Improvement Program

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

CIP Prioritization Process & Long-Range Financial Plan

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

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

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

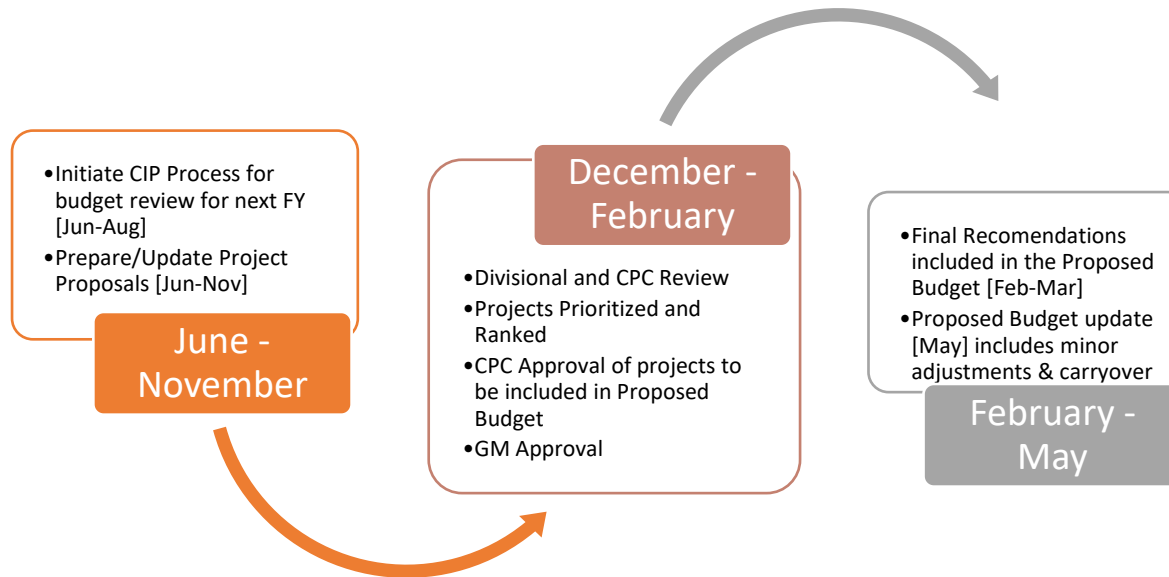
Agency Classification groups the projects in one of five categories as listed in the chart to the left. Classification 1 and 2 are both considered “High Priority” categories. Classification 1 reflects projects that help meet externally mandated work efforts – such as those dictated by Federal or State 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.

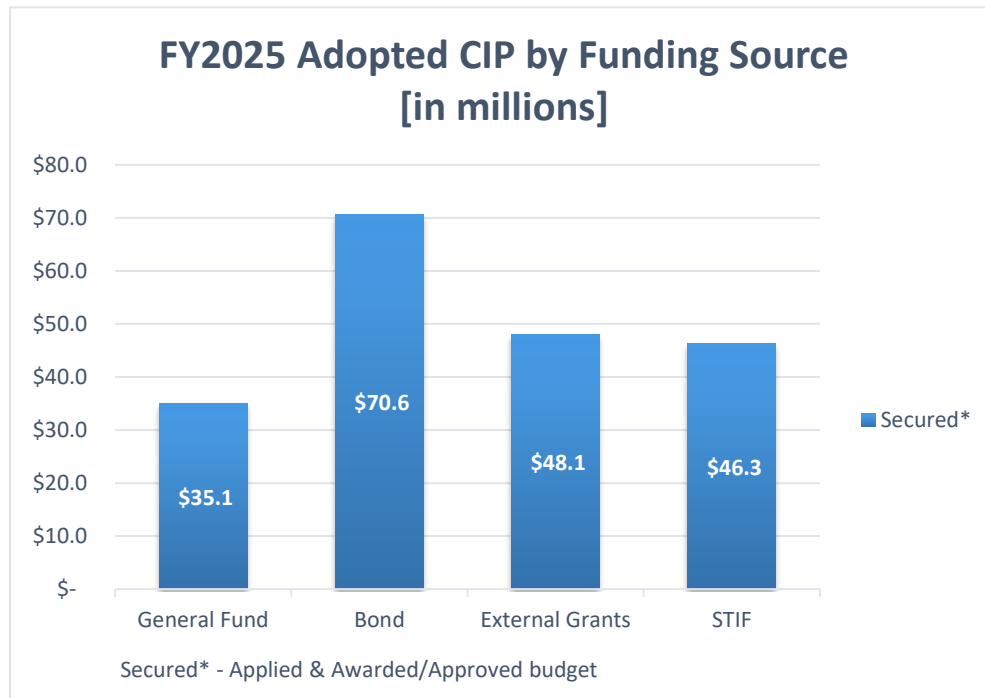
MODA (Multi-Objective Decision Analysis) Prioritization evaluates each project by a series of agency-specific criteria. The criteria used for this prioritization – reflected in the chart to the right – were developed by a committee of agency employees working with an external contractor to evaluate and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

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

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



CIP FUNDING



The FY2025 CIP Adopted Budget totals \$199.95 million with a mix of general fund contributions, bond proceeds, federal, state and local funding. Bond proceeds total \$70.6 million reflect the greatest funding source for the agency, which stems from bond issuances in 2019 and 2021. Statewide Transportation Improvements Fund (STIF) is the second largest funding source at \$46.3 million, funding 11 separate projects. Other external funding (excluding STIF) totals over \$48.1 million and consists of federal, state, and local funding. The General Fund adds the final \$35.1 million to the FY2025 CIP. The majority of the federal spending is attributable to the Red Line Extension & Reliability project, a service enhancement project that extends our Red Line airport service further west and increases reliability of all of our MAX lines. State & Local funding from other agencies in the region fully or partially fund 10 projects, accounting for \$9.2 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 funds are tied to intergovernmental agreements which specify the use of funds. Bond funds, although in some cases slightly more flexible than intergovernmental or grant agreements, are also restricted to specific projects that meet capital criteria and most focus on the bond issuance document specifications.

MAJOR INVESTMENTS IN FY2025

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

- *Columbia Bus Base.* \$16.5 million has been budgeted to develop a fourth bus operations facility that supports future service expansion and alternative fuels. The budget in FY2025 continues to support site preparation.
- *A Better Red Project (MAX Red Line Extension & Reliability Improvements).* The FY2025 Adopted Budget includes \$12.9 million of funding to finish construction to extend the MAX Red Line west to Fair Complex/Hillsboro.
- *Portland-Milwaukie Light Rail.* There is \$12.1 million in the FY2025 Adopted Budget to finish improvements related the MAX Orange Line, connecting Portland and Milwaukie. The current effort adds two floors to the Park Avenue Park & Ride facility.
- *82nd Avenue Transit Improvements.* This high-ridership bus line is planned to be TriMet's next Frequent Express bus line, following on the success of the FX2 Division Transit Project. \$7.0 million is committed in FY2025 to continue with design and permitting processes.
- *Hollywood Transit Center Transit Oriented Development & Substation Replacement.* There is \$6.3 million in this budget committed to this project to work with local partners and create transit-oriented development in the Hollywood District of downtown Portland. A large portion of the budget supports a substation replacement.

Recurring Capital Investments:

Vehicle Purchases:

- *Light Rail Vehicles (LRV).* The FY2025 Adopted Budget includes \$15.7 million for the construction of the new Type 6 LRVs to replace the original Type 1 LRVs purchased in the early 1980's. New vehicles will continue to be delivered through winter of 2024/2025.
- *Electric Buses.* The FY2025 Adopted Budget includes \$21.3 million to complete the acquisition of 24 new electric buses that began in FY2024.

State of Good Repair (SGR):

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. The agency approved its TAM Plan in September 2018 and represents an opportunity for the agency to better anticipate lifecycle costs and maintain the system in a state of good repair for recurring capital expenditures. While the agency has always dedicated funding towards maintaining assets in a state of good repair, the TAM Plan provides a framework by which the agency can track its progress toward a mature, data-driven asset management system by setting a baseline of existing conditions and activities required to maintain all of the agency's assets in a state of good repair. The FY2025 Approved Budget dedicates \$89.4 million towards SGR projects, which is 44.7% 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 \$14.8 million for FY2025.
- *IT Infrastructure.* The FY2025 Adopted Budget includes \$3.4 million to replace aging IT equipment, including mobile routers, servers, communications towers, desktop computers, and fiber lines.
- *Fare Infrastructure.* The FY2025 Adopted Budget includes \$10.8 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 embedded in the other projects, the FY2025 Approved Budget includes \$6.7 million for six projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.

ONGOING OPERATIONAL IMPACTS

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

FY2025 CIP Impacts on Operations						
Div	PN	Project Name	Impact on Operating Costs	Is the Impact One-Time Only or Continuous?	Estimated FY2025 impact	Notes
SS	1130	Vehicle Borne CCTV	Increases FY2026+ Operational Cost	Continuous	\$850k	Software maintenance costs; offset by op efficiencies
EC	1146	Division Transit Project	Increases FY2026+ Operational Cost	Continuous	\$12.7M	Continued operational costs of new service
LS	1147	ECM Implementation Project	Increases FY2026+ Operational Cost	Continuous	\$100k	Software maintenance cost increase
EC	1161	PMIS Replacement	Increases FY2026+ Operational Cost	Continuous	\$100k	Software maintenance costs; offset by op efficiencies
IT	1174	NextGen Transit Signal Priority	Increases FY2026+ Operational Cost	Continuous	\$100k	Software licensing cost increase
FA	1175	Fixed Route Farebox Replacement	Increases FY2026+ Operational Cost	Continuous	\$180k	Maintenance Costs
IT	1180	Regional Mobility Planner	Increases FY2026+ Operational Cost	Continuous	\$260k	Maintenance Costs
SS	1182	Security Software	Increases FY2026+ Operational Cost	Continuous	\$300k	Software maintenance cost increase
IT	1184	Bus CCTV upgrade	Increases FY2026+ Operational Cost	Continuous	\$120k	Software maintenance cost increase
IT	1186	LRV CAD-AVL	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Software maintenance cost increase
EC	2045	MAX Station Optimization	Reduces FY2026+ Operational Cost	Continuous	\$80k	Reduced facility maintenance
EC	2048	Garage, Layover, & TC Expansion	Increases FY2026+ Operational Cost	Continuous	\$10-50k	Additional facility maintenance costs
EC	3651	Portland-Milwaukie Light Rail	Increases FY2026+ Operational Cost	Continuous	\$10-50k	Park & Ride additional maintenance
TR	4079	ATP Technology Grant	Increases FY2026+ Operational Cost	Continuous	\$75k	Software maintenance cost increase
EC	4638	Red Line Extension & Reliability Improvements	Increases FY2029+ Operational Cost	Continuous	\$1.6M	New service cost, net of fares
MT	6035	NRV EV Charging Infrastructure	Reduces FY2026+ Operational Cost	Continuous	\$250k	Savings from electric charging vs. fuel
EC	7219	82nd Avenue Transit Improvements	Increases FY2029+ Operational Cost	Continuous	\$9.4M	Increased operational costs for FX line
MT	7504	Rail Equipment Maint. Equipment Acquisition	Increases FY2026+ Operational Cost	Continuous	\$10K-\$50K	Increased maintenance and replacement costs
EC	7591	Columbia Bus Base	Reduces FY2026-2029 Operational Cost	Temporary	\$360k	Reduced facility maintenance and utility cost
LS	7595	Hollywood TC TOD & Substation Replacement	Reduces FY2026+ Operational Cost	Continuous	\$10K-\$50K	Reduced facility maintenance

FIVE YEAR CIP FORECAST SUMMARY

The five-year CIP forecast for the agency totals \$1.67 billion for fiscal years 2025 to 2029, including both secured and unsecured funds. The forecast includes funds broken out by program type and funding source. The forecast considers all known CIP project needs as they have been developed at this time. However, as the agency continues operations, new needs and analysis on existing work are likely to develop, adding to later years. This is particularly true as the agency is in the midst of making various decisions around the conversion of our bus fleet from fossil-fuel powered engines to low-emission vehicles. For this reason, the CPC reviews the CIP list in its entirety before recommending funding for the next year's budget. The forecasts for FY2026 to FY2029 is for planning purposes only. Resource availability and project alignment with agency needs will be fully evaluated and proposed by the CPC in the year of expenditure.

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

Fund Type	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
General Fund	\$ 35,053,446	\$115,880,000	\$82,980,000	\$103,350,000	\$107,410,000	\$444,673,446
Bond	\$ 70,567,596	\$74,130,000	\$28,210,000	\$102,840,000	\$122,460,000	\$398,207,596
STIF	\$ 46,277,628	\$30,070,000	\$62,580,000	\$29,530,000	\$23,820,000	\$192,277,628
Federal	\$ 38,843,316	\$72,060,000	\$89,350,000	\$120,780,000	\$133,140,000	\$454,173,316
State	\$ 1,958,616	\$3,830,000	\$15,350,000	\$14,340,000	\$9,870,000	\$45,348,616
Local	\$ 7,251,629	\$11,680,000	\$34,590,000	\$38,120,000	\$47,730,000	\$139,371,629
Total Funding Request	\$199,952,231	\$307,650,000	\$313,060,000	\$408,960,000	\$444,430,000	\$1,674,052,231

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

Secured Funding						
Fund Type	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
General Fund	\$35,053,446	\$22,810,000	\$24,530,000	\$25,780,000	\$6,490,000	\$114,663,446
Bond	\$70,567,596	\$30,050,000	\$640,000	\$0	\$0	\$101,257,596
STIF	\$46,277,628	\$0	\$0	\$0	\$0	\$46,277,628
Federal	\$38,843,316	\$22,420,000	\$2,920,000	\$2,500,000	\$2,500,000	\$69,183,316
State	\$1,958,616	\$0	\$0	\$0	\$0	\$1,958,616
Local	\$7,251,629	\$6,760,000	\$3,620,000	\$3,460,000	\$3,450,000	\$24,541,629
Total Funding Request	\$199,952,231	\$82,040,000	\$31,710,000	\$31,740,000	\$12,440,000	\$357,882,231
Unsecured* Funding						
Fund Type	FY2025*	FY2026	FY2027	FY2028	FY2029	TOTAL
General Fund	\$0	\$93,070,000	\$58,450,000	\$77,570,000	\$100,920,000	\$330,010,000
Bond	\$0	\$44,080,000	\$27,570,000	\$102,840,000	\$122,460,000	\$296,950,000
STIF	\$0	\$30,070,000	\$62,580,000	\$29,530,000	\$23,820,000	\$146,000,000
Federal	\$0	\$49,640,000	\$86,430,000	\$118,280,000	\$130,640,000	\$384,990,000
State	\$0	\$3,830,000	\$15,350,000	\$14,340,000	\$9,870,000	\$43,390,000
Local	\$0	\$4,920,000	\$30,970,000	\$34,660,000	\$44,280,000	\$114,830,000
Total Funding Request	\$0	\$225,610,000	\$281,350,000	\$377,220,000	\$431,990,000	\$1,316,170,000

Footnote:

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

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

Program	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
Equipment	\$17,642,235	\$8,570,000	\$7,450,000	\$7,910,000	\$5,210,000	\$46,782,235
Facilities	\$49,930,865	\$71,870,000	\$121,520,000	\$88,030,000	\$76,080,000	\$407,430,865
Fleet	\$41,365,439	\$114,130,000	\$69,620,000	\$146,660,000	\$138,620,000	\$510,395,439
Information Technology	\$20,139,393	\$18,380,000	\$13,980,000	\$12,400,000	\$8,690,000	\$73,589,393
Infrastructure	\$24,155,128	\$42,770,000	\$35,580,000	\$45,400,000	\$41,350,000	\$189,255,128
Other Projects	\$482,593	\$740,000	\$160,000	\$170,000	\$170,000	\$1,722,593
Planning/Studies	\$4,575,006	\$4,160,000	\$3,620,000	\$3,460,000	\$3,450,000	\$19,265,006
Safety & Security	\$7,959,940	\$14,570,000	\$9,310,000	\$4,940,000	\$42,330,000	\$79,109,940
System Expansion	\$33,701,632	\$32,470,000	\$51,820,000	\$100,020,000	\$128,500,000	\$346,511,632
Total Funding Request	\$199,952,231	\$307,660,000	\$313,060,000	\$408,990,000	\$444,400,000	\$1,674,062,231

The following two tables identify secured and unsecured funding by program

Secured Funding						
Program	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
Equipment	\$17,642,235	\$3,420,000	\$3,530,000	\$3,230,000	\$200,000	\$28,022,235
Facilities	\$49,930,865	\$11,680,000	\$6,950,000	\$4,890,000	\$5,250,000	\$78,700,865
Fleet	\$41,365,439	\$26,090,000	\$2,630,000	\$3,230,000	\$0	\$73,315,439
Information Technology	\$20,139,393	\$3,470,000	\$1,320,000	\$2,300,000	\$1,040,000	\$28,269,393
Infrastructure	\$24,155,128	\$11,630,000	\$10,480,000	\$12,890,000	\$2,500,000	\$61,655,128
Other Projects	\$482,593	\$220,000	\$0	\$0	\$0	\$702,593
Planning/Studies	\$4,575,006	\$3,460,000	\$3,460,000	\$3,460,000	\$3,450,000	\$18,405,006
Safety & Security	\$7,959,940	\$8,110,000	\$1,780,000	\$1,740,000	\$0	\$19,589,940
System Expansion	\$33,701,632	\$13,960,000	\$1,560,000	\$0	\$0	\$49,221,632
Total Funding Request	\$199,952,231	\$82,040,000	\$31,710,000	\$31,740,000	\$12,440,000	\$357,882,231
Unsecured* Funding						
Program	FY2025*	FY2026	FY2027	FY2028	FY2029	TOTAL
Equipment	\$0	\$5,150,000	\$3,920,000	\$4,680,000	\$5,010,000	\$18,760,000
Facilities	\$0	\$60,190,000	\$114,570,000	\$83,140,000	\$70,830,000	\$328,730,000
Fleet	\$0	\$88,040,000	\$66,990,000	\$143,430,000	\$138,620,000	\$437,080,000
Information Technology	\$0	\$14,910,000	\$12,660,000	\$10,100,000	\$7,650,000	\$45,320,000
Infrastructure	\$0	\$31,140,000	\$25,100,000	\$32,510,000	\$38,850,000	\$127,600,000
Other Projects	\$0	\$520,000	\$160,000	\$170,000	\$170,000	\$1,020,000
Planning/Studies	\$0	\$700,000	\$160,000	\$0	\$0	\$860,000
Safety & Security	\$0	\$6,460,000	\$7,530,000	\$3,200,000	\$42,330,000	\$59,520,000
System Expansion	\$0	\$18,510,000	\$50,260,000	\$100,020,000	\$128,500,000	\$297,290,000
Total Funding Request	\$0	\$225,620,000	\$281,350,000	\$377,250,000	\$431,960,000	\$1,316,180,000

Footnote:

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

CIP Resources

Revenue Category	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	28,428,795	14,198,069	57,909,765	32,325,785	59,271,723	59,271,723	55,487,872
Federal Transit Administration Grants	99,583,883	48,170,739	82,798,649	50,537,473	34,891,312	34,891,312	38,843,316
Revenue Bond Proceeds	102,081,926	90,449,753	104,577,718	85,800,653	66,331,803	66,331,803	70,567,596
Operating Resources Dedicated for Capital**	21,028,917	42,517,265	89,930,646	84,674,478	40,085,194	40,085,194	35,053,446
Total CIP Resources	\$251,123,521	\$195,335,826	\$335,216,778	\$253,338,389	\$200,580,032	\$200,580,032	\$199,952,230

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

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

CIP Requirements

Division	FY2022	FY2023	FY2024	FY2024	FY2025		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division		-410	2,944,832	1,722,096			
Transportation Division	480	3,145,867	16,387,807	17,021,863	12,266,990	12,266,990	13,550,272
Safety & Security Division	5,068,164	6,618,621	11,240,622	4,363,212	7,074,374	7,074,374	7,014,861
Maintenance Division	100,453,585	67,841,450	127,298,083	92,116,652	78,779,221	78,779,221	74,546,549
Transit System & Asset Support Division			927,093	205,895			
Information Technology Division	8,748,939	11,882,426	17,208,729	12,554,433	11,255,576	11,255,576	10,887,708
Public Affairs Division	644,833	1,766,402	1,538,494	1,538,494	1,154,949	1,154,949	1,200,000
Finance & Administrative Services Division	705,718	502,338	10,991,398	8,959,119	12,649,103	12,649,103	12,691,287
Legal Services Division	965,344	10,738,539	16,408,609	15,317,061	780,000	780,000	1,500,000
Strategy & Planning Division					1,405,847	1,405,847	1,754,409
Engineering & Construction Division	134,536,458	92,840,593	130,271,111	99,539,564	75,213,972	75,213,972	76,807,144
Total CIP Requirements	\$251,123,521	\$195,335,826	\$335,216,778	\$253,338,389	\$200,580,032	\$200,580,032	\$199,952,230

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

Adopted CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2025	Comments
Transportation Division					
PRJ_1183 Operator Workforce Management Systems Upgrade	6,504,782			6,504,782	STIF
PRJ_4049 ATP Fleet Expansion / Replacement	872,000	872,000		1,744,000	State Sec 5310
PRJ_4079 ATP Technology Grant	1,713,325	191,928		1,905,253	State Sec 5310, STIF
PRJ_4713 WES Vehicle CCTV			2,780,345	2,780,345	2021 Bond
PRJ_7596 WES Bumping Post Replacement		615,892		615,892	
Total Transportation Division	\$9,090,107	\$1,679,820	\$2,780,345	\$13,550,272	
Safety & Security Division					
PRJ_1130 Vehicle Borne CCTV Systems			3,052,642	3,052,642	2021 Bond
PRJ_1133 CCTV & Intrusion Detection	445,000			445,000	DHS - TSGP
PRJ_1151 Security Funds for Transit Enhancement	588,997			588,997	STIF
PRJ_1181 Blue Light Phone program & Security Operations Center		1,000,000		1,000,000	
PRJ_1182 Security Software		130,000		130,000	
PRJ_4077 Transit Police NRV's		364,330		364,330	
PRJ_5606 Rail Crossing Safety Enhancements	78,492	1,355,400		1,433,892	Fed Sec 5312
Total Safety & Security Division	\$1,112,489	\$2,849,730	\$3,052,642	\$7,014,861	
Maintenance Division					
PRJ_3687 LRV Fleet Replacement/Expansion			15,715,744	15,715,744	2021 Bond
PRJ_3689 Type 2 LRV Replacement			62,700	62,700	2021 Bond
PRJ_4006 Bus Shop Equipment - Center		460,230		460,230	
PRJ_4075 Blue Line Station Rehab	1,462,199	2,000,000		3,462,199	FTA Comm Project
PRJ_4078 Emergency Back-up Power		600,285		600,285	
PRJ_4604 HVAC Systems		660,000		660,000	
PRJ_4613 Type 1 Substation Replacement		5,912,120		5,912,120	
PRJ_4652 Building Area/Components Replacement		350,000		350,000	
PRJ_4654 Lifting Equipment & Systems Replacement		700,000		700,000	
PRJ_4655 Other Building Systems & Equipment		62,500		62,500	
PRJ_4712 New Center St Fuel and Wash Facility		1,000,000		1,000,000	
PRJ_5508 Bus Stop Development	1,986,012			1,986,012	STIF
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	6,915,000			6,915,000	STIF
PRJ_5626 Electric Bus Purchases	21,262,759			21,262,759	Fed Sec 5339, FHWA, STIF
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	1,534,000			1,534,000	STIF
PRJ_6033 OCS Climate Resiliency Retrofit		235,794		235,794	
PRJ_6035 NRV EV Charging Infrastructure		195,312		195,312	

Adopted CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2025	Comments
PRJ_6402 Signal System Relay to PLC		192,927		192,927	
PRJ_7503 Light Rail Shop Equipment Repl.		192,097	1,576,071	1,768,168	2021 Bond
PRJ_7504 Rail Maintenance Equipment		55,000		55,000	
PRJ_7535 Light Rail Electrification & Signaling Systems		1,300,000		1,300,000	
PRJ_7559 Light Rail Track and Structures		2,315,000		2,315,000	
PRJ_7587 Rail MOW Equipment Acquisition		1,530,000		1,530,000	
PRJ_7595 Hollywood TC TOD & Substation Replacement	288,181		5,982,618	6,270,799	2021 Bonds, Local
Total Maintenance Division	\$33,448,151	\$17,761,265	\$23,337,133	\$74,546,549	
Information Technology Division					
PRJ_1070 Servers Replacement		1,073,264		1,073,264	
PRJ_1095 Data Communications System Replacement		1,597,000		1,597,000	
PRJ_1131 Communication Environment Replacement - capital		774,788		774,788	
PRJ_1174 NextGen Transit Signal Priority	895,940		1,619,403	2,515,343	State ATCMTD, STIF
PRJ_1180 Regional Mobility Planner	1,267,313			1,267,313	STIF
PRJ_1184 Bus CCTV Upgrade			2,300,000	2,300,000	2021 Bond
PRJ_1186 LRV CAD-AVL	980,000	200,000		1,180,000	FHWA
PRJ_1147 ECM Implementation Project		180,000		180,000	
Total Information Technology Division	\$3,143,253	\$3,825,052	\$3,919,403	\$10,887,708	
Public Affairs Division					
PRJ_6021 Transit Tracker Project	1,200,000			1,200,000	State Sec 5310, STIF
Total Public Affairs Division	\$1,200,000			\$1,200,000	
Finance & Administrative Services Division					
PRJ_1166 TVM Refurbishment or Replacement			8,542,954	8,542,954	2021 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement		2,215,906		2,215,906	
PRJ_1176 Hop Fastpass 2.0		438,846		438,846	
PRJ_6207 Hop Mobile and Web		1,493,581		1,493,581	
Total Finance & Administrative Services Division		\$4,148,333	\$8,542,954	\$12,691,287	
Legal Services Division					
PRJ_1178 Downtown Admin Relocation		900,000		900,000	
PRJ_4711 Gresham City Hall - Civic Hub Improvements		600,000		600,000	
Total Legal Services Division		\$1,500,000		\$1,500,000	

Adopted CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2025	Comments
Strategy & Planning Division					
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		190,432		190,432	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	1,438,789	125,188		1,563,977	Fed Sec 5307, Local
Total Strategy & Planning Division	\$1,438,789	\$315,620		\$1,754,409	
Engineering & Construction Division					
PRJ_1146 Division Transit Project	1,053,345		669,161	1,722,506	Fed Sec 5309 CIG, 2019 Bond
PRJ_1161 PMIS Upgrade	814,475			814,475	Local
PRJ_2045 MAX Station Optimization		235,500		235,500	
PRJ_2048 Garage, Layover, and TC Expansion	11,816,963			11,816,963	FTA Comm Project, Fed Sec 5339(b), STIF
PRJ_3651 Portland-Milwaukie Light Rail Project	5,323,167		6,729,812	12,052,979	Fed Sec 5309 CIG, 2021 Bond
PRJ_3674 Interstate Bridge Replacement	3,884,375			3,884,375	Local
PRJ_4638 Red Line Extension and Reliability Improvements	7,963,307		4,941,221	12,904,528	Fed Sec 5309 CIG, 2021 Bond
PRJ_5581 Willamette Shore Trolley	552,505	138,126		690,631	FTA Comm Project
PRJ_5597 TV Highway Transit Improvements	85,980	300,000		385,980	
PRJ_7201 Third Party Recovery	482,593			482,593	Local
PRJ_7215 Better Bus	8,200,070		99,646	8,299,716	STIF, Local
PRJ_7219 82nd Avenue Transit Improvements	4,721,619	2,300,000		7,021,619	Fed Carbon Reduction(Persistent Proverty)
PRJ_7591 Columbia Bus Base			16,495,279	16,495,279	STIF, 2021 Bond
Total Engineering & Construction Division	\$44,898,399	\$2,973,626	\$28,935,119	\$76,807,144	
Total Capital Improvement Program (CIP) Requirements	\$94,331,188	\$35,053,446	\$70,567,596	\$199,952,230	

CIP - Chief Operating Officer

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1139 Operator Training Equipment		-410			
PRJ_1183 Operator Workforce Management Systems Upgrade			1,502,247	1,385,043	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			120,484	120,484	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit			1,322,101	216,569	
Total Chief Operating Officer		-\$410	\$2,944,832	\$1,722,096	

CIP - Transportation

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1183 Operator Workforce Management Systems Upgrade					6,504,782
PRJ_3614 Cross-Mall Turnback Connector		195,631	1,690,267	2,236,249	
PRJ_4049 ATP Fleet Expansion / Replacement		2,921,623	12,603,541	13,831,918	1,744,000
PRJ_4079 ATP Technology Grant			1,111,011	572,987	1,905,253
PRJ_4713 WES Vehicle CCTV			275,438	78,562	2,780,345
PRJ_7581 WES DMU Fleet		22,249	567,521	169,195	
PRJ_7585 WES Vehicle & Shop Equipment Replacement	480			22,677	
PRJ_7596 WES Bumping Post Replacement		6,364	140,029	110,275	615,892
Total Transportation	\$480	\$3,145,867	\$16,387,807	\$17,021,863	\$13,550,272

CIP - Safety & Security

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1112 Security Fencing		118,423	170,684	257,577	
PRJ_1124 Operator Safety & Rider Awareness	33,672	171,564	171,473	563	
PRJ_1130 Vehicle Borne CCTV Systems	41,724	131,665	3,934,737	467,401	3,052,642
PRJ_1133 CCTV & Intrusion Detection	409,666	123,119	964,852	607,361	445,000
PRJ_1151 Security Funds for Transit Enhancement	756,709	616,454	1,200,000	611,003	588,997
PRJ_1181 Blue Light Phone program & Security Operations Center			500,000	400,000	1,000,000
PRJ_1182 Security Software			533,400	280,000	130,000
PRJ_2504 Safety & Security Facility Relocation	4,046				
PRJ_2507 Bus Operator Protective Shields		9,787			
PRJ_4077 Transit Police NRV's	314,356	572,831	541,330	344,204	364,330
PRJ_4548 Master Key Schema, Development & Implementation		4,906	695,094	172,750	
PRJ_5606 Rail Crossing Safety Enhancements	1,431,173	574,923	2,529,052	1,207,813	1,433,892
PRJ_7589 Vehicle Intrusions		264			
PRJ_9110 Reimagine Public Safety	2,076,818	4,294,685		14,540	
Total Safety & Security	\$5,068,164	\$6,618,621	\$11,240,622	\$4,363,212	\$7,014,861

CIP - Maintenance

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_2507 Bus Operator Protective Shields			3,700,000	2,434,718	
PRJ_3687 LRV Fleet Replacement/Expansion	37,722,417	24,737,054	38,553,297	26,648,124	15,715,744
PRJ_3689 Type 2 LRV Replacement				20,000	62,700
PRJ_4001 Non-Revenue Vehicle Replacement	1,179,146	2,327,621	4,286,858	4,318,438	
PRJ_4006 Bus Shop Equipment - Center	153,116	95,892	448,195	88,195	460,230
PRJ_4058 Diesel Bus Purchases	58,296	18,948			
PRJ_4060 Bus Refurbishments - Diesel to Electric	2,995,417	-1,484,970			
PRJ_4075 Blue Line Station Rehab			7,361,361	2,020,156	3,462,199
PRJ_4076 Powell Maintenance Facility	32,391,676	20,498,664	1,650,000	967,721	
PRJ_4078 Emergency Back-up Power		1,049,662	1,947,414	1,733,647	600,285
PRJ_4604 HVAC Systems	486,847	919,151	386,700	386,700	660,000
PRJ_4613 Type 1 Substation Replacement	8,033	665,855	3,562,721	1,676,079	5,912,120
PRJ_4639 Steel Bridge Transit Improvements		139,783			
PRJ_4652 Building Area/Components Replacement	104,492	333,502	533,400	223,382	350,000
PRJ_4653 Electrical Equipment & Systems Replacement	1,461,878	2,874,065	457,800	1,121,237	
PRJ_4654 Lifting Equipment & Systems Replacement	1,092,672	734,902	180,700	829,257	700,000
PRJ_4655 Other Building Systems & Equipment	98,130	150,093	254,500	254,500	62,500
PRJ_4657 Bldg. Area & Components - Layover	132,570	32,888	131,900	131,900	
PRJ_4658 Safety-Hazmat Systems	6,696	145,141	26,400	95,400	
PRJ_4659 Site-Property Systems	769,386	292,991	528,600	357,625	
PRJ_4662 Elevator End of Life Replacement/Refurbishment			750,000	54,591	
PRJ_4676 Cleveland Crew Room Renovation	8,020	3,555			
PRJ_4683 Asphalt Pavement Maintenance Program		278,568	1,537,782	1,398,869	
PRJ_4688 Storeroom Master Plan, Renovation and Equipment	33,683				
PRJ_4712 New Center St Fuel and Wash Facility			1,189,740	163,299	1,000,000
PRJ_4805 Facilities System Masterplan	613,797	206,754	1,138,474	207,644	
PRJ_5025 Rail Reliability			982,281	982,281	
PRJ_5028 Tree Grate Replacement Program (5 years)			439,600	222,084	
PRJ_5508 Bus Stop Development	178,196	400,503	2,545,568	2,155,622	1,986,012
PRJ_5599 Lloyd District Transit Hub	5,526,217				
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell		4,336,517	5,100,000	581,953	6,915,000
PRJ_5626 Electric Bus Purchases	5,197,921	24,558	27,174,032	19,163,604	21,262,759
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	4,480		200,000	200,000	1,534,000
PRJ_5635 STC Elevator Hoistway Water Intrusion			2,347,500	127,455	

CIP - Maintenance

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base	105,581	120,062			
PRJ_6033 OCS Climate Resiliency Retrofit			300,956	300,956	235,794
PRJ_6034 Fugman Building Classroom Build				186,670	
PRJ_6035 NRV EV Charging Infrastructure					195,312
PRJ_6204 Washington Park ECS	29,648	296,487	3,489,557	276,410	
PRJ_6205 LRV Overhaul - Travel Only	276	15,380		12,871	
PRJ_6402 Signal System Relay to PLC	64,191	133,002	210,465	210,465	192,927
PRJ_6403 Track Rehab Program	1,906,776	3,569,060	3,500,000	3,100,000	
PRJ_6404 Arc Flash Implementation Program	521,633	125,823		600,231	
PRJ_7503 Light Rail Shop Equipment Repl.	3,229,651	1,116,820	4,068,558	1,589,733	1,768,168
PRJ_7504 Rail Maintenance Equipment	82,800	258,698	1,443,500	393,528	55,000
PRJ_7508 Type 1 LRV Decommissioning	3,250	27,528	445,224	145,154	
PRJ_7535 Light Rail Electrification & Signaling Systems	396,320	2,634,974	3,000,000	2,250,000	1,300,000
PRJ_7559 Light Rail Track and Structures	947,773	2,094,010	1,500,000	12,857,064	2,315,000
PRJ_7561 MOW Equipment Replacement	13,451	322		1,276	
PRJ_7586 Rail & Track Annual Testing	277,637	113,731	375,000	375,000	
PRJ_7587 Rail MOW Equipment Acquisition	150,518	164,687	1,550,000	998,500	1,530,000
PRJ_7588 Ruby Junction Truck Shop Equipment	5,604				
PRJ_7592 Ruby Junction Expansion	5,130,801	116,089		1,627	
PRJ_7595 Hollywood TC TOD & Substation Replacement					6,270,799
PRJ_7597 Ruby Bogie Shed				252,686	
PRJ_9998 Spare Parts on Operating Project Clearing	-2,635,411	-1,726,920			
Total Maintenance	\$100,453,585	\$67,841,450	\$127,298,083	\$92,116,652	\$74,546,549

CIP - Transit System & Asset Support

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1500 Enterprise Asset Management System			627,093	205,895	
PRJ_6031 Bus Training Yard			300,000		
Total Transit System & Asset Support			\$927,093	\$205,895	

CIP - Information Technology

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget*	FY2024 Estimate	FY2025 Budget
PRJ_1042 Mobile Router Replacement	2,075,197	1,309,711		6,307	
PRJ_1070 Servers Replacement	1,052,102	1,757,043	1,055,316	1,061,837	1,073,264
PRJ_1091 Desktop Computing Replacement	1,287,756	1,541,406	1,323,381	1,039,799	
PRJ_1095 Data Communications System Replacement	981,099	1,549,480	1,361,750	1,308,548	1,597,000
PRJ_1131 Communication Environment Replacement - capital	284,422	867,241	1,245,644	1,245,644	774,788
PRJ_1139 Operator Training Equipment		410			
PRJ_1147 ECM Implementation Project					180,000
PRJ_1152 Radio & Microwave Communication Systems	2,009,575	2,820,064	7,147,500	6,487,500	
PRJ_1174 NextGen Transit Signal Priority	1,058,788	1,848,971	3,677,646	540,441	2,515,343
PRJ_1179 Navrisk Replacement Origami		188,100			
PRJ_1180 Regional Mobility Planner			1,122,492	589,357	1,267,313
PRJ_1184 Bus CCTV Upgrade					2,300,000
PRJ_1186 LRV CAD-AVL					1,180,000
PRJ_6032 Bus Dispatch Central System Upgrade			275,000	275,000	
Total Information Technology	\$8,748,939	\$11,882,426	\$17,208,729	\$12,554,433	\$10,887,708

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

CIP - Public Affairs

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_2009 Customer Support Facilities & Equipment	312				
PRJ_2048 Garage, Layover, and TC Expansion	64,040				
PRJ_5621 Barber-99W Corridor Safety & Access To Transit	-181,260				
PRJ_5622 HWY 8 Corridor Safety & Access To Transit	-133,166				
PRJ_5623 Powell-Division Corridor Safety & Access To Transit	-432,346				
PRJ_6021 Transit Tracker Project	1,327,253	1,766,402	1,538,494	1,538,494	1,200,000
Total Public Affairs	\$644,833	\$1,766,402	\$1,538,494	\$1,538,494	\$1,200,000

CIP - Finance & Administrative Services

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1166 TVM Refurbishment or Replacement	91,480	165,799	2,157,257	3,314,888	8,542,954
PRJ_1175 Fixed Route Bus Farebox Replacement	193,189	78,747	5,177,500	3,836,903	2,215,906
PRJ_1176 Hop Fastpass 2.0	17,713	130,800	1,206,708	1,014,508	438,846
PRJ_1179 Navrisk Replacement Origami				121,208	
PRJ_2028 Copier Equipment	6,258				
PRJ_4705 TriMet Ticket Office Upgrades	20				
PRJ_6207 Hop Mobile and Web			300,000	218,301	1,493,581
PRJ_7544 eFare	397,058	126,966	2,149,933	453,311	
PRJ_7582 Fare - Communication Equipment		26			
Total Finance & Administrative Services	\$705,718	\$502,338	\$10,991,398	\$8,959,119	\$12,691,287

CIP - Legal Services

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget*	FY2024 Estimate	FY2025 Budget
PRJ_1147 ECM Implementation Project	216,614	108,132	499,109	222,729	
PRJ_1178 Downtown Admin Relocation	65,344	6,976,480	2,936,219	3,168,177	900,000
PRJ_4711 Gresham City Hall - Civic Hub Improvements			200,000	200,000	600,000
PRJ_7220 Third Party Recovery TOD		10,399	30,000	14,457	
PRJ_7595 Hollywood TC TOD & Substation Replacement	683,386	3,643,528	12,743,281	11,711,698	
Total Legal Services	\$965,344	\$10,738,539	\$16,408,609	\$15,317,061	\$1,500,000

* Budget FY2024 amended due to Board Transfer Resolution 24-02-09.

CIP - Strategy & Planning

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_5622 HWY 8 Corridor Safety & Access to Transit					190,432
PRJ_5623 Powell-Division Corridor Safety & Access to Transit					1,563,977
Total Strategy & Planning					\$1,754,409

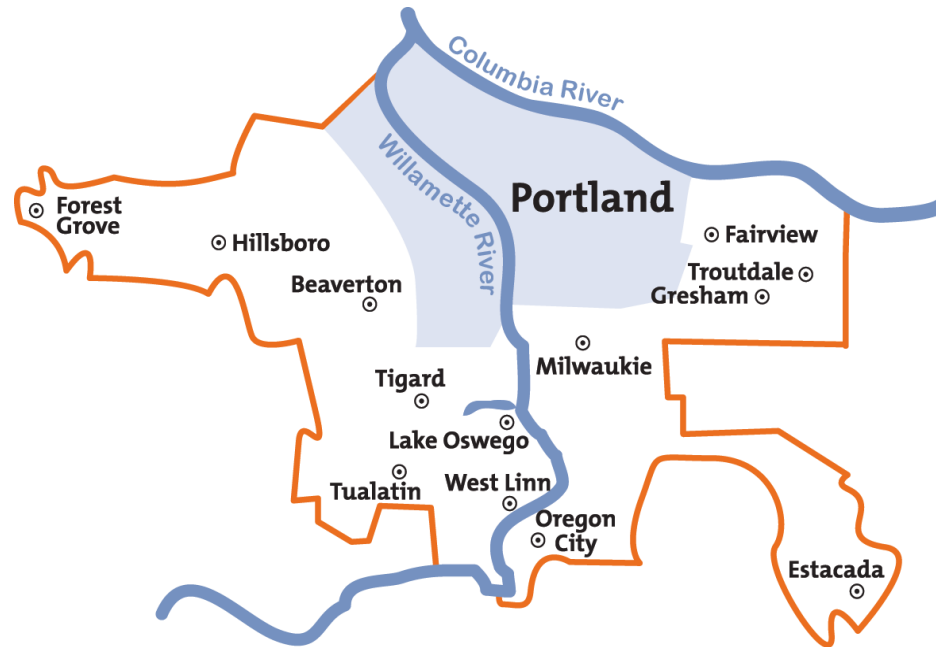
CIP - Engineering & Construction

Expense Category	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Estimate	FY2025 Budget
PRJ_1130 Vehicle Born CCTV System	112,471				
PRJ_1146 Division Transit Project	73,094,873	10,246,626	5,455,594	2,011,525	1,722,506
PRJ_1161 PMIS Upgrade	123,481	213,397	186,989	890,899	814,475
PRJ_1177 DTP Fiber Betterment	725,861				
PRJ_2045 MAX Station Optimization	204,807	242,154	901,927	777,927	235,500
PRJ_2048 Garage, Layover, and TC Expansion	560,910	1,201,854	3,989,541	3,022,694	11,816,963
PRJ_2049 North Downtown Bus Layover Facility			570,000	196,702	
PRJ_3642 Timber Gate Artwork Restoration	316,692	24,637	231,385	84,830	
PRJ_3651 Portland-Milwaukie Light Rail Project	217,543	795,172	15,726,618	9,828,516	12,052,979
PRJ_3673 162nd Ave Pedestrian Access Improvements		436,376			
PRJ_3674 Interstate Bridge Replacement				2,022,310	3,884,375
PRJ_4613 Type 1 Substation Replacement	8,033	58,174			
PRJ_4638 Red Line Extension and Reliability Improvements	49,831,994	68,303,750	65,304,472	60,502,866	12,904,528
PRJ_4639 Steel Bridge Transit Improvements	654,911	15,354		70,535	
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR)		157,706	258,146	3,730	
PRJ_5025 Rail reliability	616,575	609,348			
PRJ_5581 Willamette Shore Trolley	80,363	417,052	2,072,500	3,792,318	690,631
PRJ_5597 TV Highway Transit Improvements	40,353	525,412	2,339,029	515,890	385,980
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	400,779	3,472			
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	142,579	2,258			
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	469,584	88,355			
PRJ_5624 Southwest Corridor	845,674	245,669	500,000	58,931	
PRJ_6204 Washington Park ECS	206,539				
PRJ_6402 Signal System Relay to PLC	10,002	29,889			
PRJ_6403 Track Rehab Program	76,478				
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only			3,060,704	36,670	
PRJ_6408 System Upgrades				600,000	
PRJ_6805 BRT System & Implementation Plan			322,677	322,677	
PRJ_7201 Third Party Recovery	647,904	998,235	1,999,150	565,203	482,593
PRJ_7202 Third Party Project Betterment	334,598	739,988	2,826,823	2,457,055	
PRJ_7215 Better Bus	-43,228	2,473,584	8,137,874	2,407,132	8,299,716
PRJ_7218 Enhanced Transit Concepts	446,469				
PRJ_7219 82nd Avenue Transit Improvements			3,760,000	800,001	7,021,619
PRJ_7508 Type 1 LRV Decommissioning	57,545	39,864			
PRJ_7590 Track Geometry & Testing	4,895				
PRJ_7591 Columbia Bus Base	4,460,244	5,047,383	12,627,682	8,571,153	16,495,279
PRJ_9998 Spare Parts on Operating Project Clearing	-112,471	-75,116			
Total Engineering & Construction	\$134,536,458	\$92,840,593	\$130,271,111	\$99,539,564	\$76,807,144



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TriMet Service District Area



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

Service area statistics:

383 square miles

1,558,315 population

533 UZA square miles

Covering 25 cities within 3 counties

Top 25 Largest Employers in TriMet



Source: 2022 Quarterly Census of Employment Wages

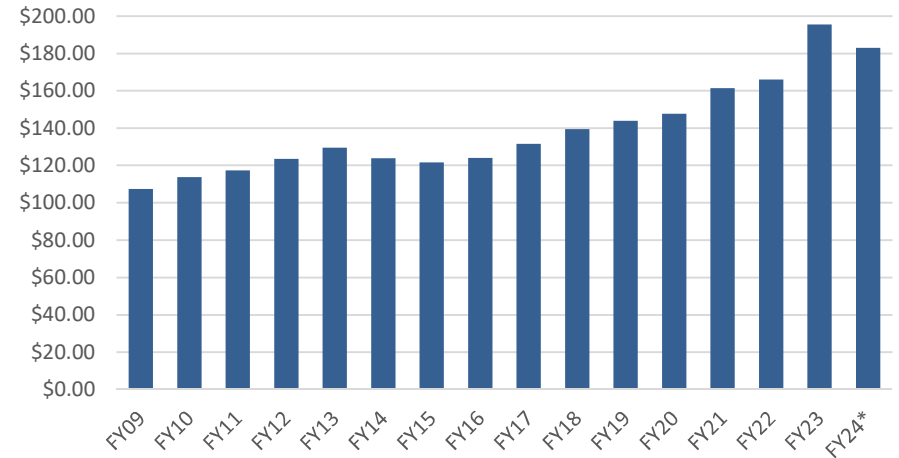
Ridership and Expense (Fixed Route)¹

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

Ridership and Passenger Revenue



Operations Costs per Vehicle Hour



1) Excludes Portland Streetcar and Demand Response

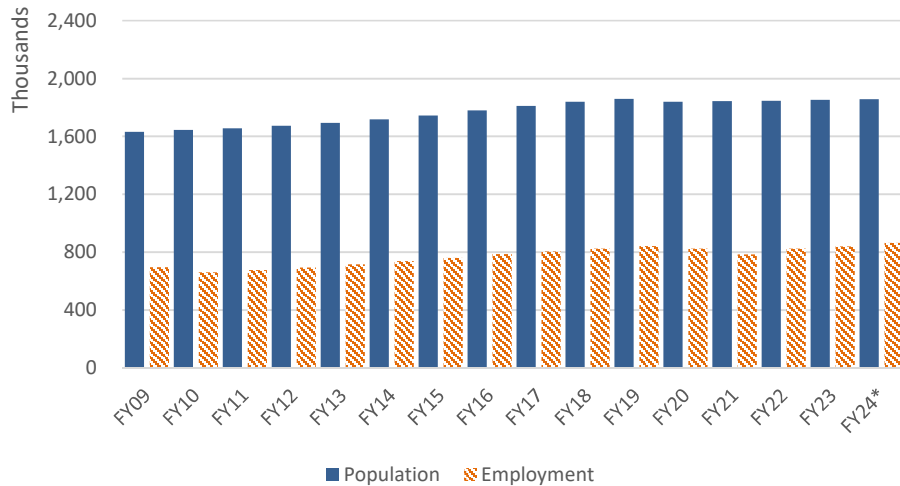
2) Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

* Data based on Adopted Budget.

Local Economic Statistics

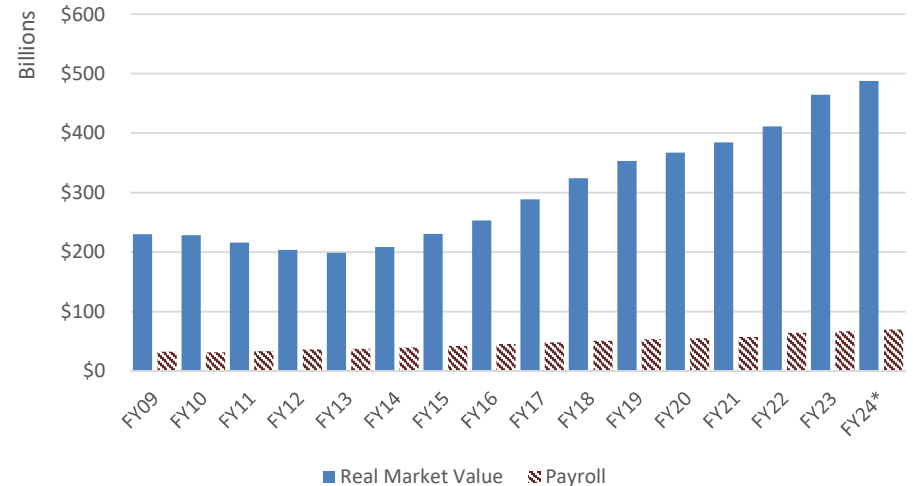
Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment ¹	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value (RMV)	Percent Change	Private Tri-County Payroll ¹	Percent Change
FY09	1,631,665	1.1%	696,879	-4.5%	\$46,961	0.0%	\$229,798,303,000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

Tri-County Population & Employment



Sources: PSU Research Center and Oregon Employment Department

Tri-County Property Value & Payroll



Source: Oregon Employment Department

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

* Data based on projection.

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Accountant	12	1	NU	72,749	70,311	105,465
Accountant, Senior	14	7	NU	704,886	83,587	125,382
Adjuster, Claims	11	1	NU	84,460	64,408	96,614
Adjuster, Senior	13	1	NU	109,875	76,690	115,034
Administrator	12	5	NU	446,603	70,311	105,465
Administrator	14	1	NU	116,225	83,587	125,382
Administrator, Senior	13	1	NU	94,941	76,690	115,034
Administrator, Senior	14	10	NU	1,058,801	83,587	125,382
Administrator, Senior	15	2	NU	241,230	91,048	136,572
Analyst	12	5	NU	387,291	70,311	105,465
Analyst	13	17	NU	1,581,648	76,690	115,034
Analyst	14	5	NU	507,653	83,587	125,382
Analyst	16	1	NU	107,419	99,064	148,597
Analyst, Business	12	2	NU	202,606	70,311	105,465
Analyst, Business	14	1	NU	114,426	83,587	125,382
Analyst, Senior	14	7	NU	735,087	83,587	125,382
Analyst, Senior	15	14	NU	1,600,184	91,048	136,572
Analyst, Senior	16	11	NU	1,335,614	99,064	148,597
Analyst, Senior	17	3	NU	429,749	107,725	161,586
Assistant, Administrative	7	5	NU	280,435	45,019	67,528
Assistant, Executive Administrative	12	11	NU	1,007,310	70,311	105,465
Assistant, Senior	12	1	NU	74,610	70,311	105,465
Assistant, Senior Administrative	9	36	NU	2,539,849	53,933	80,898
Auditor, Senior	16	1	NU	123,830	99,064	148,597
Bus Body and Paint Technician	929	9	U	773,217	86,091	86,091
Bus Electronic Technician	928	10	U	860,954	86,091	86,091
Bus Mechanic	931	158	U	13,603,067	86,091	86,091
Buyer	432	2	U	161,807	69,326	92,435
Buyer, Senior	373	4	U	387,386	96,845	96,845
Candidate Sourcer	12	1	NU	90,681	70,311	105,465

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Chief Financial Officer	27	1	NU	338,156	240,364	360,547
Chief Inclusion, Diversity, Equity & Access Off	23	1	NU	236,475	175,215	262,824
Chief Information Officer	26	1	NU	277,629	221,024	331,537
Chief Operating Officer	28	1	NU	355,881	261,395	392,093
Chief Station Agent	830	5	U	518,195	77,730	103,646
Chief Strategy & Planning Officer	26	1	NU	276,281	221,024	331,537
Cleaner	938	4	U	168,557	78,250	78,250
Clerk	7	3	NU	185,000	45,019	67,528
Clerk	323	6	U	466,148	61,880	82,514
Clerk	331	3	U	263,060	74,048	98,717
Clerk	356	1	U	69,158	51,875	69,160
Clerk, Senior	322	1	U	92,347	69,264	92,352
Commuter Rail Vehicle Maint. Technician	888	8	U	688,763	86,091	86,091
Coordinator	10	1	NU	65,125	58,971	88,454
Coordinator	11	14	NU	1,171,712	64,408	96,614
Coordinator	12	10	NU	908,883	70,311	105,465
Coordinator	13	6	NU	601,654	76,690	115,034
Coordinator	437	1	U	71,126	71,115	94,827
Coordinator	820	2	U	207,278	77,730	103,646
Coordinator	821	2	U	207,278	77,730	103,646
Coordinator	876	2	U	175,479	65,811	87,734
Coordinator, Senior	13	5	NU	463,833	76,690	115,034
Coordinator, Senior	14	13	NU	1,433,664	83,587	125,382
Coordinator, Senior	15	2	NU	233,433	91,048	136,572
Coordinator, Senior	16	2	NU	240,203	99,064	148,597
Copywriter, Senior	10	1	NU	73,713	58,971	88,454
Cost Estimator	15	1	NU	113,150	91,048	136,572
Cost Estimator, Senior	17	1	NU	126,218	107,725	161,586
Customer Experience Agent	714	8	U	469,112	46,280	61,256
Customer Safety Supervisor	342	42	U	4,145,686	74,048	98,717

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Customer Service Representative	731	6	U	489,575	62,234	82,971
Data Scientist, Senior	14	1	NU	104,485	83,587	125,382
Database Architect, Senior	18	4	NU	628,596	117,044	175,568
Deputy General Counsel	18	1	NU	145,010	117,044	175,568
Deputy General Counsel, Senior	20	5	NU	894,274	137,860	206,789
Designer	13	1	NU	107,802	76,690	115,034
Developer	14	1	NU	105,472	83,587	125,382
Developer, Senior	17	3	NU	461,745	107,725	161,586
Director	17	1	NU	150,214	107,725	161,586
Director	18	2	NU	287,524	117,044	175,568
Director	19	3	NU	532,059	127,082	190,624
Director	20	15	NU	2,695,450	137,860	206,789
Director	21	11	NU	2,044,881	149,455	224,185
Director	22	8	NU	1,732,039	161,877	242,817
Director	23	2	NU	449,708	175,215	262,824
Director, Senior	21	2	NU	364,386	149,455	224,185
Dispatcher	836	23	U	2,257,927	74,048	98,717
Diversity, Equity & Inclusion Partner	17	1	NU	139,382	107,725	161,586
Engineer	15	2	NU	231,339	91,048	136,572
Engineer	16	4	NU	503,744	99,064	148,597
Engineer	19	1	NU	180,835	127,082	190,624
Engineer, Associate	13	1	NU	90,478	76,690	115,034
Engineer, Associate	14	1	NU	84,481	83,587	125,382
Engineer, Principal	18	5	NU	736,256	117,044	175,568
Engineer, Senior	16	15	NU	1,908,669	99,064	148,597
Engineer, Senior	17	11	NU	1,594,881	107,725	161,586
Engineer, Senior	18	21	NU	3,188,030	117,044	175,568
Executive Assistant	12	3	NU	280,183	70,311	105,465
Executive Assistant, Senior	13	1	NU	110,885	76,690	115,034
Executive Assistant, Senior	14	1	NU	98,280	83,587	125,382

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Executive Director	24	5	NU	1,223,515	189,493	284,241
Executive Director	26	1	NU	276,281	221,024	331,537
Executive Director	27	2	NU	621,039	240,364	360,547
Facilities Maintenance Trainer	915	2	U	198,019	99,008	99,008
Facilities Maintenance Worker	558	6	U	502,555	83,762	83,762
Facilities Maintenance Worker	736	1	U	89,838	67,371	89,835
Facilities Maintenance Worker	969	17	U	1,423,905	83,762	83,762
Field Technician	591	22	U	2,021,164	91,874	91,874
General Manager	30	1	NU	428,480	309,141	463,714
Graphic Designer	11	3	NU	259,414	64,408	96,614
Helper	533	12	U	929,125	78,250	78,250
Helper	933	4	U	312,972	78,250	78,250
HR Business Partner	17	2	NU	256,894	107,725	161,586
HR Generalist	12	1	NU	76,106	70,311	105,465
HR Investigator	17	1	NU	130,060	107,725	161,586
Inspector	12	1	NU	87,887	70,311	105,465
Inspector	16	1	NU	134,930	99,064	148,597
Inspector	17	1	NU	129,519	107,725	161,586
Inspector	18	1	NU	157,306	117,044	175,568
Internal Auditor, Senior	15	1	NU	116,512	91,048	136,572
Irrigation Technician	976	1	U	80,796	80,787	80,787
Landscaper	974	4	U	309,229	59,862	79,810
Lead Customer Safety Supervisor	341	5	U	518,195	77,730	103,646
Lead Supervisor	489	7	U	697,570	77,730	103,646
LRV Body & Paint Technician	553	14	U	1,101,946	67,662	86,091
LRV Electronics Technician	577	2	U	172,191	86,091	86,091
LRV Overhaul Technician	577	40	U	3,443,814	86,091	86,091
LRV Technician	551	84	U	7,176,208	86,091	86,091
LRV Technician Trainee	574	15	U	1,136,471	62,234	78,250
Maintenance Mechanic	532	3	U	222,204	45,406	79,810

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Maintenance Mechanic	932	9	U	718,204	45,406	79,810
Maintenance of Way Laborer	561	11	U	872,988	46,800	82,139
Maintenance Trainer	918	8	U	780,818	99,008	99,008
Manager	14	3	NU	334,518	83,587	125,382
Manager	15	5	NU	609,700	91,048	136,572
Manager	16	19	NU	2,329,112	99,064	148,597
Manager	17	31	NU	4,366,143	107,725	161,586
Manager	18	30	NU	4,572,227	117,044	175,568
Manager	19	13	NU	2,148,465	127,082	190,624
Manager	20	8	NU	1,446,394	137,860	206,789
Manager	21	1	NU	182,776	149,455	224,185
Manager, Assistant	9	1	NU	75,234	53,933	80,898
Manager, Assistant	13	3	NU	305,881	76,690	115,034
Manager, Assistant	14	25	NU	2,721,271	83,587	125,382
Manager, Assistant	15	10	NU	1,205,279	91,048	136,572
Manager, Assistant	16	81	NU	10,263,689	99,064	148,597
Manager, Senior	18	1	NU	170,556	117,044	175,568
Mechanic, Apprentice	934	6	U	436,802	55,827	78,250
Mini Run Operator	881	239	U	13,463,898	58,698	78,250
MMIS Clerk	543	5	U	375,564	41,538	76,877
MMIS Clerk	937	8	U	598,730	41,538	76,877
Network Engineer	16	1	NU	132,091	99,064	148,597
Operator	880	1,065	U	76,323,388	58,698	78,250
Overhead Power Maintainer	531	21	U	1,929,293	91,874	91,874
Overhead Power Trainee	579	2	U	137,047	62,254	78,250
Paralegal Investigator	14	1	NU	111,862	83,587	125,382
Partsman	376	16	U	1,264,163	78,250	83,824
Partsman, Senior	372	7	U	586,768	83,824	83,824
Payroll Clerk, Senior	340	3	U	263,197	69,264	92,352
Planner	13	3	NU	285,678	76,690	115,034

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Planner, Associate	11	1	NU	80,226	64,408	96,614
Planner, Senior	15	6	NU	704,297	91,048	136,572
Plant Maint Mechanic, Apprentice	572	2	U	164,630	55,827	78,250
Plant Maintenance Mechanic	557	7	U	602,668	86,091	86,091
Plant Maintenance Mechanic	968	12	U	1,034,550	86,091	86,091
Program Manager	15	2	NU	238,654	91,048	136,572
Program Manager	16	2	NU	266,603	99,064	148,597
Program Manager	17	8	NU	1,127,704	107,725	161,586
Program Manager	18	2	NU	294,987	117,044	175,568
Program Manager	19	2	NU	333,990	127,082	190,624
Program Manager	18	1	NU	146,306	117,044	175,568
Program Scheduler	15	1	NU	99,771	91,048	136,572
Program Scheduler	17	1	NU	154,923	107,725	161,586
Project Director	21	1	NU	204,885	149,455	224,185
Project Manager	12	3	NU	257,226	70,311	105,465
Project Manager	13	3	NU	308,130	76,690	115,034
Project Manager	14	2	NU	190,766	83,587	125,382
Project Manager	16	10	NU	1,225,156	99,064	148,597
Project Manager	18	18	NU	2,786,873	117,044	175,568
Project Manager, Associate	13	3	NU	300,578	76,690	115,034
Project Manager, Principal	18	2	NU	311,011	117,044	175,568
Project Manager, Senior	14	3	NU	301,428	83,587	125,382
Project Manager, Senior	15	4	NU	479,159	91,048	136,572
Project Manager, Senior	16	2	NU	278,235	99,064	148,597
Project Manager, Senior	17	25	NU	3,442,710	107,725	161,586
Public Information Officer	14	2	NU	197,715	83,587	125,382
Rail Controller	538	29	U	2,862,498	98,717	98,717
Rail Operator	580	212	U	16,489,113	60,694	81,037
Recruiter	12	2	NU	160,886	70,311	105,465
Recruiter, Associate	10	5	NU	341,107	58,971	88,454

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Representative	10	1	NU	80,131	58,971	88,454
Representative	12	2	NU	179,113	70,311	105,465
Representative	715	20	U	900,259	42,182	52,749
Representative, Senior	15	1	NU	106,602	91,048	136,572
Road Supervisor	834	44	U	4,176,058	74,048	98,717
Schedule Data Technician	867	3	U	296,120	74,048	98,717
Schedule Writer II	874	5	U	493,534	74,048	98,717
Security Dispatcher	343	6	U	518,259	74,048	98,717
Senior, Human Resources Generalist	15	1	NU	85,439	91,048	136,572
Service Aide	943	39	U	1,943,479	45,240	55,120
Service Worker	944	111	U	6,470,211	45,240	65,478
Service Worker	945	67	U	4,185,451	45,240	65,478
Service Worker	946	6	U	412,349	45,240	65,478
Service Worker	947	10	U	670,538	45,240	65,478
Signal Inspector	545	4	U	385,915	96,470	96,470
Signals Maintainer	541	22	U	1,894,704	87,714	87,714
Signals Maintainer, Trainee	567	2	U	148,889	62,234	78,250
Signs & Shelters Field Worker	965	6	U	478,803	79,810	79,810
Specialist	9	4	NU	285,450	53,933	80,898
Specialist	12	1	NU	87,887	70,311	105,465
Specialist	732	8	U	742,542	70,491	93,995
Specialist	733	8	U	640,398	61,589	82,118
Specialist	877	1	U	103,639	103,646	103,646
Specialist, Senior	9	13	NU	865,979	53,933	80,898
Specialist, Senior	10	1	NU	62,982	58,971	88,454
Specialist, Senior	12	8	NU	711,492	70,311	105,465
Specialist, Senior	13	1	NU	99,032	76,690	115,034
Specialist, Senior	14	1	NU	108,010	83,587	125,382
Spotter	936	4	U	319,202	79,810	79,810
Station Agent	835	30	U	2,954,326	74,048	98,717

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Storekeeper, Assistant	371	8	U	689,931	88,026	88,026
Streetcar Controller	539	5	U	493,534	98,717	98,717
Streetcar Journeyworker Mechanic	451	11	U	947,049	86,091	86,091
Streetcar Operator	488	56	U	4,526,055	60,694	81,037
Streetcar Signals Maintainer	541	1	U	87,718	87,714	87,714
Streetcar Track Maintainer	540	1	U	87,718	87,714	87,714
Substation Maintainer	779	11	U	1,010,582	91,874	91,874
Substation Technician Trainee	571	1	U	76,296	62,254	78,250
Supervisor	178	2	U	199,306	77,730	103,646
Supervisor	330	1	U	101,779	76,336	101,774
Supervisor	536	39	U	3,849,566	98,717	98,717
Supervisor	710	2	U	179,416	72,738	96,970
Supervisor	775	6	U	518,172	74,048	98,717
Supervisor	840	5	U	518,195	77,730	103,646
Supervisor, Assistant	556	3	U	302,610	100,880	100,880
Supervisor, Assistant	564	2	U	201,740	100,880	100,880
Supervisor, Assistant	566	3	U	316,952	105,664	105,664
Supervisor, Assistant	590	2	U	211,301	105,664	105,664
Supervisor, Assistant	716	1	U	96,976	72,738	96,970
Supervisor, Assistant	872	3	U	297,029	99,008	99,008
Supervisor, Assistant	930	8	U	792,077	99,008	99,008
Supervisor, Assistant	964	4	U	396,039	99,008	99,008
Surveyor, Senior	15	1	NU	125,858	91,048	136,572
Talent Development Partner	17	1	NU	131,317	107,725	161,586
Technical Support, Associate	12	2	NU	135,858	70,311	105,465
Technical Writer, Senior	14	1	NU	115,225	83,587	125,382
Technician	12	1	NU	99,314	70,311	105,465
Timekeeper	336	2	U	129,549	103,646	103,646
Tireman	941	8	U	617,204	82,722	82,722
Track Maintainer	540	17	U	1,491,202	87,714	87,714

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Track Trainee	542	1	U	70,239	62,234	78,250
Trainer, Senior	15	8	NU	919,000	91,048	136,572
Training Supervisor	832	45	U	4,402,897	74,048	98,717
Wayside Cleaner	537	8	U	638,404	79,810	79,810
Wheel True Technician	552	4	U	347,323	86,840	86,840
Total		3,609.60		311,239,263		



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Glossary

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

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

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

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

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

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

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

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

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

BOND SALE PROCEEDS: Money received from bond sales.

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

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

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

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

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

- **PROPOSED:** The General Manager's recommended budget as presented to the Budget Committee.

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

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

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

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

CAPITAL ASSET/ 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.

E3 Program: Learning and development classes designed to provide rewarding and beneficial learning experiences for employees of TriMet. E3 stands for Engage, Empower, and Expand.

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.

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.

LINEAR ASSET: A linear asset is continuous: rail, fiber-optic cable, overhead catenary wire, etc. They are typically assets that are measured by length.

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.

NON-LINEAR ASSET: A non-linear asset is a discrete asset such as a facility, revenue vehicle, non-revenue vehicle, shelter, signal, server, etc. They are measured per unit count or by quantity.

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.

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.

VISION 2030: TriMet Business Plan initiatives to reach 120 million boardings per year by 2030.

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
BRRST	Bus and Rail Replacement Service Team	DTP	Division Transit Project
BRT	Bus Rapid Transit (Rapid Bus Lines)	E3	Engage, Empower, Expand
BT	Bus Transportation Department	EAMS	Enterprise Asset Management System
C	Compensation Department	EAP	Employee Assistance Program
C.A.R.E.S	Customer Automated Ride Experience System	ECA	Engineering & Construction Administration Department
CARES Act	Coronavirus Aid, Relief, and Economic Security Act	ECM	Enterprise Content Management System
CAT	Committee on Accessible Transportation	EEO	Equal Employment Opportunity
CAE	Community Affairs & Engagement Department	eFare	Electronic fare payment system
CBO	Community Based Organization	ePOS	Electronic Point of Sale at TriMet’s Ticket Office
CCTV	Closed Circuit Television (security cameras)	ERG	Employee Resource Group
CDL	Commercial Driver’s License	ES	Enterprise Systems Department
CIO	Chief Information Officer	FAS	Finance & Administrative Services Department
CIP	Capital Improvement Program or Plan	FAST	Fixing America’s Surface Transportation Act
CIS	Customer Information Services Department	FEIS	Final Environmental Impact Statement
CM	Communications & Marketing Department	FEMA	Federal Emergency Management Administration
CMAQ	Congestion Mitigation & Air Quality Program	FHWA	Federal Highway Administration
CMMS	Computerized Maintenance Management System	FICA	Federal Insurance Contributions Act

FMBR	Facilities Management Bus-Rail Department	LIFT	Accessible Transportation at TriMet
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	OCCO	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
		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

SPAStrategy & Planning Administration Department
SDService Delivery Department
SPService Planning 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 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):

Oregonian 02/28/2024

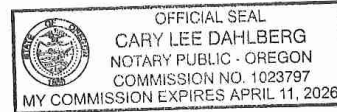


Principal Clerk of the Publisher

Sworn to and subscribed before me this 28th day of February 2024



Notary Public



NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Board of Directors, acting in their capacity as the Budget Committee (per ORS 294.423), of the Tri-County Metropolitan Transportation District of Oregon (TriMet), Clackamas, Multnomah and Washington Counties, State of Oregon, will take place during the regular Board Meeting on Wednesday, March 27, 2024 at 9:30 A.M. The purpose of this meeting is to receive the budget message and Proposed Budget for fiscal year July 1, 2024 to June 30, 2025, and to receive public comment. This notice will also be published on TriMet's website at www.trimet.org.

The meeting will be held at the Clackamas Community College, Harmony West Building, Rooms 170/172, 7738 SE Harmony Road, Milwaukie, 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 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 12:00 noon on Tuesday, March 26, 2024 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 6, 2024 at TriMet's headquarters, 101 SW Main Street, Suite 700, 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. 24-03-16

RESOLUTION NO. 24-03-16 OF THE TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON (TRIMET), ACTING AS THE TRIMET BUDGET COMMITTEE, APPROVING THE PROPOSED FISCAL YEAR 2025 ANNUAL BUDGET FOR SUBMISSION TO THE MULTNOMAH COUNTY TAX SUPERVISING AND CONSERVATION COMMISSION

WHEREAS, pursuant to ORS Chapter 294, TriMet develops and its TriMet Board of Directors (Board) approves the annual TriMet Budget; and

WHEREAS, pursuant to ORS 294.423, the Board 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

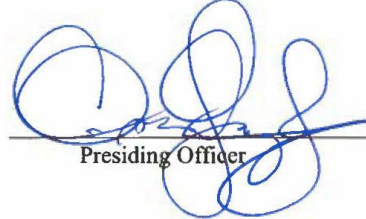
WHEREAS, pursuant to ORS 294.428, the Committee must approve the Proposed Budget as submitted by the Budget Officer, or as revised by the Committee; and

WHEREAS, pursuant to ORS 294.431, TriMet must submit its Proposed Budget to the TSCC;

NOW, THEREFORE, BE IT RESOLVED:

That the Proposed FY2025 Budget totaling \$1.75 billion as submitted, including technical corrections and revisions, is hereby approved and shall be submitted to the Multnomah County Tax Supervising and Conservation Commission.

Dated: March 27, 2024



Presiding Officer

Attest:



Recording Secretary

Approved as to Legal Sufficiency:



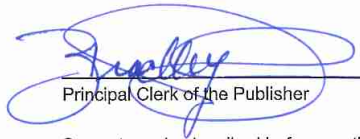
Legal Department

AD#: 0010851603

State of Oregon,) ss
County of Multnomah)

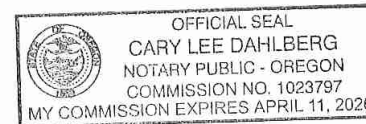
Bradley Dion being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed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

Oregonian 04/10/2024


Principal Clerk of the Publisher

Sworn to and subscribed before me this 10th day of April 2024


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, 2024 to June 30, 2025. The Hearing will be held at the Portland Community College - Opportunity Center, Room 107, located at 4299 NE Killingsworth St., Portland, Oregon on April 24, 2024, 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 Administration Headquarters, 101 SW Main St, Suite 700, 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/about/accountability.htm#financial>

Total Budget Requirements:
\$1,748,917,792

Nancy Young-Oliver
Budget Officer



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

4/24/2024

President Ozzie Gonzales and Board of Directors
 TriMet
 101 SW Main Street
 Portland, Oregon 97201

RE: TriMet's 2024-25 Approved Budget Certification

Dear President Ozzie Gonzales 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 2024-25 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 share Adopted Budget materials as outlined in the TSCC Checklist with the Commission no later than July 15, 2024. 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

Dr. Mark Wubbold, Commissioner

Matt Donahue, Commissioner

Allison Lugo Knapp, Commissioner

Tod A. Burton, Commissioner

Commissioners | Harmony Quiroz, Chair | Dr. Mark Wubbold | Matt Donahue | Allison Lugo Knapp | Tod Burton

Total FY 2024-2025 Approved Budget 1,748,917,792

TriMet			
Fund	Appropriations	Unappropriated Fund Balance	Total Budget
General Fund	1,107,024,951	641,892,841	1,748,917,792
Total	\$1,107,024,951	\$641,892,841	\$1,748,917,792

No tax rate is levied.

FY2025 TRIMET - APPROPRIATION SCHEDULE

	Operating	Capital	Other	Total
Office of the General Manager Division	2,056,588			2,056,588
Chief Operating Officer Division	1,121,920			1,121,920
Transportation Division	322,357,557	13,550,272		335,907,829
Safety & Security Division	79,464,672	7,014,861		86,479,533
Maintenance Division	185,206,853	74,546,549		259,753,402
Transit System & Asset Support Division	20,711,290			20,711,290
Information Technology Division	35,373,178	10,887,708		46,260,886
Public Affairs Division	20,100,906	1,200,000		21,300,906
Finance & Administrative Services Division	35,954,434	12,691,287		48,645,721
Labor Relations & Human Resources Division	11,475,579			11,475,579
Legal Services Division	10,147,165	1,500,000		11,647,165
Inclusion, Diversity, Equity & Accessibility	2,839,974			2,839,974
Engineering & Construction Division	4,457,595	76,807,144		81,264,739
Strategy & Planning	4,797,951	1,754,409		6,552,360
Other Post Employment Benefits	62,867,167			62,867,167
Other Non-Operating Requirements			23,116,800	23,116,800
Debt Service	65,564,560			65,564,560
Contingency			36,791,826	36,791,826
Total Appropriation	\$864,497,389	\$199,952,230	\$59,908,626	\$1,124,358,245
Excludes Ending Fund Balance of				\$713,932,983

