



Proposed Budget

2025–2026

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

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TriMet Board of Directors



Dr. LaVerne Lewis

Board President

District 6: E. Multnomah County

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

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



Thomas Kim

Vice-President

District 1: Washington County



Erin Graham

District 2: NW and Portions of
SW Portland



Robert Kellogg

District 3: SW Portland and
Washington County



Sam Desue, Jr.

General Manager



Nancy Young-Oliver

CFO/Budget Officer



Tyler Frisbee

District 4: SE Portland



JT Flowers

District 5: N and NE Portland



Kathy Wai

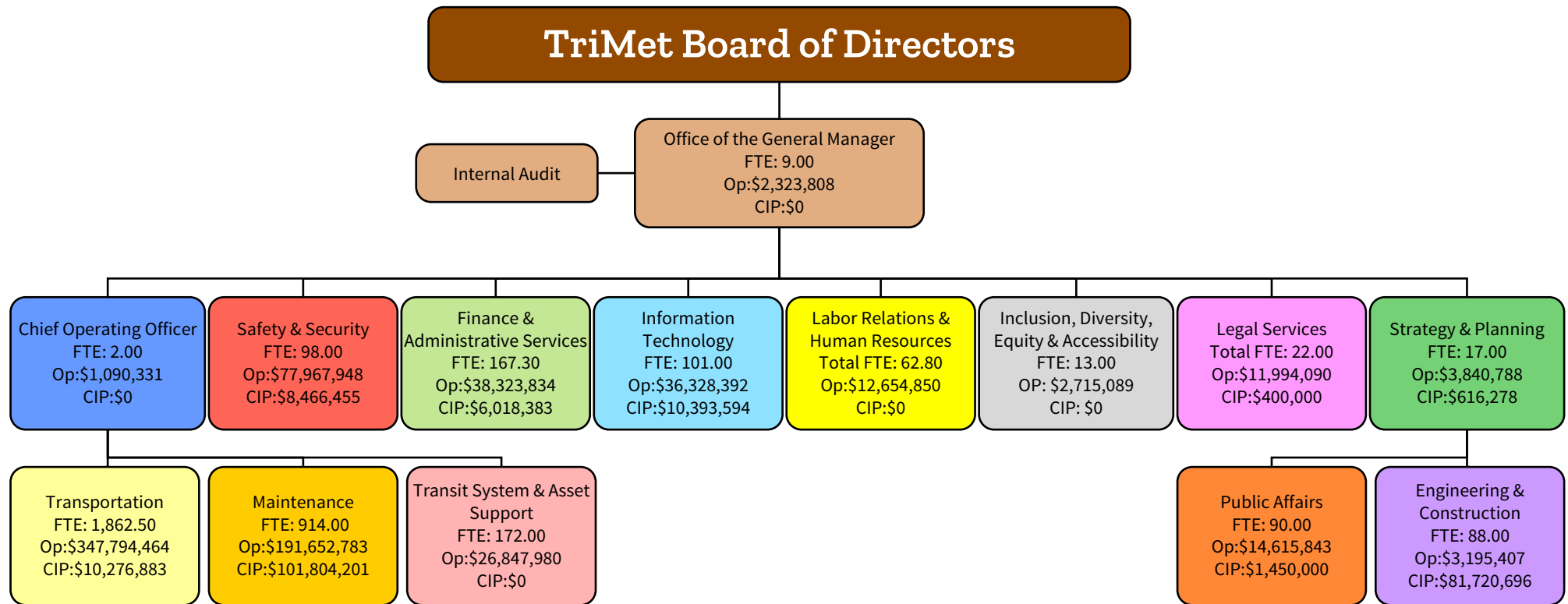
Secretary/Treasurer
District 7: Clackamas County

TriMet Officials

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

TriMet FY2026 Organization Chart



Organization Chart Continued

The following table provides a detailed description of TriMet's organization chart.

Division	Abv.	FTEs	Operating (\$)	Capital (\$)	Total (\$)	Reports to
Office of the General Manager	GM	9.00	2,323,808	-	2,323,808	TriMet Board of Directors
Chief Operating Officer	CO	2.00	1,090,331	-	1,090,331	General Manager
Transportation	TR	1,862.50	347,794,464	10,276,883	358,071,347	Chief Operating Officer
Maintenance	MT	914.00	191,652,783	101,804,201	293,456,984	Chief Operating Officer
Transit Systems & Asset Support	TS	172.00	26,847,980	-	26,847,980	Chief Operating Officer
Safety & Security	SS	98.00	77,967,948	8,466,455	86,434,403	General Manager
Finance & Administrative Services	FA	167.30	38,323,834	6,018,383	44,342,217	General Manager
Information Technology	IT	101.00	36,328,392	10,393,594	46,721,986	General Manager
Labor Relations & Human Resources	HR	62.80	12,654,850	-	12,654,850	General Manager
Inclusion, Diversity, Equity & Accessibility	IDEA	13.00	2,715,089	-	2,715,089	General Manager
Legal Services	LS	24.00	11,994,090	400,000	12,394,090	General Manager
Strategy & Planning	SP	17.00	3,840,788	616,278	4,457,066	General Manager
Public Affairs	PA	90.00	14,615,843	1,450,000	16,065,843	Chief Strategy & Planning Officer
Engineering & Construction	EC	88.00	3,195,407	81,720,696	84,916,103	Chief Strategy & Planning Officer

Table 1. TriMet Organization Chart

TriMet is governed by the Board of Directors, with the General Manager overseeing agency-wide operations. Reporting directly to the General Manager are the Chief Operating Officer, and executives of Safety & Security; Finance & Administrative Services; Information Technology; Labor Relations & Human Resources; Inclusion, Diversity, Equity & Accessibility; Legal Services; and Strategy & Planning. Executives of Transportation, Maintenance, and Transit Systems & Asset Support report to the Chief Operating Officer. Both Public Affairs and Engineering & Construction executives report to the Chief Strategy and Planning Officer.

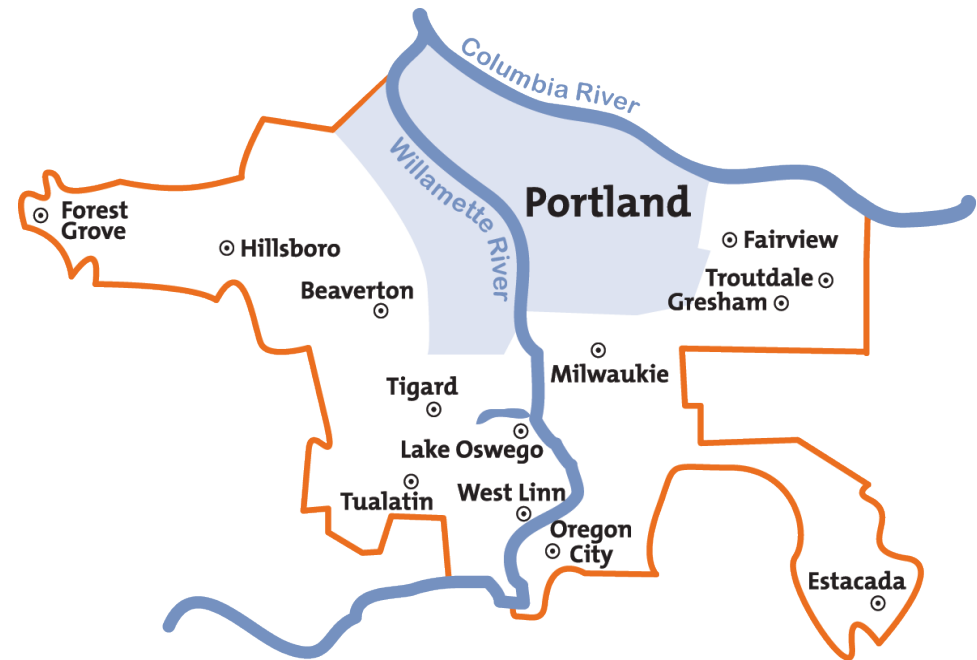
About TriMet

About Us

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

Mobility Information for Riders

- TriMet.org includes a **next generation multimodal trip planner** which integrates rail, bus, bike, walking
- **Rider Support:** TriMet's 24-hour security hotline call or text 503-238-RIDE(7433) #9, or click the Security button at trimet.org; Customer Service: call or text 503-238-RIDE, email hello@trimet.org, online and through chat at trimet.org/contact, via X.com (Twitter) @trimethelp; Hop support: call 1-MyHopCard(694-6722) or via @myhopcard on X.com
- **When the next train or bus will arrive at any stop:** trimet.org or by text: send stop ID number (posted at stop or available at trimet.org on a smart device) to 27299
- **Service alerts:** Check trimet.org/alerts or X.com/trimetalerts (@trimetalerts)
- **Social media accounts:** Instagram.com/trimet (@trimet); Facebook.com/trimet; Threads threads.net/@trimet (@trimet); X.com/trimet (@trimet); Blue Sky bsky.app/profile/trimet.org (@trimet.org); YouTube.com/trimet (@trimet); LinkedIn.com/company/trimet



GFOA Distinguished Budget Presentation Award



1. GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to TriMet, Oregon, for its Fiscal Year 2025 Budget beginning July 01, 2024. 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 the FY2026 budget continues to conform to program requirements, and we will submit the Adopted FY2026 budget to the GFOA to determine its eligibility for recognition.

Budget Message

February 2025

To: TriMet Board of Directors

From: Nancy Young-Oliver, CPA, CPFO, CFE, CISA
Chief Financial Officer
Finance & Administrative Services Division

Re: FY2026 Proposed Budget

Budget Overview

In FY2026 TriMet continues to provide essential transit service to the tri-county area while embarking on TriMet's Business Plan FY2026-FY2030 (The Business Plan). The underlying principle of The Business Plan is to help the region be one the world's most livable places. Our mission continues to be connecting people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all. In working towards the mission, the agency has five areas of focus: Customers, Infrastructure, Internal Business Practices, People, and Financial. Goals in these areas include such actions as increased service, continued efforts in renewable diesel, replacement of ticket vending machines, cleanliness of vehicles, a fiscally sustainable capital improvement program and enhancing safety and security on the system.

The TriMet Proposed Budget for FY2026 outlines a resource and expenditure plan for July 1, 2025 through June 30, 2026.

The FY2026 Proposed Budget includes:

- Resources supporting FY2026 budget of \$1.94 billion including \$95.7 million in operating revenue, \$550.2 million in tax revenues, and \$146.3 million in federal funding.
- Day-to-day Operating Requirements of \$900.3 million including \$539.4 million to operate the transit system, \$231.9 million in general and administrative costs, \$54.5 million for pension and other post-employment benefits (OPEB), and \$74.5 million for debt service.
- Capital Improvement Program (CIP) Requirements of \$221.1 million.

- Pass Through Requirements (funds received by TriMet that the agency is required to provide to other governmental agencies), Funding Exchange Payments (general funds exchanged with another governments federal funds) and Special Payments (one-time agreements to fund projects for which TriMet benefits) totaling \$24.1 million.
- Contingency is an appropriated amount based on 3% of operating requirements and may be adjusted for known risks for those activities where the amount and timing is unknown at the time of budget adoption. FY2026 contingency totals \$77.0 million which includes \$50.0 million reserves due to federal funding uncertainties.
- Ending Fund Balance totals \$722.0 million and is unappropriated and not available for spending in FY2026. Fund balance includes \$111.8 million in restricted bond proceeds and other restrictions to be spent after FY2026; \$47.6 million restricted for future debt service payments; and \$562.6 million in unrestricted fund balance¹, which for FY2026 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

Fiscal Sustainability: TriMet remains focused on financial responsibility amid rising costs fueled by inflation and other economic pressures. Aligning with The Business Plan and “Connecting People for a Better Life,” we concentrate our spending on mission-critical categories: customers, infrastructure, internal business practices, people, and financial stewardship. By carefully monitoring expenditures and limiting growth to essential services and safety, TriMet ensures resources remain available for future needs. If constraints arise, the agency has contingency measures in place to offset shortfalls, safeguarding core services and strengthening regional livability. Examples of constraints include the federally mandated accessible transportation requirements, utility costs, insurance requirements, and fuel to name a few.

Safety & Security Investments: Since FY2022, TriMet has made significant investments in safety and security efforts for riders and employees. The FY2026 Proposed Budget for the Safety & Security Division (\$86.4 million) more than doubled what it was in FY2023 (\$40.1 million), with investments in Transit Police, Safety Response Teams, Customer Safety Supervisors (code enforcement staff) and contract security officers. These investments have allowed the agency to focus on various concerns and chart a path forward to improve ridership.

Capital Investments: The 82nd Avenue Transit Project, development of the Columbia Bus Base site, electric bus purchases and related charging infrastructure, and transit center expansions are some of the major projects planned or in process for TriMet. Other projects include regular replacements of equipment, track and signal infrastructure, and safety elements across the system.

¹ Unrestricted Fund Balance is made up from cash and investments, taxes and other receivables net, operating grants receivable, and prepaid expenses less accounts payable, accrued payroll, current portion of noncurrent liabilities, and unearned revenue.

State of Good Repair: TriMet is considered a mature transit agency operating multiple modes of transportation, operating multiple modes of transportation from aging bus and rail facilities, most 40 years old or older. Sections of our MAX light rail system have been in operation since 1986. As with similar large transit agencies, TriMet's operating and maintenance facilities, light rail track segments and substations, and light rail vehicles are in need of upgrade or replacement. In this year's budget and future years' budgets, TriMet is putting significant focus on our existing assets with nearly \$123.2 million, approximately 56% of the total CIP budget, is focused on State of Good Repair and will continue to grow in future years.

Budgetary Trends

The following tables show key budgetary trends having a significant impact on TriMet operations, local economy and the tri-county region.

Budgetary Trends - Revenues (In Millions)

Revenues	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Proposed
Passenger Revenues	\$49.9	\$52.1	\$70.5	\$75.5
Payroll Taxes	\$485.2	\$511.4	\$520.4	\$550.2
Federal Operating Grants	\$130.1	\$146.9	\$157.8	\$146.3

Table 2. FY2026 Proposed Budget, Budgetary Trends - Revenues (in Millions)

Trend Analysis

Passenger Revenue: Passenger revenues are forecast to increase 7.1% over FY2025 Estimate. 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: Payroll taxes continue to perform well. Tax revenue is expected to grow 1.8% through FY2025, and 5.7% through FY2026.

Federal Operating Grants: Federal operating grants have been influenced by federal stimulus actions 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.

Budgetary Trends - Expenditures (In Millions)

Expenditures	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Proposed
Personnel Services (not including OPEB)	\$368.5	\$404.1	\$455.9	\$499.0
Materials & Services (not Included OPEB)	\$195.2	\$235.3	\$258.8	\$272.3

Table 3. FY2026 Proposed Budget, Budgetary Trends - Expenditures (in Millions)

Trend Analysis

Personnel Services: Average personnel costs, including wages and benefits, are projected to increase by approximately 9.5% from the FY2025 Estimate to the FY2026 Proposed Budget. The budgeted amount for FY2026 includes currently vacant positions.

Materials & Services: FY2024 had increases in security services, renewable diesel fuel, and contracted services for accessible transportation. In FY2025, materials and services had further increases due to security services, accessible transportation contracted services and general inflation.

Ridership and Employment Trends (in Thousands)

Trends	FY2023 Actual	FY2024 Actual	FY2025 Estimated ²	FY2026 Proposed ³
Ridership (Fixed Route)	57,295.4	62,558.4	64,809.5	67,077.8
Employment (Tri-County)	839.6	837.9	839.6	841.5

Table 4. FY2026 Proposed Budget, Ridership and Employment Trends (in Thousands)

Trend Analysis

Ridership: There has been steady growth in ridership since the low of the pandemic.

Employment⁴: According to the December 2024 Oregon Economic and Revenue Forecast, Oregon has regained most jobs lost during the pandemic. While job growth has slowed, rising wages and strong withholding tax collections indicate a stable labor market, with unemployment near 4%. Inflation has eased significantly from last year, reducing financial pressure on employers and households.

Despite these improvements, remote and hybrid work remain prevalent, as employers continue to offer flexibility. This shift reflects Oregon's changing work culture and is influencing migration trends. The labor market is expected to remain strong, with low unemployment and steady wage growth around 4% annually.



² Figures based on TriMet's FY2025 estimates

³ Figures based on TriMet's FY2026 estimates

⁴ Information and data referenced is from the [Oregon Economic and Revenue Forecast, December 2024](#).

Guide to the FY2026 Proposed Budget

What is the Budget?

This budget is far more than a simple list of numbers. It's a policy document, financial plan, operational guide, and communication tool that fosters a clear understanding of TriMet's approach to delivering safe, reliable, and equitable transit services. In accordance with Oregon's Local Budget Law (ORS 294.321), the budget aligns funding with the region's strategic goals, ensures transparency through public participation, and provides a roadmap for both current operations and future improvements. Ultimately, it outlines how TriMet allocates resources to address community needs while planning for sustainable growth.

How to Read the Budget Book

The FY2026 Proposed Budget begins with a table of contents, followed by the sections described below. Each section includes relevant background, data, and narrative to help readers understand TriMet's financial plan, operational priorities, and policy framework.

Overview

- **Purpose:** Introduces TriMet's organizational structure, governance, and overarching goals.
- **What's Inside:** Information about the TriMet Board of Directors, TriMet officials, organizational chart, and a message from the Chief Financial Officer (CFO). This section also showcases any recent GFOA Distinguished Budget Awards and sets the tone with key budget assumptions, trends, and financial policies.

Financial Summary

- **Purpose:** Provides a high-level snapshot of TriMet's fiscal health.
- **What's Inside:** Summaries of overall resources and requirements, Capital Improvement Program resources and requirements, summary of fund history, and pass through revenues and requirements.

Resources

- **Purpose:** Identifies TriMet's primary funding sources.
- **What's Inside:** Detailed breakdown of revenues, such as taxes, grants, and passenger fares.

Requirements

- **Purpose:** Outlines TriMet's spending plan.
- **What's Inside:** Detailed breakdown of expenditures, including personnel services, materials & services, summary of employees, and fixed route services, ATP and LIFT.

Debt Service

- **Purpose:** Explains TriMet's approach to borrowing and repayment.
- **What's Inside:** An overview of outstanding debt, repayment schedules, bond ratings, principal and interest details, and the ratio of debt service to continuing revenues.

Other Post-Employment Benefits (OPEB)

- **Purpose:** Details retiree-related obligations beyond pensions.
- **What's Inside:** Funding strategies and costs for retiree health care and related benefits, and TriMet's underlining long-term financial responsibility.

Division Budgets

- **Purpose:** Shows how resources are allocated within TriMet's organizational structure.
- **What's Inside:** A section for each division, listing departments, major priorities, organizational charts, performance metrics, and budget summaries for each department listed. Includes divisions' staffing figures, primary responsibilities, goals, and expenditure details for personnel services, materials, and services.

Capital Program

- **Purpose:** Outlines TriMet's capital projects and infrastructure investments.
- **What's Inside:** Five-year Capital Improvement Plan (CIP), including project types, funding sources, potential operating impacts, and alignment with TriMet's strategic initiatives.

Trends

- **Purpose:** Examines historical and forecast data relevant to TriMet's service area.
- **What's Inside:** Ridership trends, economic indicators, and other metrics that influence service planning, capital needs, and overall financial outlook.

Agency Personnel Profile

- **Purpose:** Provides a comprehensive look at TriMet's workforce.
- **What's Inside:** A schedule of all positions including staffing figures, union/non-union status, total base salary, and salary ranges.

Glossary & Acronyms

- **Purpose:** Ensures clarity for readers.
- **What's Inside:** Definitions of specialized terms, abbreviations, and technical language appearing throughout the budget.

Strategic Goals & Strategies

FY2026 Business Plan

Vision, Mission, Values, and Outcomes

Vision: TriMet will be an innovative leader in delivering safe, convenient, and sustainable mobility options for our region to be recognized as one of the world's most livable places

Mission: Connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all

Values: Safety, Inclusivity, Equity, Community and Teamwork

Outcomes

Access

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

Equity

Public transit is accessible and welcoming to all.

Environment

Public transit improves the environment.

2. FY2026 TriMet Business Plan Vision, Mission, Values, and Outcomes Graphic

The FY2026 Business Plan outlines TriMet's Vision, Mission, and Values as the following:

- Vision: TriMet will be an innovative leader in delivering safe, convenient, and sustainable mobility options for our region to be recognized as one of the world's most livable places
- Mission: Connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming for all
- Values: Safety, Inclusivity, Equity, Community and Teamwork.

Strengths, Weaknesses, Opportunities, and Challenges

Each year, we refresh our understanding of our current circumstances. These are included in our thinking when developing our Actions. The following is an excerpt from the FY2026 Business Plan:

Strengths

- 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

Weaknesses

- 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

- 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

Challenges

- 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 even

Measures, Targets, and Performance

TriMet provides tens of millions of rides every year to people throughout the region we serve. We are striving to connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming to all. Our outcomes:

- **Access:** Public transit provides safe, convenient and reliable options for people to live, learn, work and play.
- **Equity:** Public transit is accessible and welcoming to all.
- **Environment:** Public transit improves the environment.

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

FY2025 Accomplishments and Milestones

TriMet has made progress on and substantially completed many of the FY2025 Business Plan Key Strategic Actions. Major accomplishments and milestones, organized by category, include:

Customers

- Hiring of operators met and exceeded goal of over 300 new operators.
- Bus ridership increased proportionally faster than service was increased: As of December 2024, fall boardings increased an average of 15% during the week compared to the previous year, while service only increased 7% for bus overall.
- Hiring of Service Workers increased and met budgeted targets
- Transit App awarded Riders Choice Awards for 2024 to TriMet for 1st place for punctuality with riders most likely to say they got to their destination when expected; 1st place for best customer service with riders most likely to say they were satisfied with resolutions of customer service issues; and 2nd place for best bus operators.

Infrastructure

- A Better Red extension completed on-schedule and under budget, with service started in fall 2024 and zero lost time from injuries.
- Hollywood/NE 42nd Ave MAX Station new pedestrian ramp completed, making way for affordable housing development, which broke ground at the former site of the Hollywood Transit Center in January 2025.
- 82nd Avenue Transit project moving toward locally preferred alternative in early 2025.
- Received and put into service 24 battery electric buses.
- Scheduled to complete bus priority projects at six locations with treatments such as intersection, lane, and signal improvements to reduce delay for bus riders.

Internal Business Practices

- Continuing to use renewable electricity for all MAX service and TriMet owned and operated facilities and stations.
- Continuing to use renewable diesel for all diesel fixed-route bus, LIFT vehicles, and WES commuter rail trains, resulting in a 71% reduction in emissions.
- Won APTA Innovation award for providing grocery delivery to LIFT customers.
- Won APTA Rail Security Gold Award, the second year in a row, for TriMet's all-agency response to local public safety issues, honoring strategic and collaborative efforts to address deteriorating public safety conditions and restore public trust in our transit system.
- Won two major U.S. Department of Transportation grants for Columbia Bus Base (details in Resources section).

People

- General Manager Sam Desue, Jr. appointed to Board of Directors for International Transportation Learning Center.
- TriMet listed by Forbes in top five best employers in Oregon, and the top Oregon-based employer, in 2024.
- Implemented improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism.
- TriMet Bus Roadeo held in September 2024, included Operations, Transportation, Maintenance, and LIFT operators.
- Held Employee Choice Awards, ROSE week, and Family Fun Day to recognize employees.
- Transit Driver Appreciation Day celebration scheduled for March 18, 2025.
- New 4-year Working and Wage Agreement approved by Amalgamated Transit Union (ATU) members and adopted by TriMet Board.

Financial

- Continuing financial management consistent with Strategic Finance Plan.
- On schedule for developing complete five-year Capital Improvement Plan coordinated with the budget for FY2026.
- Working with potential partners, such as the state of Oregon, for additional funding and services to support increasing recipients of the Access Transit program, which supports free fares for those most in need of community services.
- Won two major U.S. Department of Transportation grants: \$39 million for zero-emissions hydrogen fuel-cell electric buses for the 82nd Avenue Transit Project and an additional \$25 million for development of the Columbia Bus Base, which will one day house a fleet of hydrogen fuel-cell electric buses.
- Won federal ATTAIN grant for \$2.36 million to upgrade systems in light rail vehicles for effectiveness, efficiency, and safety.
- Applied for and received STIF Discretionary grants for enhancing accessibility at bus stops and reducing delays and improving travel times for bus service.

Actions

The Actions in the Business Plan are structured around five categories to help organize and track our efforts. Each of these categories encompasses a wide range of efforts and opportunities. The following pages report on progress and present Actions.

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/.

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

Category	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Customers	GM; SP	Continue to fully develop and implement strategy and actions to achieve TriMet's goals.	Continuous
Customers	SP; CO; TR	Implement feasible service enhancements as developed through engagement with riders, public, and other partners.	FY2029
Customers	SP	Develop long-range plan 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.	FY2027
Customers	SP; MT	Address passenger demand and overloads by purchasing and using larger, 60' articulated ("bendy") buses.	FY2027
Customers	LS	Support the delivery of the Multnomah County Library location and separate housing project for re-development of the Gresham City Hall Park & Ride.	FY2028
Customers	SS; 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.	Continuous
Customers	MT	Clean at least 95 percent of all fixed-route bus and MAX vehicles daily with bus detailed cleanings at least every 45 days on average.	Continuous
Customers	TR; HR; TS	Hire and retain operators to preserve and expand service.	Continuous
Customers	FA; MT	Complete TVM replacement for improved Hop card distribution and sales.	FY2026

Table 5. Customers: Actions to Serve Our Riders, Stakeholders, and the Broader Community

Infrastructure: Actions to Maintain and Build Transit Infrastructure

Category	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Infra	EC; PA	With partners, pursue opportunities for potentially viable transit infrastructure projects.	Continuous
Infra	EC; MT	Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program.	Continuous
Infra	EC	Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners.	Continuous
Infra	EC; FA	Use grants received to purchase initial fleet of hydrogen fuel-cell electric buses and install necessary storage and fueling infrastructure.	FY2029
Infra	IT	Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity.	FY2027

Table 6. Infrastructure: Actions to Maintain and Build Transit Infrastructure

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

Category	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Int Bus Prac	GM; CO; MT; TS; IT	Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies	Continuous
Int Bus Prac	FA; IDEA	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms.	Continuous
Int Bus Prac	SS	Work with partners and service providers to address needs of vulnerable populations and those in need of services.	Continuous
Int Bus Prac	PA	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.	Continuous

Table 7. Internal Business Practices: Actions to Organize and Coordinate for Effectiveness and Efficiency

People: Actions to Support TriMet Team Members

Category	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
People	HR	Conduct and act on results from employee engagement survey:	Continuous
People	HR	Implement Human Resources-related initiatives, especially those that are agency-wide	Continuous
People	All	Engage with employees informed by results of engagement survey and initiatives developed as a result	Continuous
People	HR	Continue recruiting activities appropriate for vacant positions	Continuous
People	HR	Develop and implement succession program	FY2026
People	SS; EC; MT	Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers	Continuous
People	SS	Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees	FY2026

Table 8. People Pillar: Actions to Support TriMet Team Members

Financial: Actions to Steward and Optimize Resources

Category	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Financial	FA	Manage and align financial performance and decision-making with the Strategic Financial Plan	FY2028
Financial	FA	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand	Continuous
Financial	FA; MT; EC; TR; CO	Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan. The upcoming fiscal year will be fully defined and funded with years two through five allocated with projected resources known at this time	Continuous
Financial	SS, FA; TR	Implement plans to decrease fare evasion	Continuous

Table 9. Resources Pillar: Actions to Steward and Optimize Resources

Priorities and Issues

The following identifies the key principal issues and actions in developing the FY2026 Proposed Budget.

Internal Policy

Meet or Exceed Strategic Financial Goals: The FY2026 Proposed 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.

Category: Financial

Actions

- Manage and align financial performance and decision-making with the Strategic Financial Plan.
- Manage financial resources to sustain agency operations through potential shortfalls.

Economic

Growing Ridership and Passenger Revenues: TriMet ridership rose from 62.6 million boardings in FY2024 to 64.8 million in FY2025—an increase of 3.5%. Correspondingly, passenger revenue climbed from \$52.1 million in FY2024 to \$70.5 million in FY2025, representing a notable uptick. Looking ahead, TriMet projects \$75.5 million in passenger revenue by the end of FY2026. In response to this positive momentum, the FY2026 Proposed Budget prioritizes strategies aimed at further ridership growth, including enhanced security presence throughout the system, sustained vehicle cleanliness, and targeted service delivery improvements.

Category: Customers

Actions

- Continue to fully develop and implement strategy and actions to achieve TriMet's goals.
- Clean all fixed-route bus and MAX vehicles daily with detailed cleanings monthly.
- Hire and retain operators to support service needs.
- Hire and retain service workers and mechanics to support service needs.
- Replace fareboxes for better customer service.

Regulatory

Reduce Carbon Emissions: In adherence with the Clean Air Act and Oregon's Climate Smart Strategies, TriMet adopted a Non-Diesel Bus Plan in FY2019, which called for a transition away from diesel buses to zero-emissions buses. In FY2022, TriMet authorized the first bulk purchase of zero-emissions buses, 24 long-range battery-electric buses, which began rolling in service in FY2024 and completed in the summer of 2025. In FY2024 TriMet dedicated funding to complete purchase and implementation of electric bus charging infrastructure, which continues at the Powell Maintenance Facility in FY2025. In FY2026 TriMet will continue to build capacity for a full zero-emissions fixed-route bus fleet.

Category: Infrastructure

Actions

- Deliver actions and changes called for in TriMet's Climate Action Plan.
- Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support zero-emissions buses fleet
- Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate

Meet Transit Asset Management (TAM) requirements: 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 FY2026 Proposed Budget includes continued replacement of Type I light rail vehicles and begins Type II light rail vehicles, LIFT vehicles, fareboxes, ticket vending machines, Blue Line track segments, electrical substations, and other capital improvement projects to maintain existing assets in a state of good repair.

Category: Infrastructure

Actions

- 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 continued in FY2025, the second year of the funding biennium. In FY2026, preservation of service and new service will continue as well as a focus on income-based reduced fare programs, student fare programs and LIFT replacement vehicles.

Category: Internal Business Practices

Actions

- Manage State Transportation Improvement Fund (STIF) to support enhanced service and meet all regulatory requirements

Differences from Prior Year

The Business Plan continues to guide strategic improvements aimed at “Connecting People for a Better Life.” Ridership shows positive movement but remains below certain historical milestones. Several factors have influenced this year’s budget adjustments, reflecting TriMet’s commitment to prudent financial management, emphasis on essential services, and ongoing organizational refinements. Key differences include:

- **Trends in Ridership:** TriMet’s ridership has been steadily rebounding since FY2023. After recording 57.3 million boarding rides that year, the number climbed to 62.6 million in FY2024. Projections place FY2025 ridership at 64.8 million and forecast 66.5 million for FY2026, indicating continued growth as more people resume in-person work, school, and community activities. Passenger revenue has followed this upward trajectory, supported by investments in service reliability, safety, and marketing efforts. These trends reflect ongoing progress in restoring and ultimately exceeding historic ridership levels, helping stabilize the funding base that supports essential transit services.
- **Operator & Mechanic Shortages:** Similar to many other agencies and industries, TriMet has been challenged by the labor shortage, especially when it comes to operators and mechanics. We have taken measures to address the challenges, such as increasing the starting wage, adding a child care subsidy, and initiating hiring and referral bonuses and retention bonuses for select positions.
- **Capital Improvement Projects:** FY2026 will see major transit investments, including \$26.8 million for the Columbia Bus Base, \$10.3 million for TV Highway improvements, and \$9.6 million for 82nd Avenue transit upgrades. The budget includes \$66.1 million for new Type 6 light rail vehicles, \$5.7 million for electric buses, and \$6.0 million for fare infrastructure. \$25.2 million will support maintenance projects, while \$10.9 million is dedicated to safety enhancements. Additional Capital Improvement Project details can be found in the CIP section of the Budget.
- **Organizational Changes:** TriMet regularly evaluates our organizational structure to ensure efficient operations and responsible stewardship of public funds. As part of this ongoing assessment, divisions or departments may be reorganized or renamed in response to new federal policies, evolving best practices, or shifting community needs. While these changes may alter titles or reporting lines, they do not affect TriMet’s commitment to safe, reliable transit service. All such reorganizations are guided by fiscal prudence and transparent communication, ensuring TriMet’s resources remain focused on effectively serving the public while maximizing operational efficiency.

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

In FY2025 TriMet has added nearly 1,200 weekly vehicle hours on bus service and 300 weekly vehicles on MAX with the Red Line extension. Bus service is running about 10% below spring 2020, while MAX is running approximately 3% below. In FY2026, TriMet plans to add an additional 700 weekly vehicle hours to its bus service, with no significant changes to other modes of service compared to the same time frame. Fares are sharply tied with ridership and as ridership increases so will the passenger revenues. There is no fare increases in the FY2026 budget.

January 2025 marked the final tax rate increase for employer and self-employment payroll taxes. FY2026 will be the first full year reflecting these increases, with future revenue growth tied directly to regional wage and employment trends.



Financial Structure, Policy, and Process

Budgetary Fund Description/Structure & Basis of Budgeting

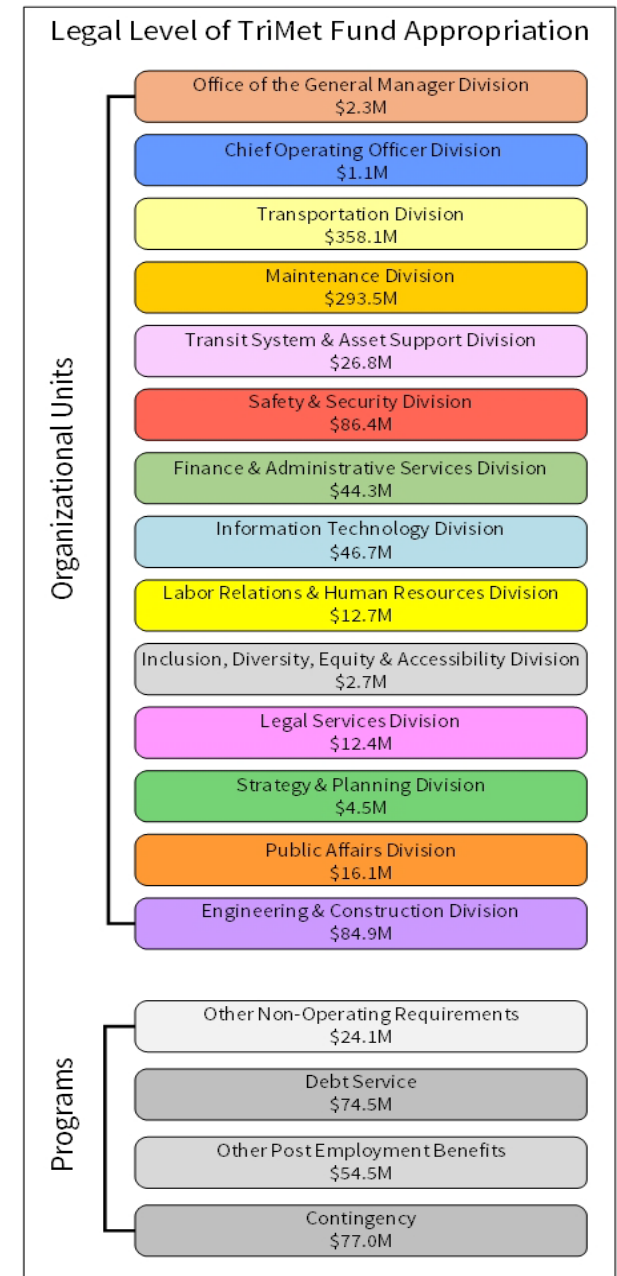
TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statute (ORS) 267 to provide mass transit services to the Portland Metropolitan area with the assumption of the operations of a privately owned bus and light rail system. As such, TriMet is authorized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

TriMet utilizes fourteen different organizational units to manage our goals and actions as an agency. The chart to the right, titled Legal Level of TriMet Fund Appropriation, demonstrates the legal level of budgetary control and funding appropriation by organizational units and programs, and contains the following information:

- **Organizational Units and FY2026 Appropriation Levels**
 - Office of the General Manager Division - \$2.3 million
 - Chief Operating Officer Division - \$1.1 million
 - Transportation Division - \$358.1 million
 - Maintenance Division - \$293.5 million
 - Transit System and Asset Support Division - \$26.8 million
 - Safety and Security Division - \$86.4 million
 - Finance and Administrative Services Division - \$44.3 million
 - Information Technology Division - \$46.7 million
 - Labor Relations and Human Resources Division - \$12.7 million
 - Inclusion, Diversity, Equity and Accessibility Division - \$2.7 million
 - Legal Services Division - \$12.4 million
 - Strategy and Planning Division - \$4.5 million



3. Legal Level of TriMet Fund Appropriation Graphic

- Public Affairs Division - \$16.1 million
- Engineering and Construction Division - \$84.9 million
- **Programs**
 - Other Non-Operating Requirements - \$24.1 million
 - Debt Services - \$74.5 million
 - Other Post-Employment Benefits - \$54.5 million
 - Contingency - \$77.0 million

Basis of Budgeting

TriMet prepares the annual budget on a cash basis, recognizing revenues when received and expenditures when paid. In contrast, TriMet's financial statements are issued under Generally Accepted Accounting Principles (GAAP) on a full accrual basis. As guided by the Strategic Financial Plan, this approach strikes a balance between practical, short-term financial management (cash basis) and comprehensive long-term reporting (GAAP).

Key Differences: Budget vs. GAAP

Additions for Budget Activities Not Considered Revenues/Expenses under GAAP

- **Principal Payments on Long-Term Debt:** Under the budget, these payments appear as current-year expenditures, whereas GAAP treats them as reductions of liabilities rather than expenses.
- **Capital Asset Additions:** Budgetary reporting counts these purchases as immediate expenditures; GAAP capitalizes them and records depreciation over their useful lives.

Additions for GAAP-Required Adjustments Not Reflected in the Budget

- **Depreciation and Amortization:** GAAP recognizes periodic depreciation, but under a cash-based budget, capital outlays are fully expensed at the time of purchase.
- **Unfunded Pension and OPEB Costs:** While the budget recognizes pension and OPEB expenses primarily on a cash basis, GAAP records any accruals for unfunded liabilities.
- **Leveraged Lease Revenue and Related Adjustments:** GAAP may require recognizing lease revenue and associated deferred inflows or outflows, which the budget does not capture unless cash changes hands.
- **Changes in Claims Liabilities:** GAAP accounting may adjust claims liabilities based on actuarial estimates, whereas the budget only reflects paid claims.

Subtractions for Resources Not Recognized as Revenues under GAAP

- **Net Book Value of Retired Assets:** Assets removed from service may reduce net position under GAAP; the budget does not reflect such non-cash write-offs.
- **Prior Period Adjustments:** GAAP may retroactively restate or correct financial results, while the budget generally does not amend prior-year activity.
- **Certain Lease-Related Transactions (per GASB 87):** GAAP lease accounting can differ substantially from cash-basis assumptions about leasing costs and revenues.

Fund Balance vs. Net Position

In alignment with TriMet's Strategic Financial Plan, the budget focuses on maintaining a fund balance of at least 2.0–2.5 times the average monthly operating expenditures, reflecting short-term liquidity goals. GAAP reporting, however, measures net position, including the value of capital assets, long-term debt, and unfunded liabilities (e.g., pension and OPEB).

Reconciliation and Reporting

At the end of each fiscal year, TriMet reconciles cash-based budgetary activity to create full accrual financial statements. This practice ensures TriMet remains compliant with Oregon Local Budget Law, fulfills the Strategic Financial Plan's requirement for financial transparency, and presents an accurate, long-term view of our financial position under GAAP.

Financial Policies

TriMet provides bus, light rail, commuter rail, streetcar, and paratransit services that offer flexible, affordable transportation throughout the Portland region—linking residents to jobs, schools, shopping, and recreation. This vital role demands careful stewardship of public funds, balanced budgeting, and sufficient resources to maintain and enhance transit options.

TriMet faces financial challenges that could impede its ability to meet both current and future service expectations. In response, the Strategic Financial Plan (SFP)—amended and restated in December 2019—establishes financial and operational policies to guide near-term decisions and ensure long-term sustainability.

The FY2026 Proposed Budget document complies with the following strategic financial policies, promoting transparency, stability, and accountability in TriMet's fiscal management and guiding financial decision making.

Strategic Financial Policies

Fiscal Policies

TriMet's revenues include payroll taxes, passenger fares, federal formula funds, and other sources, such as state grants and dedicated project funding. Consistent with the Strategic Financial Plan⁵, TriMet structures our revenue management around the following principles:

- **One-time Revenue:** Limited one-time revenues to support one-time expenditures. One-time revenues (e.g., cash reserves, certain federal capital grants, or project-specific awards) should only fund non-recurring needs, such as capital additions or start-up costs, ensuring that ongoing obligations are matched by recurring revenue streams.
- **Continuing Revenue:** Continuing revenues support continuing expenditures and one-time expenditures. Recurring income (e.g., payroll tax, fare revenue, and ongoing state or federal operating grants) fund day-to-day operations and may also be used for strategic one-time initiatives, provided the budget remains balanced over the long term.
- **Shortfalls:** When continuing revenues fall short of continuing expenditures, continuing expenditures must be reduced or continuing revenues raised. Maintaining structural balance requires continuous monitoring of economic and ridership trends. If recurring revenues decline, TriMet will adjust accordingly by reducing expenses or seeking new revenue sources.

Unrestricted Fund Balance and Contingency Policies

TriMet begins each fiscal year with an unrestricted fund balance equal to 2.0–2.5 times the average monthly operating expenditures. The unrestricted fund balance provides a financial safety net, guarding against revenue volatility and preserving service levels during economic downturns.

- **Unmet Fund Balance:** If, in a given year, this range cannot be achieved, TriMet should institute a plan to restore the unrestricted fund balance to a level within the following 1-3 year range.
- **Contingency:** A contingency appropriation of at least 3% of annual operating requirements is included in the budget to address unforeseen costs or emergencies. Accessing this contingency requires Board approval.

Debt Management Policy

TriMet may issue debt in accordance with Board-approved guidelines to fund major capital improvements, aligning repayment schedules with an asset's useful life. Core provisions include:

- **Debt Service Ratio:** Debt service on Senior Lien Payroll Tax Revenue Bonds shall not exceed 7.5% of continuing operating revenues.
- **Credit Rating:** TriMet seeks a rating that minimizes borrowing costs while preserving financial flexibility.

⁵ TriMet's Strategic Financial Plan can be found online here: trimet.org/about/accountability

- **Long-Term Capital Funding:** Bonds and other debt instruments are used judiciously, ensuring capital costs are shared fairly among current and future beneficiaries.

Fare Policies

TriMet's fare policy aims to maintain financial sustainability, promote ridership growth, and ensure broad access to transit services. Key components include:

- **Fair and Equitable Fare Structure:** Strive for a sustainable balance of growth in ridership and passenger revenue while supporting riders who live on a low income and encouraging ridership.
- **Electronic Fare Collection:** Leverage electronic fare collection, and other technologies to improve customer experience and reduce administrative costs.
- **Public Engagement:** Engage partners, customers, and community groups in fare-related decisions to ensure transparency and equity considerations.

Capital Improvement Policies

TriMet continuously invests in capital assets—vehicles, facilities, technology systems, and transit infrastructure—to provide safe, reliable, and efficient service. Key components include:

- **State of Good Repair:** Regularly inspect, maintain, and replace assets to minimize disruptions and extend their useful life.
- **Capital Improvement Plan (CIP):** Updated annually, the CIP details capital projects and associated funding. Projects are prioritized based on criteria such as safety, service reliability, and strategic fit.
- **Lifecycle Cost Analysis:** Capital investments are evaluated on total lifecycle costs—ensuring repair, maintenance, and eventual replacement are factored into long-term budgeting.

Pension Funding Policies

TriMet's pension plans for both union and non-union employees reflect best practices to ensure retirement benefits remain sustainable:

- **Adequate Funded Status:** Targeting at least an 80%–93% funding ratio, aligning with current industry and Governmental Accounting Standards Board guidelines.
- **Surplus:** Once plans are sufficiently funded, any additional pension contributions are reallocated to address Other Post-Employment Benefits (OPEB) liabilities until they too reach target levels.

Financial Performance

Fiscal Policies

As payroll tax revenues grow and passenger revenues begin to recover, the following will occur:

- Retain workforce and fulfill current vacancies.
- Closely monitor utility costs (including diesel and renewable energy) 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 and Contingency Policies

TriMet intentionally reduced continuing expenditures to increase the FY2025 beginning fund balance above 2.5 times the average monthly operating expenditures. This strategy helps mitigate forecasted shortfalls in near-term future years.

- As continuing revenues rebound, TriMet intends to lower the unrestricted fund balance to a target of 2.0–2.5 times the average monthly operating expenses.
- Contingency is budgeted at a minimum of 3%.

Debt Management Policies

TriMet is maintaining debt service which shall not exceed 7.5% of continuing revenues. The Finance & Administrative Services Division regularly monitors continuing revenues and, if warranted, would seek approval from the TriMet Board to increase the debt ceiling.

Fare Policies

Efforts include considerations of financial factors, customer experience, transit equity and public engagement. Specific actions include:

- Aligning pricing strategy with service cost.
- Leveraging electronic fare collection and providing effective fare enforcement.
- Keeping fares simple and easy to understanding; efficient fare enforcement.
- Mitigating fare cost for riders who are low income and rely on transit.
- Informing and engaging communities in the decision-making process.

Capital Improvement Policies

Update the asset inventory and condition assessment of capital assets with repair and replacement schedules, investment priorities, and lifetime evaluation and maintenance plans for each asset class.

Pension Funding Policies

Per fiscal policy, FY2026 Proposed Budget includes budget to fund contributions to pensions and/or to fund Other Post-Employment Benefits (OPEB) liabilities for both union and non-union.

Balanced Budget

TriMet, like many public entities, operates under a balanced budget requirement; however, this does not mean annual revenues must exactly match annual expenditures. We may use the beginning fund balance to supplement revenues or, conversely, allow revenues to exceed expenses and increase the fund balance. Maintaining a strong fund balance is vital for managing unforeseen revenue declines or cost increases, helping ensure the region's transit services remain stable and secure.

In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2026 Proposed Budget:

- Maintain between 2.0 and 2.5 months of operating reserves.
- Maintain a minimum contingency of 3% of operating requirements, adjusted upwards as needed to address significant impacts, such as negotiations on the Working and 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 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 TriMet's control (i.e., diesel fuel, utilities, etc.) were adjusted accordingly.

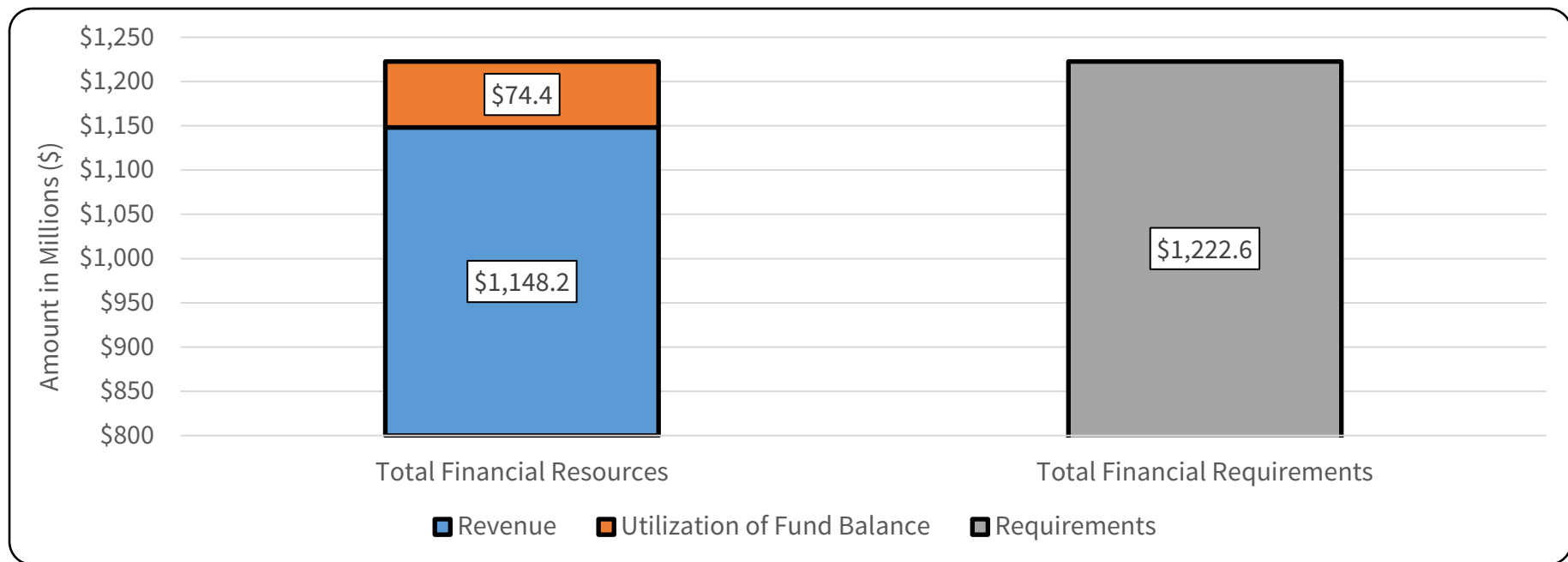
TriMet then considers the budget balanced each year under three scenarios:

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

For FY2026, TriMet's Proposed Budget is balanced under **scenario three**; expenditures are greater than resources resulting in a decreased ending fund balance. Although TriMet's projected ending fund balance is declining over that of FY2025, 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 future forecasted funding shortfalls.

Scenario 1 No change in fund balance	<ul style="list-style-type: none"> • Revenues = Expenditures
Scenario 2 Increase in fund balance	<ul style="list-style-type: none"> • Revenues > Expenditures
Scenario 3 Decrease in fund balance	<ul style="list-style-type: none"> • Revenues < Expenditures

4. Balanced Budget Scenario Graphic

Summary of Financial Resources and Requirements (in Millions)

5. Bar Chart of Financial Resources and Requirements (in Millions)

The bar chart above shows a summary of total dollar amount of TriMet's FY2026 financial resources and requirements in millions. Total Financial Resources, \$1,148.2 million, in blue and Utilization of Fund Balance, \$74.4 million, in orange, stacked together as one column, classified as Resources, totaling \$1,222.6 million. Total Financial Requirements is represented by a single gray column, classified as Requirements, totaling \$1,222.6 million. When total Resources is equal to total Requirements, the budget is considered balanced.

Budget Process

The Budget Process provides each TriMet division and department an opportunity to revisit goals, evaluate resources, and ensure alignment with TriMet's overarching mission—all while engaging the public and local partners for input. Although the formal public hearing takes place in March and the Board typically adopts the budget in May, groundwork begins at least six months earlier. During this preparatory phase, TriMet projects reserves, analyzes revenue and expenditure constraints, assesses financial capacity, and develops a Budget Manual, which guides the discussions and proposals forming the FY2026 Proposed Budget.

Budgeting for local governments in Oregon is governed by Local Budget Law (Chapter 294 of the Oregon Revised Statutes). Its two major objectives are to:

- Provide standard procedures for preparing, presenting, and administering local budgets.
- Ensure citizen input is incorporated throughout the budgeting process.

It is with this framework that divisional and departmental expenditure requests are made and subsequently reviewed.

Budget Process Requirements

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. It includes 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 a Budget Officer be appointed and a Budget Committee formed.

Budget Officer: TriMet's Chief Financial Officer serves as the Budget Officer and, through TriMet's 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 it 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 modifications, safety and security on the system, equity, services for seniors and people on a low income, and capital projects. In addition, TriMet conducts an Annual Attitude and Awareness Survey and hosts open Board meetings where public comment is encouraged. As part of the budget process, TriMet welcomes public testimony and invites community members to review the Proposed Budget, ensuring transparency and accountability.

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 its 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.

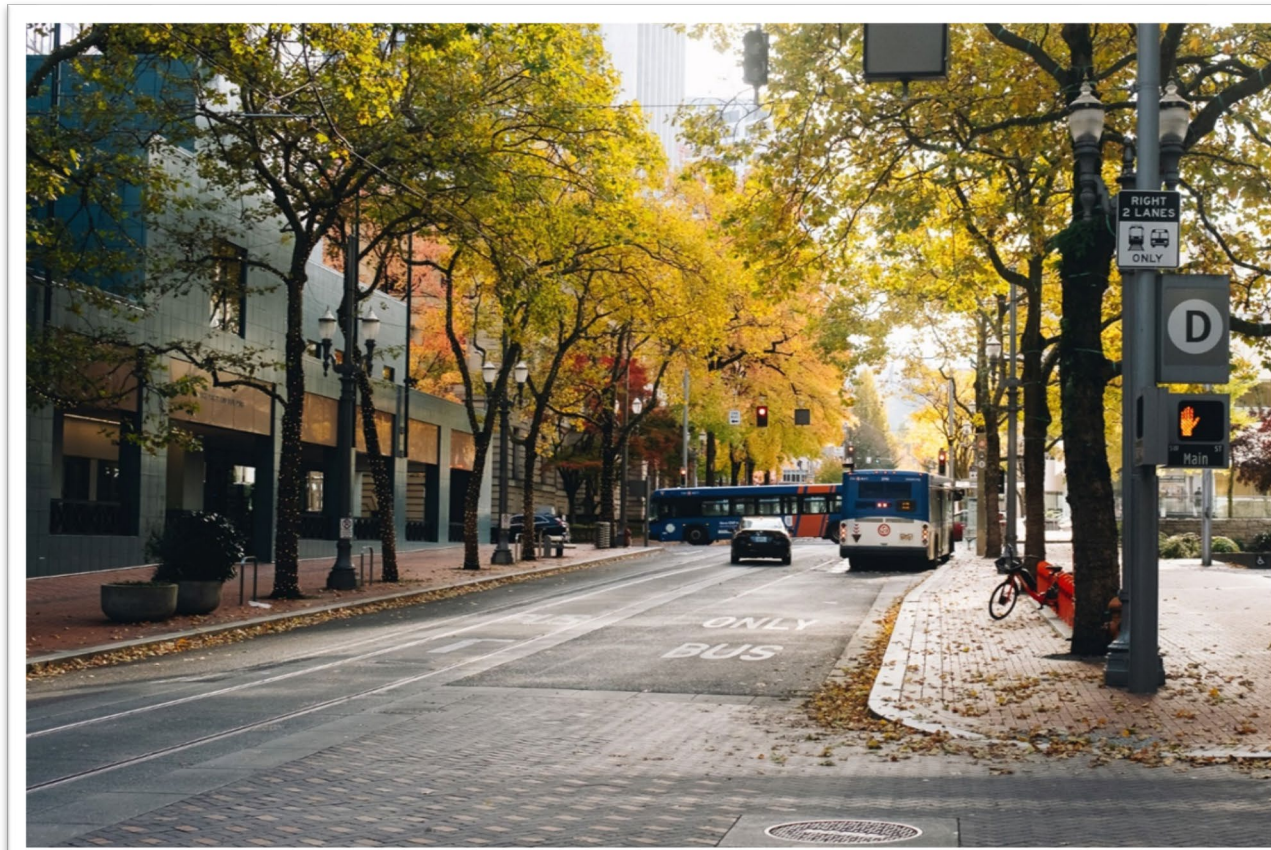
TriMet maintains a community budget web page: www.trimet.org/about/accountability.htm#financial. The site contains TriMet's Proposed, Approved and Adopted Budgets, along with TriMet's audited financial statements, Strategic Financial Plan, pension/OPEB valuations, and Board approved policies.

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, generally in April, 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.

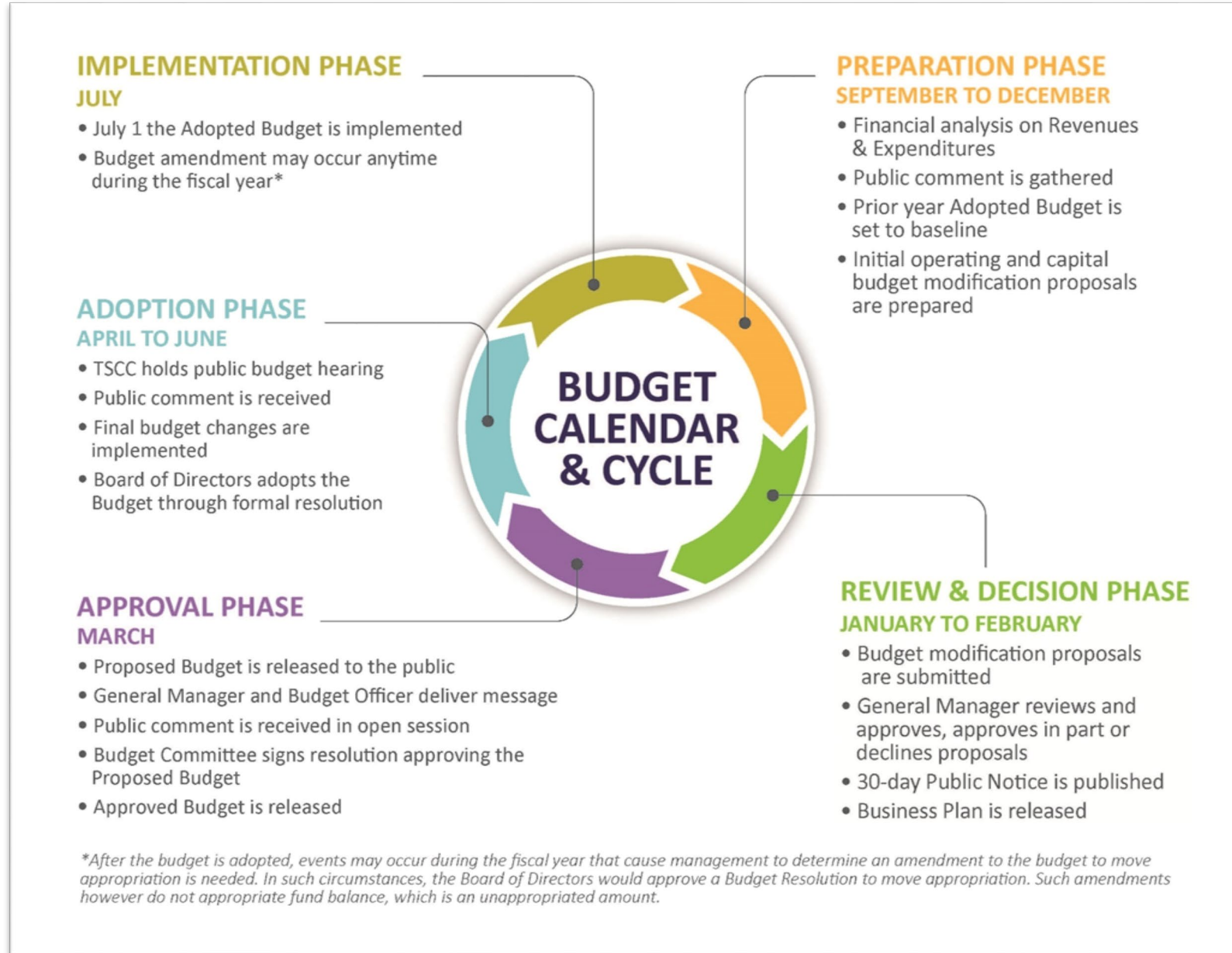
Adopting the Budget: The Board of Directors votes to officially adopt the budget before the start of the new fiscal year, which begins on July 1st. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include adjustments to revenue projections, and changes in personnel and capital carryover, and they 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 its May Board business meeting. Should unforeseen changes need to be made, budget adoption would move to the June Board business meeting. The cycle is set to ensure adoption by the beginning of the fiscal year, in accordance with Local Budget Law.



FY2026 Budget Calendar and Process



6. Budget Calendar & Cycle

Budget Process

TriMet's annual budget process balances decentralized input from divisions and departments with central oversight by the General Manager (GM), Chief Financial Officer (CFO), and Board of Directors. In alignment with Oregon Local Budget Law, TriMet must adopt a balanced budget, ensuring total expenditures do not exceed available resources—including anticipated revenues and beginning fund balances. Requests for new or expanded programs are generally considered only within this established timeline to maintain.

Budget Preparation Phase (September to December)

1. Financial Analysis

- a. Review prior year results, project revenues/expenditures, and identify reserve requirements.
- b. Conduct preliminary research on economic trends, service demands, and inflationary pressures.

2. Public Feedback

- a. Gather initial input from community and partners on service needs, capital requests, and strategic objectives.
- b. Encourage feedback through public outreach efforts and advisory groups.

3. Strategic Priorities

- a. Develop and finalize priorities with TriMet Board guidance to shape both operating and capital requests, focusing on the priorities of The Business Plan.

4. Budget Manual Creation

- a. Produce a comprehensive Budget Manual outlining the budget calendar, procedures, templates, and other guidance.
- b. Emphasize zero-based elements for certain expenditures (e.g., renewable diesel, utilities) to ensure each cost is justified.

5. Baseline Budget Development

- a. **Methodology:** Establish each division's FY2026 baseline by rolling forward FY2025 costs and factoring in wage/benefit changes, inflation increase on recurring materials and services, zero-based items (e.g., diesel, utilities), and removal of one-time-only (OTO) costs.
- b. **Key Assumptions:** Reflect potential changed in the Working and Wage Agreement, Board-approved non-union raises, updated actuarial/insurance rates for benefits, and projected LIFT paratransit service needs.

Review and Decision Phase (January to February)

1. Budget Modification Requests

- a. Divisions submit BUD-5 forms for additional or adjusted funding beyond the baseline.

2. Executive Review

- a. The General Manager (GM) and Chief Financial Officer (CFO) evaluate proposals, approving, partially approving, or declining them based on organization priorities and fiscal constraints.

3. CIP Recommendations & Work Sessions

- a. Departments finalize capital project requests and may use scoring systems (e.g., MODA) for prioritization.
- b. Capital Planning Committee (CPC) sessions review project proposals to reconcile competing needs with available funds.

4. Public Notice

- a. Publish a 30-day notice to encourage public review and community partner involvement; release the updated Business Plan.

5. Modified Baseline Budget

- a. Issue a revised budget, incorporating approved adjustments and capital recommendations.

Approval Phase (March)**1. Proposed Budget Released**

- a. TriMet publishes the proposed budget for public review.

2. Budget Message

- a. General Manager and Budget Officer deliver message.

3. Public Comment & Hearings

- a. Solicit feedback in open sessions, allowing community members to offer feedback, discuss service priorities, and weigh in on spending decisions.

4. Budget Committee Action

- a. After deliberation, the Committee evaluates public input and agency recommendations, providing feedback and suggestions on the Proposed Budget.
- b. When agreement is reached, the Committee signs a resolution approving the Proposed Budget.

5. Approved Budget Publication

- a. TriMet issues the Approved Budget, reflecting any final Committee changes, and summarizing the rationale behind any major decisions.

Adoption Phase (April to June)**1. TSCC Review**

- a. The Tax Supervising & Conservation Commission (TSCC) reviews the budget materials and provides a written review to Commissioners, along with any objections or recommendations it has with respect to the budget.

2. Final Adjustments

- a. Following TSCC budget review, TSCC will send member districts a letter certifying any recommendations and/or objections the commission has to budget or budget process.
- b. TriMet incorporates any minor revisions or clarifications requested by TSCC or identified by staff.

- i. Per ORS 294.456, TriMet may amend the budget estimates in the budget document before or after adoption (but before the new fiscal year starts), but adjustments may not be increased by more than \$5,000 or 10% of the estimated expenditures, whichever is greater.

3. Formal Adoption

- a. The Board of Directors adopts the budget via resolution, establishing legal appropriations and spending authority for the new fiscal year.

Implementation Phase (July)

1. Budget in Effect (July 1)

- a. TriMet begins operating under the newly adopted budget, monitoring revenues, expenditures, and project progress.

2. Amendments as Needed

- a. If significant changes arise during the year, formal budget amendments are processed in compliance with local budget law.



Financial Summaries

Fund Balance⁶

The FY2026 Proposed Budget outlines a Fund Balance plan for July 1, 2025 through June 30, 2026. Following is a discussion on short-term factors, causes, and consequences of changes in the fund balance, which have guided the development of this annual budget.

Fund Balance Defined

The beginning fund balance includes the difference between forecasted total resources (revenues) and requirements (expenditures).

FY2026 Proposed Fund Balance Schedule (in millions)

Fund	Totals
Beginning fund balance	\$796.4
+ All Increases (resources)	\$1,148.2
- All Decreases (requirements)	(\$1,222.6)
= Ending Fund Balance	\$722.0

Table 10. FY2026 Proposed Budget Fund Balance Schedule (in millions)

The beginning fund balance for FY2026 is projected at \$796.4 million, representing the difference between forecasted resources and expenditures. Over the fiscal year, total resources are expected to reach \$1,148.2 million, while total expenditures are estimated at \$1,222.6 million. Combined, the beginning fund balance and total resources amount to \$1,944.6 million. After accounting for all expenditures, the ending fund balance is projected to be \$722.0 million.

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.

Causes & Consequences

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

⁶ Differences in fund balance may occur due to differences from budget to actual results in either revenues or expenditures.

overtime (often caused by inclement weather), and delays in major capital project development. However, TriMet is reducing fund balance by 3% in FY2026, 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 2.0-2.5 times the average monthly operating expenses. Other factors affecting fund balance include the receipt of federal stimulus funding and changes in service hours.

Fiscal Year Ending (in millions)

Categories	FY2025 Estimate	FY2026 Proposed Budget	\$ Change	% Change
Restricted for Bond Proceeds	\$57.9	\$111.8	\$53.9	93.1%
Restricted for Debt Service	\$51.4	\$47.6	(\$3.8)	-7.4%
Unrestricted Fund Balance	\$687.2	\$562.6	(\$124.6)	-18.1%
Operating Requirements	\$843.0	\$900.3	\$57.3	6.8%

Table 11. Fiscal Year Ending (in millions)

The Fiscal Year Ending table highlights key variances from the FY2025 estimate to the FY2026 Proposed Budget. The Unrestricted Fund Balance is projected to decline by \$124.6 million (18.1%), while Operating Requirements increase by \$57.3 million (6.8%). Restricted for Bond Proceeds increased by \$53.9 million (93.1%) while funds Restricted for Debt Service decreased by \$3.8 million (7.4%).

Budgeted Months of Operating Reserves

Categories	FY2025 Estimate	FY2026 Proposed Budget	Change	% Change
Budgeted Months of Operating	9.8	7.5	-2.3	-23.5%

Table 12. Budgeted Months of Operative Reserves

The Budgeted Months of Operating Reserves decrease from 9.8 for FY2025 Estimate to 7.5 months in the FY2026 Proposed Budget.

Explanations for the changes between FY2025 Estimate and the FY2026 Proposed Budget:

- **Restricted for Bond Proceeds:** TriMet is planning to go out for up to \$150.0 M in new revenue bonds (subject to Board authorization) in FY2026 with some anticipated spend during the fiscal year.
- **Restricted for Debt Service:** Future obligation for debt service.
- **Unrestricted Fund Balance:** Utilizing built up reserves to offset inflation and maintain service needs.

- **Operating Requirements:** Most significant increases are due to working and wage agreement contracts, training support for transportation and maintenance personnel, service contracts for accessible transportation and safety and security personnel and debt service payments for the new bond issuance (subject to Board authorization).
- **Budgeted Months of Operating:** The lowering operating months reserve demonstrates utilization of unrestricted fund balance. The ratio, however, is well above the requirement 2.0-2.5 months and will address future deficits.

Revenues and Requirements

The FY2026 Proposed Budget outlines a resource and expenditure plan for July 1, 2025 through June 30, 2026. Following is a discussion on short-term factors, presented by resources and requirements, which have guided the development of this annual budget.

Revenues

FY2026 Proposed Budgeted Resources (in millions)

Resource	FY2025 Estimate	FY2026 Proposed Budget	Increase (Decrease)	% Change
Operating	\$90.0	\$95.7	\$5.7	6.3%
P/R Taxes	\$520.4	\$550.2	\$29.8	5.7%
Federal	\$157.8	\$146.3	(\$11.5)	-7.3%
Other	\$111.5	\$110.8	(\$0.7)	-0.6%
CIP	\$72.4	\$75.0	\$2.6	3.6%
Bond Proceeds	\$0.0	\$150.0	\$150.0	100.0%
Non-Operating	\$15.5	\$20.3	\$4.8	31.0%
Beg. Fund Balance	\$873.1	\$796.3	(\$76.8)	-8.8%
Total Resources	\$1,840.7	\$1,944.6	\$103.9	5.6%

Table 13. FY2026 Budgeted Resources (in millions)

Approximately 70% of TriMet's total resources (excluding beginning fund balance) come from three primary sources: payroll tax revenues, passenger revenues, and federal funds. Additionally, the budget includes Capital Improvement Program (CIP) revenues, which are dedicated to major capital projects separate from operational funding.

TriMet's total FY2026 resources are projected at \$1.944 billion, reflecting an increase of \$103.9 million (5.6%) over the FY2025 Estimate. This increase is primarily driven by Operating revenues, which are projected to grow by \$5.7 million (6.3%), and Bond Proceeds of \$150.0 million (subject to Board authorization). However, federal funding is anticipated to decrease by \$11.5 million (-7.3%), and CIP revenues are projected to increase by \$2.6 million (3.6%) due to the timing of federally funded projects.

The beginning fund balance is forecasted at \$796.3 million, down \$76.8 million (-8.8%) from the FY2025 Estimate.

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.

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 \$75.5 million in current annual operating costs, or 9.8% of operating expenses (less Other Post-Employment Benefits and Debt Service). 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®: Since launching in 2018, Hop Fastpass® has modernized fare payment across TriMet, C-TRAN, and Portland Streetcar, with 87% of passenger revenue now flowing through the system. To improve access, TriMet is rolling out new touchscreen vending machines at MAX stations and transit centers in starting in 2025, replacing aging ticket machines. These machines allow riders to purchase and reload Hop cards using cash, credit, or debit.

TriMet continues to innovate, partnering with Apple and Google Wallet to offer virtual transit cards, making fare payment even easier while ensuring riders never pay more than \$5.60 per day or \$100 per month through fare capping. Riders without Hop cards can still tap a contactless payment card or mobile wallet on a green Hop reader to pay adult fare and receive the same capping benefits. Hop cards offer lost card protection and auto-reload options for frequent riders.

TriMet remains committed to affordable and accessible transit, providing Honored Citizen fare discounts for seniors, riders with disabilities, and those earning up to 200% of the federal poverty level. TriMet also partners with local nonprofits to distribute free fares through the Access Transit program. For more details, visit trimet.org/cardmachines.

Accessible Transportation Contract Revenues: State and federal sources dedicated to LIFT Paratransit Service revenues are estimated at \$7.7 million for FY2025 and expected to increase in FY2026 to \$8.2 million due to the number of rides and inflation in the rate per ride reimbursement.

Service Contract Revenues: This category contains the Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. In FY2026, these revenues are projected to be \$10.7 million.

Payroll Taxes

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

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 again in 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 it continues to pay for 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 ending January 1, 2025. The revenues from this tax rate increase have helped or will help pay for additional service such as the Division Transit Project, Better Red project, frequent service upgrades, and new bus lines identified in TriMet's Forward Together service plan and the Capital Improvement Program (CIP).

TriMet is projecting stable payroll tax revenue growth through FY2026, with a total growth rate of 5.7%. By comparison, the average annual growth of the underlying employer payroll tax has been 4.8%, reflecting both the post-pandemic recovery and inflationary impacts.

Payroll tax revenue forecasts are developed by an outside consultant and carefully consider 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 FY2026, self-employment tax revenue is projected to reach \$18.7 million, reflecting a 3.8% increase over the FY2025 estimate of \$18.0 million, but remaining below the FY2025 Adopted Budget of \$21.4 million.

Federal Resources

Federal Grants- Federal operating funds total \$146.3 million or 19.4% of TriMet's resources for operations. This includes Section 5307 Urbanized Area Formula of \$63.2 million, Section 5337 State of Good Repair of \$56.7 million, 5310 Enhanced Mobility of Seniors & Individuals with Disabilities of \$1.6 million, and other smaller federal grants of \$5.6 million. Additionally, TriMet will spend about \$19.2 million dollars a year in federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional capital bonded debt service.

State & Local Operating Grants:

Statewide Transportation Improvement Fund (STIF): In 2017, Oregon established a statewide employee payroll tax of 1 tenth of 1 percent, dedicated funding for public transportation. TriMet received our first allocation of grant funds in May 2019, and we have since received regular quarterly allocations. TriMet is budgeted to utilize \$83.7 million in STIF funding in FY2026 for fixed route service and subsidized fare programs.

Other Revenues

In FY2026, other non-operating revenues are budgeted at \$24.2 million including interest revenue, revenue sale of fuel credits and other miscellaneous revenue, which is 2.7% of TriMet's operating revenues.

Capital Resources

The FY2026 CIP Proposed Budget totals \$221.1 million, funded through \$96.1 million in bond proceeds, \$75.0 million in federal, state, and local funding, and \$50.1 million from the General Fund. Bond proceeds, the largest funding source, include prior issuances from 2021 and a new issuance in FY2026. Federal funds primarily support the Columbia Bus Base, TriMet's fourth bus operations and maintenance site. State and local contributions fund five projects, totaling \$13.1 million. Funding sources are tied to intergovernmental agreements or bond criteria, ensuring funds are used as designated.



Requirements

FY2026 Proposed Budgeted Requirements (in millions)

Requirement	FY2025 Estimate	FY2026 Proposed Budget	Increase (Decrease)	% Change
Personnel Services	\$518.5	\$553.3	\$34.8	6.7%
Materials & Services	\$258.9	\$272.6	\$13.7	5.3%
CIP	\$182.1	\$221.1	\$39.0	21.4%
Pass Through	\$19.2	\$24.1	\$4.9	25.5%
Debt	\$65.6	\$74.5	\$8.9	13.6%
Contingency	\$0.0	\$77.0	\$77.0	100.0%
End. Fund Balance	\$796.4	\$772.0	(\$74.4)	-9.3%
Total Requirements	\$1,840.7	\$1,944.6	\$103.9	5.6%

Table 14. FY2025 Budgeted Requirements (in millions)

TriMet's total requirements for FY2026 are projected at \$1.944 billion, representing an increase of \$103.9 million (5.6%) over the FY2025 Estimate. This growth is primarily driven by higher personnel services costs, investment in capital projects, and increased ending fund balance due to bond proceeds.

Personnel services remain the largest expenditure at \$553.3 million (+6.7%), driven by wage adjustments and workforce retention. Materials and services increase to \$272.6 million (+5.3 %), while CIP funding rises to \$221.1 million (+21.5%) for fleet modernization and infrastructure improvements. Debt service reaches \$74.5 million (+13.6%), pass-through funds grow to \$24.1 million (+25.6%), and \$77.0 million is budgeted for contingency reserves. The ending fund balance declines to \$722.0 million (-9.3%).

The Requirements tab details expenditures by organization unit (divisions) and by Object Class, and includes the personnel services schedule, materials and 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 renewable diesel 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 FY2026 Proposed Budget commits STIF funds to pay for preserving and expanding service, operation of Access Transit programs (including those based on income), and student fare programs.

Service: In August of 2024 A Better Red MAX Extension added additional service. Additional service is expected in FY2026 and will be supported through the Statewide Transportation Improvement Fund (STIF).

Compensation, Pension Funding & Benefit Costs: The FY2026 Proposed Budget includes a non-union merit increase averaging 3% of baseline salaries. For union employees, the ATU Working and Wage Agreement remains in effect through November 30, 2028. The most recent 4% union wage increase took effect on December 1, 2024, with additional 3% increases scheduled annually on December 1st through 2027.

Most active employees participate in a defined contribution pension plan (401a plan). However, the FY2026 Proposed Budget also includes funding for both of TriMet's closed defined benefit pension plans. As of June 30, 2024, the non-union plan is 86.4% funded and the union plan 80.9% funded. The funding policies for both the union and nonunion plans target a funded percentage between 80%-90% to avoid a trapped surplus.

TriMet's Strategic Financial Plan requires that TriMet contribute to the defined benefit pension plans in accordance with adopted funding policies. After funding the pensions, any remaining capacity for trust contributions will be directed to an OPEB Trust, under development in 2025.

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

Diesel Fuel: Midway through FY2022, TriMet transitioned to renewable diesel at \$2.67 per gallon. Prices peaked at \$4.25 per gallon in FY2023 before dropping to \$2.99 per gallon in FY2024. Year-to-date FY2025 estimates project \$2.56 per gallon, well below the FY2025 Budget of \$3.95 per gallon. In FY2026, diesel rates are projected at \$2.90 per gallon. On average, TriMet pays a 3% to 5% premium for renewable diesel, but reducing emissions remains a key priority.

Non-Operating Requirements

Capital Maintenance and Replacement: The FY2026 Proposed Budget allocates \$221.1 million for capital projects, including \$26.8 million for the Columbia Bus Base, \$10.3 million for TV Highway improvements, and \$14.1 million for transit center upgrades. Fleet investments include \$66.1 million for new light rail vehicles and \$5.7 million for electric buses. \$123.2 million is dedicated to State of Good Repair projects. More details can be found in the Capital Program section.

Debt Service: Debt service on senior lien payroll tax revenue bonds shall not exceed 7.5% of continuing revenues. Total FY2026 debt service is \$74.5 million, of which \$51.4 million is senior lien debt or 5.9% of continuing revenues, meeting the goal set by the Board.

Pass Through: TriMet will pass-through to sub-recipients \$24.1 million and participate in Regional funding exchanges totaling \$3.8 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. For FY2026, contingency is budgeted at \$77.0 million.



Long Range Planning

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

TriMet continues in our most intensive decade yet with size, complexity of operations, and overall expansion and growth. Table 15 depicts TriMet's projected revenues and expenditures (and key assumptions) over a 10-year period and in accordance to the Strategic Financial Plan Guidelines.

Financial Forecasts

The Forecast includes elements that may impact the financial outlook over the coming years, such as:

Revenues

- Passenger revenues and ridership
- Payroll and self-employment tax increases/decreases
- Federal formula grant revenue
- State and local grant revenue
- Statewide Transportation Improvement Fund (STIF) revenue
- Future Bond issuances
- Other earned revenues (interest, advertising, etc.)

Expenditures

- Restoration of service
- Program expenditures associated with STIF requirements
- Operating and maintaining the existing transit system
- Changes in utility, fuel, material, and service costs
- Wage and benefit growth
- Debt service impacts
- Investment in Capital Improvement Program (CIP)



Ten-Year Financial Forecast Summary (in millions)

Financial Forecast Summary (millions) Fiscal Year	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Revenues	\$ 894	\$ 940	\$ 970	\$ 989	\$ 1,022	\$ 1,059	\$ 1,102	\$ 1,150	\$ 1,200	\$ 1,253
Expenditures	\$ 963	\$ 1,005	\$ 1,053	\$ 1,110	\$ 1,162	\$ 1,225	\$ 1,297	\$ 1,362	\$ 1,429	\$ 1,518
Adjustments ⁷	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (84)	\$ (205)	\$ (223)	\$ (239)	\$ (276)
Revenues over Expenditures	\$ (69)	\$ (65)	\$ (82)	\$ (121)	\$ (140)	\$ (82)	\$ 10	\$ 10	\$ 10	\$ 11
Beg./Unrestricted Budgetary Fund Balance	\$ 725	\$ 656	\$ 592	\$ 509	\$ 388	\$ 249	\$ 167	\$ 177	\$ 187	\$ 197
End./Unrestricted Budgetary Fund Balance	\$ 656	\$ 592	\$ 509	\$ 388	\$ 249	\$ 167	\$ 177	\$ 187	\$ 197	\$ 208
Months Unrestricted Budgetary Fund Balance	10.4	8.9	7.3	5.2	3.2	2.0	2.0	2.0	2.0	2.0

Table 15. FY2026 Proposed Budget Ten-Year Financial Forecast Summary (in millions)

Table 15 presents TriMet’s ten-year financial forecast from FY2026 to FY2035, organized by Revenues, Expenditures, Adjustments, Revenue over Expenditures, the Unrestricted Beginning Fund Balance (Beg./Unrestricted Budgetary Fund Balance), and the Unrestricted Ending Fund Balance (End./Unrestricted Budgetary Fund Balance). It also indicates the number of months the Unrestricted Budgetary Fund Balance can cover operating expenses, labeled as “Months Unrestricted Budgetary Fund Balance.” The corresponding financial data is indicated sequentially from FY2026 to FY2035. The table highlights the direct relationship between annual budget and the fund balance over time.

Revenues are projected to grow from \$894 million in FY2026 to \$1,253 million by FY2035, with expenditures peaking at \$1,518 million during the same period. Budget shortfalls begin in FY2026 with a \$69 million deficit, increasing to a peak shortfall of \$140 million in FY2030 before declining to \$82 million in FY2031.

These deficits steadily reduce the Unrestricted Fund Balance, with the Ending Fund Balance dropping from \$656 million (10.4 months of operating costs) in FY2026 to \$167 million (2.0 months of operating costs) by FY2031. Starting in FY2031, the 10-year forecast summary includes projected adjustments that are necessary to maintain the required minimum of 2.0 months of operating expenses per TriMet’s Strategic Financial Plan. TriMet leadership is actively addressing these financial challenges and expects to gain a clearer outlook over the next 18 months.

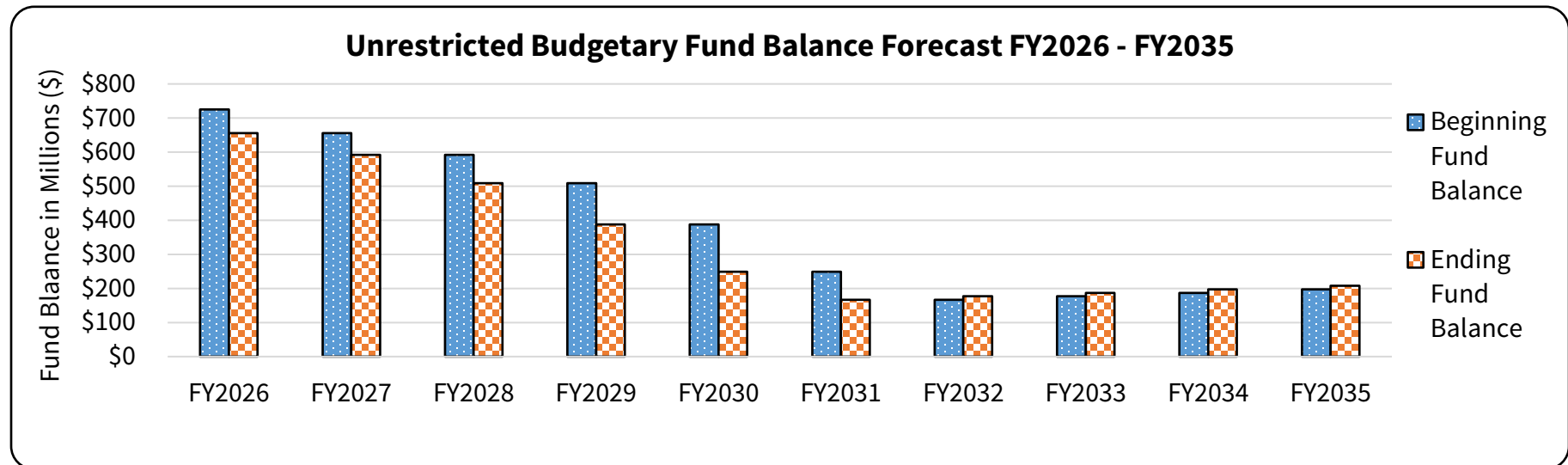
TriMet’s Strategic Financial Plan requires maintaining an unrestricted fund balance of 2.0–2.5 times monthly operating expenses. If this target is unmet, a 1–3 year recovery plan is required. Additionally, the budget includes a 3% contingency fund, requiring Board approval for use.

⁷Adjustments are portrayed as a decrease to Expenditures, they may also be inversely applied as increases to Revenues or a combination of.

Unrestricted Budgetary Fund Balance Ten-Year Forecast (in millions)

The following bar chart visualizes the relationship between Beginning Fund Balance, represented by a blue patterned bar, and the Ending Fund Balance, represented by an orange checkered pattern, across FY2026 to FY2035.

Starting in FY2026 through FY2031, the both the Beginning and Ending Fund Balance decrease, before stabilizing and slowly increasing from FY2032 onward.



7. FY2026 Proposed Budget Unrestricted Budgetary Fund Balance Forecast Bar Chart

Unrestricted Budgetary Fund Balance Ten-Year Forecast Table

Table 16 presents the Unrestricted Beginning and Ending Fund Balances for TriMet's Unrestricted Budgetary Fund Balance Forecast, with values in millions of dollars. Each year's beginning balance reflects the prior year's ending balance.

Starting in FY2026, the fund balance is projected to decline from \$725 million to \$656 million in FY2027, with annual decreases continuing through FY2031. Beginning in FY2032, the balance is expected to stabilize, growing by \$10–\$11 million annually through FY2035.

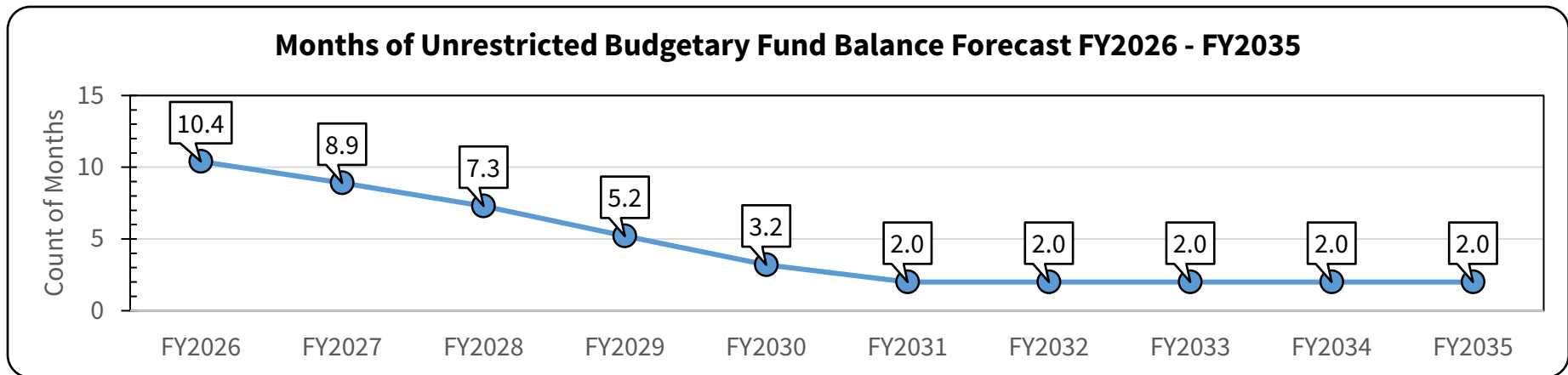
Fund Balance	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast	FY2029 Forecast	FY2030 Forecast	FY2031 Forecast	FY2032 Forecast	FY2033 Forecast	FY2034 Forecast	FY2035 Forecast
Beginning	\$725	\$656	\$592	\$509	\$388	\$249	\$167	\$177	\$187	\$197
Ending	\$656	\$592	\$509	\$388	\$249	\$167	\$177	\$187	\$197	\$208

Table 16. FY2026 Proposed Budget Unrestricted Budgetary Fund Balance FY2026 – FY2035 Forecast (in millions)

Months of Unrestricted Budgetary Fund Balance Ten-Year Forecast

The following line chart visualizes the number of months TriMet's Unrestricted Budgetary Fund Balance can cover operating expenses, represented by a blue trend line with circular data labels, from FY2026 through FY2035.

Starting in FY2026 through FY2031, the total number of months decreases from 10.4 to 2.0, stabilizing and staying steady at 2.0 months through FY2035.



8. FY2026 Proposed Budget Months of Unrestricted Budgetary Fund Balance Line Graph

Months of Unrestricted Budgetary Fund Balance Ten-Year Forecast Table

Table 17 provides a ten-year forecast from FY2026 through FY2035, of the number of months TriMet's Unrestricted Budgetary Fund Balance can cover operating expenses. Each year's count reflects available reserves, and is indicated sequentially from FY2026 through FY2035. The forecast projects a gradual decline, from 10.4 months in FY2026 to 2.0 months in FY2031, stabilizing and staying steady at 2.0 months through FY2035.

Current fiscal policy allows for 1-3 years to restore fund balance when reserves fall below the target.

Months	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast	FY2029 Forecast	FY2030 Forecast	FY2031 Forecast	FY2032 Forecast	FY2033 Forecast	FY2034 Forecast	FY2035 Forecast
Count	10.4	8.9	7.3	5.2	3.2	2.0	2.0	2.0	2.0	2.0

Table 17. FY2026 Proposed Budget Months of Unrestricted Budgetary Fund Balance

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 FY2026 Business Plan. The following assumptions are listed by the five focus areas of the Business Plan: Customers, Infrastructure, Internal Business Practices, People and Financial, 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.

Customers

Forward Together: 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, 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.

Investments in Safety and Security: 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 system at times.

Income-based Fare Qualification: 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.

Infrastructure

Expansion Projects: The FY2026 Proposed Budget includes \$14.1 million for transit center expansions and development, including at Beaverton and Oregon City and design work at Gateway and Parkrose. Installation of restrooms will support bus operations, with ongoing light rail vehicle replacement to offer greater reliability and system-wide service improvements.

Service Enhancement: 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.

Bus Facility Planning: Development efforts continue on the Columbia Bus Base site. This bus base will give TriMet our first operations facility in the northern section of the district, and it will support the transition to zero-emissions bus technology.

State of Good Repair: TriMet 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.

Internal Business Practices

Zero Emissions: TriMet has committed to transitioning to a non-diesel, zero-emissions bus fleet. Additionally, we transitioned the MAX light rail system and all TriMet-owned facilities to run on 100% renewable electricity. TriMet also converted the fixed-route fleet of nearly 700 buses to cleaner burning R99 renewable diesel. TriMet's battery-electric bus fleet has expanded to 34 as of January 2025.

Better Bus: 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.

Transit Oriented Development: 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 transit routes.

People

Equity Lens: 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.

Recruitment & Training: During this once-in-a-generation labor shortage, TriMet is investing significantly in the recruitment and training of operators and mechanics.

Scheduling Technology: 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.

Financial

Fare Increase: 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.

Strategic Capital Planning: 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.

Fiscal Priorities: The FY2025 CIP Estimate projected at \$182.1 million, an 8.9% decrease from the budgeted \$200.0 million, reflecting adjustments to align with project execution capacity. The FY2026 CIP Budget increases by 10.6% over the FY2025 Budget, totaling \$221.1 million, ensuring funding aligns with agency priorities, available resources, and implementation capacity.

Debt: 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.



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 1.6 million people in a 533 square-mile area across three counties.
- The Portland urbanized area is the 23rd largest in the U.S. but has the 13th highest transit ridership. Among the 50 largest population centers, TriMet and the Portland region rank 10th in transit boardings per capita.
- By using renewable electricity for our MAX trains, electric buses, and TriMet-owned facilities and renewable diesel to fuel our diesel buses, LIFT vehicles, and WES trains, 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.
- Some 66% of our riders say the primary purpose for their trip is for recreation and 47% say they ride to work [2024 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- TriMet's Disadvantaged Business Enterprise (DBE) program serves as a national model for creating opportunities for women and people of color.
- FY2024 TriMet Transportation Stats:
 - Bus Service
 - 78 bus lines; 6,154 stops
 - 125,268 average weekday rides
 - 40.4 million rides
 - MAX Service
 - 5 MAX Lines; 95 stations
 - 71,619 average weekday rides
 - 24.0 million rides
 - WES Service
 - 1 commuter rail line; 5 stations
 - 458 average weekday rides
 - 115.5 Thousand rides
 - LIFT Service
 - Door to door demand service
 - 2,106 average weekday rides



Community

2024 Attitude and Awareness Survey

Demographic Breakdown

TriMet riders represent a diverse population across the three counties we serve. The demographic breakdown of respondents from our 2024 Attitude & Awareness Survey ⁸ is as follows:

- **Age Distribution:** The largest segment of survey respondents, 26%, were 65 years or older, followed by 19% between the ages of 35 and 44. Those aged 45 to 54 made up 17% of respondents, while 16% were between 55 and 64 years old. Younger age groups were less represented, with 15% of respondents between 25 and 34 years old, and only 4% falling within the 18 to 24 age range.
- **County of Residence:** The majority of survey respondents, 63%, reside in Multnomah County. Washington County accounted for 25% of respondents, while 11% reported living in Clackamas County.
- **Race/Ethnicity:** Among survey respondents, 75% identified as White only, while 25% identified as People of Color.

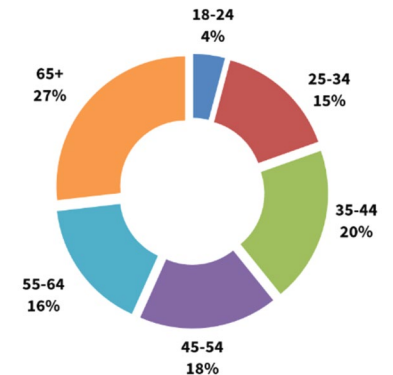
Key Findings

A quarter of survey respondents felt the Portland metro area is going in the right direction, up from 18% the year prior. Half felt the Portland region was on the wrong track, down from 64% in 2023. Nearly eight in ten or 76% of respondents intend to ride TriMet as much or more as they currently do.

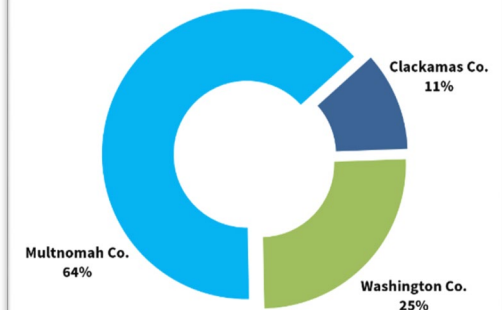
Nearly eight in ten or 77% of riders approve of the job TriMet is doing, and more than four in ten non-riders, or 44%, (44%) also approve of the job we are doing.

Nearly three-fourths (71 %) of riders feel they get a good value for the fare paid. Bus and MAX are rated as reliable by riders (72% and 75% respectively). The top three reasons riders cite for using TriMet most often are entertainment work (44%), entertainment (43%), and to go to the grocery store (38%).

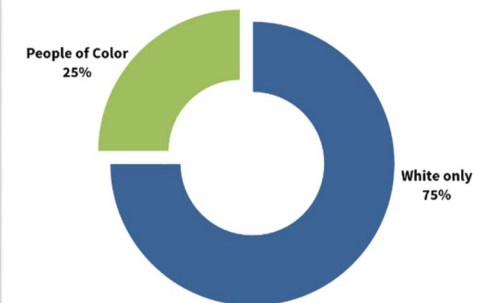
Survey Respondents by Age Distribution



Survey Respondents by Residence



Survey Respondents by Race/Ethnicity



⁸ TriMet's 2024 Attitudes and Awareness Survey can be found here: [TriMet Attitude Awareness Survey](#)

Hop Fastpass® Report

According to our most recent Hop Fastpass® report (January 2025), adults account for 53% the regional taps (includes C-TRAN & Portland Streetcar), while closely followed by Honored Citizens at 37%. Youth and Paratransit taps account for 9% and 2%, respectively. The Hop Fastpass® adoption rate (% of rides being tapped) is approximately 47.8%.

TriMet District

The top five largest employers in the TriMet District⁹:

- Intel Corporation [21,518 employees]
- Oregon Health & Sciences University [19,940 employees]
- Providence Health & Services [18,004 employees]
- Nike Inc. [14,877 Employees]
- Kaiser Permanente [10,843 employees]

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. FY2023 was 13.0% over the previous year, with FY2024 at 3.3% increase, expected to come in 3.4% higher.

Additional statistical and supplemental information can be found in the Trends Tab of the budget document.



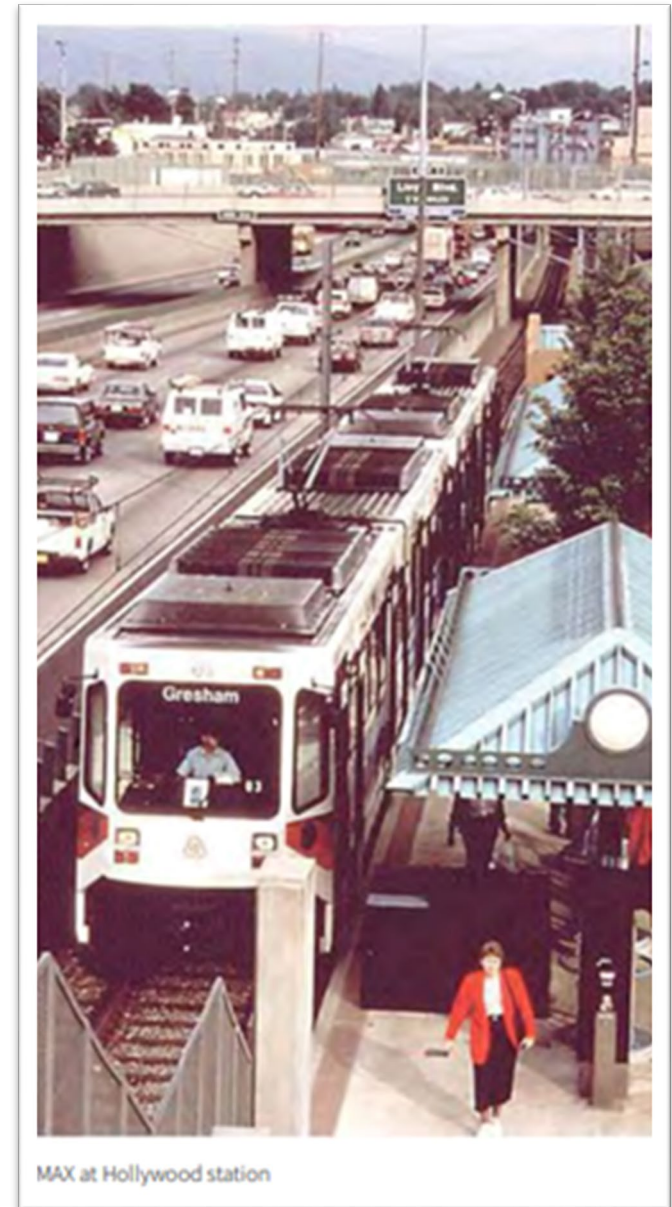
⁹ Data taken from 2023 Quarterly Census of Employment Wages

A Small Piece of TriMet History...

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.



Summary

The FY2026 Proposed Budget totals just over \$1.94 billion. TriMet continues to provide essential transit service to the tri-county area and will again increase service hours in FY2026. Payroll tax revenues remain the agency's most consistent and reliable funding source and provides the basis for the essential services provide. FY2026 is challenged by costs growing at a faster pace than revenues, however, through prudent fiscal savings in other areas within TriMet has built up reserves that will sustain the agency for at least the next five years.

The TriMet Proposed Budget for FY2026 outlines a resource and expenditure plan for July 1, 2025 through June 30, 2026, and focuses on a narrative of continuing current services, safety and security investments, essential accessible transportation, state of good repair, cleanliness of vehicles and stations, and investments in employees. Additive to the before mentioned activities TriMet will:

- Invest in training to address backlog of activities due to recent hiring;
- Dedicate STIF funding to new service, preservation of existing service, fare subsidy programs and LIFT replacement vehicles;
- Issue up to \$150.0 million in bonds (subject to Board authorization);
- Further advance expansion projects including 82nd Avenue Project and TV Highway transit improvements.

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. There is uncertainty in terms of federal funding and the growing cost of providing service, however, the agency will steadily move forward and ensure we are doing the best for the region by providing essential services that benefit many lives.



Helpful Links

About TriMet

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 how to ride.

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

Financial

Learn more about what is in the budget and financial structure of TriMet, our agency goals and metrics, information about TriMet's revenue sources, including – payroll taxes, fares, financial reports and other specific audit reports.

- Budget Document – trimet.org/about/accountability.htm#financial
- TriMet Business Plan - trimet.org/businessplan/index.htm
- Payroll and Self-Employment Tax - trimet.org/taxinfo/
- Financial Statements - trimet.org/about/accountability.htm#financial
- Audit Report – trimet.org/about/accountability.htm#audits
- Investor Relations – trimetbonds.com/tri-county-metropolitan-transportation-district-of-oregon-or/i6761



Transportation

Learn more about regional long-term planning, the mechanics of the Statewide Transportation Improvement Fund, federal requirements of public transportation and the elements of TriMet's Transit Asset Management plan.

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



Regional

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

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



Summary of Financial Resources & Requirements

Revenue & Requirement Categories	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Financial Resources							
Operating Revenue	69,923,131	70,437,576	83,178,100	89,917,300	95,698,500		
Tax Revenue	485,182,225	511,423,193	540,430,300	520,446,800	550,201,300		
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,791,700	146,252,900		
State Funding	34,333,021	43,657,213	74,805,000	69,817,300	84,272,800		
Local Funding	3,228,385	5,958,721	1,588,300	1,958,680	2,357,900		
Interest	22,522,874	35,955,379	305,000	31,387,600	20,000,000		
Miscellaneous	4,500,887	5,654,310	6,340,800	8,374,316	4,168,500		
CIP Resources	62,368,808	73,154,622	94,331,188	72,380,324	74,969,625		
Bond Proceeds					150,000,000		
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,900	20,293,100		
Total Financial Resources	\$831,484,890	\$909,595,731	\$990,480,788	\$967,572,920	\$1,148,214,625		
Financial Requirements							
Personnel Services	368,483,336	404,119,285	467,758,162	455,953,507	499,079,607		
Materials & Services	195,173,750	235,309,464	268,307,500	258,808,859	272,266,000		
Other Post Employment Benefits	71,101,234	46,711,568	62,867,167	62,688,312	54,482,460		
Capital Improvement Program (CIP)	195,335,826	245,674,607	199,952,230	182,089,735	221,146,490		
Pass Through/Fund Exch/Special Payments	16,297,796	20,899,921	23,116,800	19,207,300	24,112,800		
Debt Service	62,497,737	65,611,863	65,564,560	65,564,560	74,520,877		
Contingency			36,791,826		77,010,468		
Total Financial Requirements	\$908,889,679	\$1,018,326,708	\$1,124,358,245	\$1,044,312,273	\$1,222,618,702		
Surplus (Deficit)	-77,404,789	-\$108,730,977	-\$133,877,457	-\$76,739,353	-\$74,404,077		
Fund Balance							
Beginning Balance	1,026,675,626	981,871,080	847,810,440	873,140,103	796,400,750		
Ending Balance	949,270,837	873,140,103	713,932,983	796,400,750	721,996,673		
Change in Balance	-77,404,789	-108,730,977	-133,877,457	-76,739,353	-74,404,077		
Percent Change	-7.54%	-11.07%	-15.79%	-8.79%	-9.34%		
Total Resources (includes beginning fund balance)	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		
Total Requirements (includes ending fund balance)	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

Resource Summary

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	123,322,726	124,563,042	57,866,941		
Unrestricted Fund Adjustment		32,600,243					
Restricted Debt Service	52,360,833	48,815,775	44,122,000	48,280,594	51,361,000		
Unrestricted Budgetary Fund Balance	681,301,786	691,331,683	680,365,714	700,296,467	687,172,809		
Total Beginning Fund Balance	\$1,026,675,626	\$981,871,080	\$847,810,440	\$873,140,103	\$796,400,750		
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	70,465,900	75,548,500		
Transit Advertising	3,856,048	1,162,500	4,090,900	1,950,000	1,233,300		
ATP Serv - Contract Rev	6,823,321	7,451,964	7,371,000	7,651,600	8,215,800		
Service Contracts	9,366,090	9,705,985	9,348,800	9,849,800	10,700,900		
Total Operating Revenue	\$69,923,131	\$70,437,576	\$83,178,100	\$89,917,300	\$95,698,500		
Tax Revenue **							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	498,743,800	527,675,400		
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	18,041,800	18,715,500		
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	3,661,200	3,810,400		
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$520,446,800	\$550,201,300		
Other Revenue							
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,791,700	146,252,900		
State STIF-Discretionary	259,490	57,518	400,000	415,000	540,000		
State STIF-Formula	32,984,000	43,564,597	74,405,000	69,402,300	83,732,800		
State Operating Grants	1,089,531	35,098					
Local Operating Grants	1,742,621	4,444,900	132,200	503,280	895,800		
Local Operating Revenue	1,485,764	1,513,821	1,456,100	1,455,400	1,462,100		
Interest	22,522,874	35,955,379	305,000	31,387,600	20,000,000		
Miscellaneous	4,500,887	5,654,310	6,340,800	8,374,316	4,168,500		
Total Other Revenue	\$194,728,226	\$238,173,094	\$253,132,800	\$269,329,596	\$257,052,100		
Total Operating Resources(Excluding Beginning Fund Balance)	\$749,833,582	\$820,033,863	\$876,741,200	\$879,693,696	\$902,951,900		
CIP Resources	62,368,808	73,154,622	94,331,188	72,380,324	74,969,625		
Bond Proceeds					150,000,000		
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,900	20,293,100		
Total Resources	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

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

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

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

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

Requirement Summary

Division/Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	1,098,388	1,235,932	1,327,006	1,195,822	1,599,873		
Inclusion Diversity Equity & Accessibility Department	1,138,798	2,036,841					
Internal Audit Department	363,229	524,954	729,582	679,647	723,935		
Total Office of the General Manager Division	\$2,600,415	\$3,797,727	\$2,056,588	\$1,875,469	\$2,323,808		
Chief Operating Officer Division							
Office of Chief Operating Officer Department	1,292,105	1,251,362	1,121,920	963,583	1,090,331		
Operations Planning & Development Department	2,166,295						
Service Planning & Delivery Department	639,958	10,245,210					
Operations Training & Planning Department	9,241,699						
Total Chief Operating Officer Division	\$13,340,057	\$11,496,572	\$1,121,920	\$963,583	\$1,090,331		
Transportation Division							
Transportation Administration Department	1,374,976	1,516,929	2,139,083	1,701,501	2,049,644		
Bus Transportation Department	153,357,882	158,910,164	173,659,953	171,340,727	185,578,795		
Operations Command Center Department		8,772,018	9,816,548	9,475,129	10,522,332		
Service Delivery Department	2,856,597		7,428,323	7,564,410	7,765,571		
Accessible Transportation Programs Department	38,694,024	58,221,456	63,076,757	63,504,738	74,102,555		
Rail Transportation Department	35,267,481	32,306,213	38,476,441	39,304,991	39,318,935		
Commuter Rail Department	7,934,194	8,744,695	8,488,064	8,609,310	8,587,052		
Portland Streetcar Department	19,067,675	20,009,229	19,272,388	19,019,949	19,869,580		
Total Transportation Division	\$258,552,829	\$288,480,704	\$322,357,557	\$320,520,755	\$347,794,464		
Maintenance Division							
Maintenance Administration Department	1,199,984	972,884	2,516,950	1,558,815	2,227,904		
Bus Maintenance Department	67,666,724	70,345,010	79,203,320	77,898,920	77,891,753		
Facilities Management Bus-Rail Department	29,967,316	33,497,695	37,344,184	37,246,304	40,151,489		
Rail Maintenance Of Way Department	21,496,197	23,641,892	25,793,186	26,508,927	29,108,013		
Rail Equipment Maintenance Department	40,750,651	48,250,174	40,349,213	42,396,596	42,273,624		
Total Maintenance Division	\$161,080,872	\$176,707,655	\$185,206,853	\$185,609,562	\$191,652,783		
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department		704,022	1,638,855	811,432	1,067,787		
Transit System Support Services Department		1,873,979	2,648,321	2,437,352	2,798,680		
Transit Training & Development Department		10,820,581	12,782,974	13,252,034	19,235,571		
Transit Asset & Maintenance Support Department		644,008	3,641,140	3,227,923	3,745,942		
Total Transit System & Asset Support Division		\$14,042,590	\$20,711,290	\$19,728,741	\$26,847,980		

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Division							
Safety & Security Administration Department	883,998	1,222,327	1,537,279	1,246,061	1,405,645		
Safety & Environmental Services Department	4,652,630	4,811,539	7,511,360	6,987,511	8,495,420		
Security & Emergency Management Department	27,900,845	43,916,213	70,416,033	61,282,793	68,066,883		
Total Safety & Security Division	\$33,437,473	\$49,950,079	\$79,464,672	\$69,516,365	\$77,967,948		
Finance & Administrative Services Division							
Finance & Administrative Services Department	915,336	1,002,464	2,327,563	1,425,476	1,845,275		
Financial Services Department	3,801,426	4,410,678	4,515,102	4,558,290	4,829,189		
Budget & Forecasting Department	1,294,244	1,333,824	2,056,294	1,922,495	2,153,267		
Risk Management Department	5,477,979	5,777,625	6,179,959	6,209,027	7,144,296		
Procurement & Supply Chain Management Department	6,337,501	7,021,861	7,560,030	7,326,894	8,107,584		
Fare Revenue & Administrative Services Department	10,487,776	10,808,365	11,982,547	11,183,486	12,837,479		
Grants Development & Compliance Department		753,352	1,332,939	1,274,763	1,406,744		
Total Finance & Administrative Services Division	\$28,314,262	\$31,108,169	\$35,954,434	\$33,900,431	\$38,323,834		
Information Technology Division							
IT Administration Department	14,547,959	15,074,886	19,250,887	16,810,895	18,945,018		
IT Operations & Infrastructure Department	4,687,733	4,732,784	5,194,763	5,294,461	6,338,688		
Information Security Department	1,111,798	1,011,502	1,162,385	1,236,306	1,241,913		
Enterprise Systems Department	5,123,679	4,931,510	5,396,963	5,118,909	5,375,434		
Intelligent Transportation Systems Department	3,794,746	3,971,496	4,368,180	4,431,580	4,427,339		
Total Information Technology Division	\$29,265,915	\$29,722,178	\$35,373,178	\$32,892,151	\$36,328,392		
Labor Relations & Human Resources Division							
Human Resources Administration Department	964,404	1,312,009	1,816,449	1,306,805	1,641,469		
Benefits & HRIS Department	1,798,036	2,063,933	2,156,187	2,257,122	2,668,498		
Talent Management Department	3,179,554	3,888,793	4,580,484	4,720,375	5,750,629		
Labor Relations Department	1,053,072	1,215,469	1,360,231	1,321,617	1,444,042		
Compensation Department	732,199	648,883	1,562,228	1,415,577	1,150,212		
Total Labor Relations & Human Resources Division	\$7,727,265	\$9,129,087	\$11,475,579	\$11,021,496	\$12,654,850		
Inclusion, Diversity, Equity & Accessibility Division							
Inclusion, Diversity, Equity & Accessibility Department			2,839,974	2,547,171	2,715,089		
Total Inclusion, Diversity, Equity & Accessibility Division			\$2,839,974	\$2,547,171	\$2,715,089		
Legal Services Division							
Legal Services Administration Department	1,677,584	1,684,619	1,978,881	1,671,520	1,942,349		
Litigation Department	1,150,504	1,295,156	1,374,256	1,411,562	1,458,000		
Real Estate & Transit Oriented Development Department	3,924,857	2,527,079	6,794,028	5,709,626	8,593,741		
Total Legal Services Division	\$6,752,945	\$5,506,854	\$10,147,165	\$8,792,708	\$11,994,090		

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Strategy & Planning Division							
Strategy & Planning Administration Department			1,375,495	1,025,020	1,395,123		
Service Planning Department			3,422,456	3,101,868	2,445,665		
Total Strategy & Planning Division			\$4,797,951	\$4,126,888	\$3,840,788		
Public Affairs Division							
Public Affairs Administration Department	858,308	1,010,760	1,341,390	1,118,368	1,237,320		
Community Affairs & Engagement Department	2,196,362	1,404,144	1,552,249	1,380,638	1,580,006		
Government Services and Public Affairs Department	1,112,981	1,316,577	1,172,498	1,142,805	1,120,204		
Communications & Marketing Department	5,924,276	8,849,431	10,070,147	10,131,594	6,123,307		
Customer Information Services Department	4,270,850	4,666,883	5,964,622	5,627,501	4,555,006		
Total Public Affairs Division	\$14,362,777	\$17,247,795	\$20,100,906	\$19,400,906	\$14,615,843		
Engineering & Construction Division							
Engineering & Construction Administration Department	1,765,456	1,867,535	1,481,649	1,496,473	921,471		
Policy & Planning Department	5,435,010						
Design & Construction Department	209,023	-45,352	682,578	718,843	881,030		
Major Projects Department	812,787	417,156	2,293,368	1,650,824	1,392,906		
Total Engineering & Construction Division	\$8,222,276	\$2,239,339	\$4,457,595	\$3,866,140	\$3,195,407		
Other Post Employment Benefits	71,101,234	46,711,568	62,867,167	62,688,312	54,482,460		
Debt Service	62,497,737	65,611,863	65,564,560	65,564,560	74,520,877		
Total Operating Requirements	\$697,256,057	\$751,752,180	\$864,497,389	\$843,015,238	\$900,348,944		
Capital Improvement Program (CIP)							
Chief Operating Officer Division	-410	1,957,425					
Transportation Division	3,145,867	16,717,545	13,550,272	13,128,403	10,276,883		
Maintenance Division	67,841,450	89,584,094	74,546,549	66,999,385	101,804,201		
Transit System & Asset Support Division		320,732					
Safety & Security Division	6,618,621	3,583,083	7,014,861	7,014,861	8,466,455		
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,529,151	6,018,383		
Information Technology Division	11,882,426	14,509,348	10,887,708	8,766,999	10,393,594		
Legal Services Division	10,738,539	13,399,683	1,500,000	600,000	400,000		
Strategy & Planning Division			1,754,409	1,029,734	616,278		
Public Affairs Division	1,766,402	1,504,265	1,200,000	1,200,000	1,450,000		
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	70,821,202	81,720,696		
Total Capital Improvement Program (CIP)	\$195,335,826	\$245,674,607	\$199,952,230	\$182,089,735	\$221,146,490		

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	14,136,969	16,407,246	19,408,400	15,498,900	20,293,100		
Regional Fund Exchange Payments		3,600,373	3,708,400	3,708,400	3,819,700		
Special Payments	2,160,827	892,302					
Total Other Non-Operating Requirements	\$16,297,796	\$20,899,921	\$23,116,800	\$19,207,300	\$24,112,800		
Contingency			36,791,826		77,010,468		
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	209,123,379	124,563,042	52,755,130	57,866,941	111,762,135		
Restricted Debt Service	48,815,775	48,280,594	47,611,000	51,361,000	47,610,000		
Unrestricted Funds	691,331,683	700,296,467	613,566,853	687,172,809	562,624,538		
Total Ending Fund Balance	\$949,270,837	\$873,140,103	\$713,932,983	\$796,400,750	\$721,996,673		
Total Requirements	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

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

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

CIP Resources

Revenue Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
State, Local Government & Private Contributions	14,198,069	23,297,697	55,487,872	40,723,406	17,132,088		
Federal Transit Administration Grants	48,170,739	49,856,925	38,843,316	31,656,918	57,837,537		
Revenue Bond Proceeds	90,449,753	90,449,754	70,567,596	66,696,101	96,104,806		
Operating Resources Dedicated for Capital*	42,517,265	82,070,231	35,053,446	43,013,310	50,072,059		
Total CIP Resources	\$195,335,826	\$245,674,607	\$199,952,230	\$182,089,735	\$221,146,490		

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

CIP Requirements

Division	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Chief Operating Officer Division	-410	1,957,425					
Transportation Division	3,145,867	16,717,545	13,550,272	13,128,403	10,276,883		
Maintenance Division	67,841,450	89,584,094	74,546,549	66,999,385	101,804,201		
Transit System & Asset Support Division		320,732					
Safety & Security Division	6,618,621	3,583,083	7,014,861	7,014,861	8,466,455		
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,529,151	6,018,383		
Information Technology Division	11,882,426	14,509,348	10,887,708	8,766,999	10,393,594		
Legal Services Division	10,738,539	13,399,683	1,500,000	600,000	400,000		
Strategy & Planning Division			1,754,409	1,029,734	616,278		
Public Affairs Division	1,766,402	1,504,265	1,200,000	1,200,000	1,450,000		
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	70,821,202	81,720,696		
Total CIP Requirements	\$195,335,826	\$245,674,607	\$199,952,230	\$182,089,735	\$221,146,490		

Summary of Fund History

FY2023 Actual	FY2024 Actual	FY2025 Budget	Fund	FY2026		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
1,026,675,626	981,871,080	847,810,440	Beginning Fund Balance-Restricted & Unrestricted	796,400,750		
49,877,672	52,117,127	62,367,400	Passenger Revenue	75,548,500		
20,045,459	18,320,449	20,810,700	Other Operating Revenue	20,150,000		
485,182,225	511,423,193	540,430,300	Tax Revenue	550,201,300		
194,728,226	238,173,094	253,132,800	Other Revenue	257,052,100		
19,282,500	16,407,246	19,408,400	Other Non-Operating Resources	20,293,100		
			Bond Proceeds	150,000,000		
\$1,795,791,708	\$1,818,312,189	\$1,743,960,040	Total Operating Program Resources	\$1,869,645,750		
			B. Requirements			
439,409,828	450,590,078	530,375,329	Personnel Services	553,312,067		
195,348,492	235,550,239	268,557,500	Materials & Services	272,516,000		
62,497,737	65,611,863	65,564,560	Debt Service	74,520,877		
16,297,796	20,899,921	23,116,800	Other Non-Operating Requirements	24,112,800		
		36,791,826	Contingency	77,010,468		
949,270,837	873,140,103	713,932,983	Ending Fund Balance-Restricted & Unrestricted	721,996,673		
\$1,662,824,690	\$1,645,792,204	\$1,638,338,998	Total Operating Program Requirements	\$1,723,468,885		
			II. CIP			
			A. Resources			
14,198,069	23,297,697	55,487,872	State, Local Government & Private Contributions	17,132,088		
48,170,739	49,856,925	38,843,316	Federal Transit Administration Grants	57,837,537		
\$62,368,808	\$73,154,622	\$94,331,188	Total CIP Resources	\$74,969,625		
			B. Requirements			
195,335,826	245,674,607	199,952,230	Projects	221,146,490		
\$195,335,826	\$245,674,607	\$199,952,230	Total CIP Requirements	\$221,146,490		
\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	Total Resources	\$1,944,615,375		
\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	Total Requirements	\$1,944,615,375		

Pass Through Revenues and Requirements

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Special Transportation Fund Formula	3,326,697	67,899	1,805,100				
State STIF-Formula Regional Coordination		7,492,574	7,366,000	7,365,960	7,499,700		
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet	10,810,272	8,846,773	10,237,300	8,132,940	12,793,400		
Total Pass Through Revenues & Requirements	\$14,136,969	\$16,407,246	\$19,408,400	\$15,498,900	\$20,293,100		

Regional Fund Exchange Paymets

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Metro Program Fund Exchanges		3,600,373	3,708,400	3,708,400	3,819,700		
Total Regional Fund Exchanges		\$3,600,373	\$3,708,400	\$3,708,400	\$3,819,700		

Special Payments

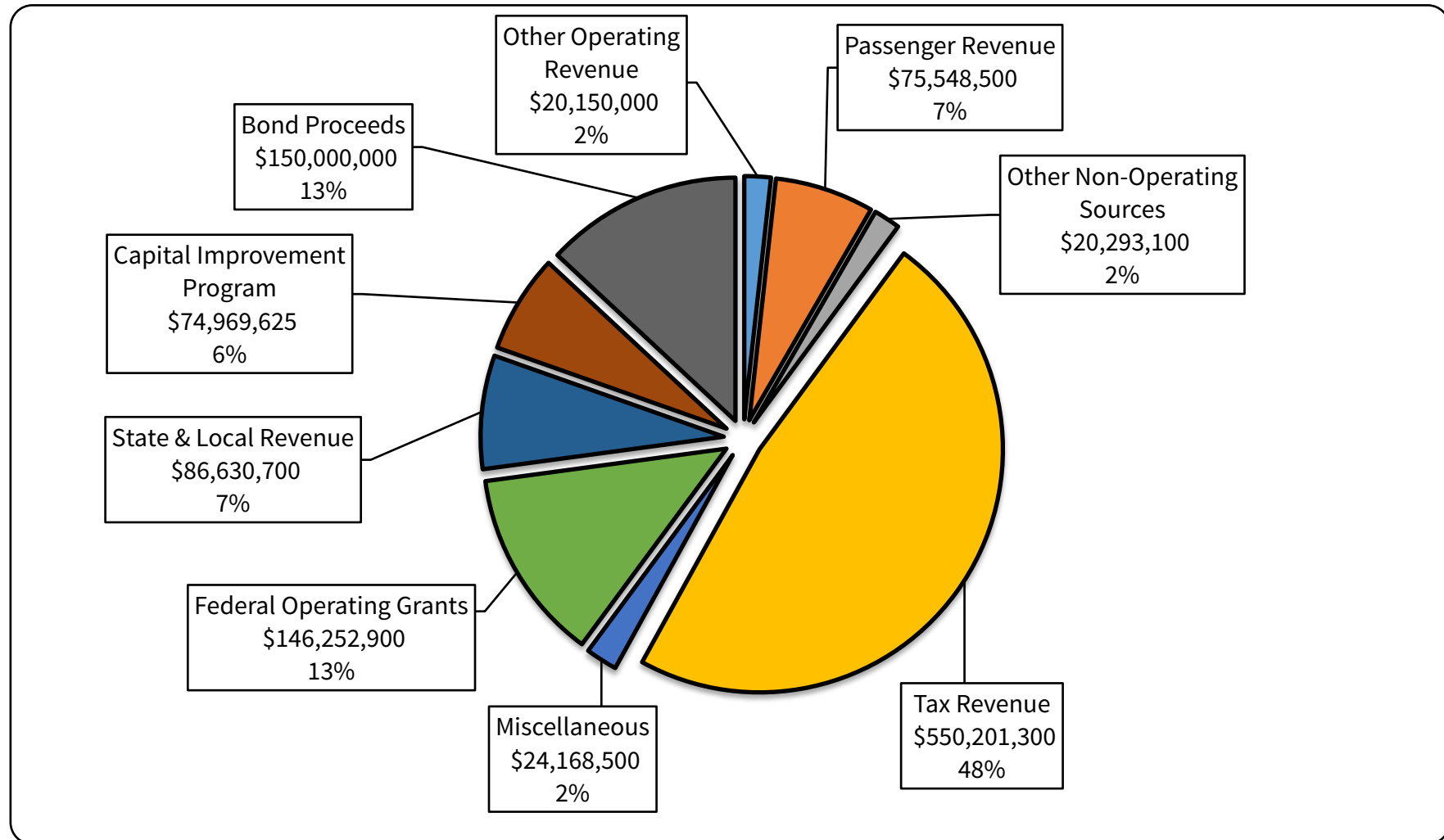
	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
City of Portland/Portland Streetcar (Stimulus Credit)	2,160,827	892,302					
Total Special Payments	\$2,160,827	\$892,302					

Pass Through/Fund Exchanges/Special Payments

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Total Pass Through/Fund Exchanges/Special Payments	\$16,297,796	\$20,899,921	\$23,116,800	\$19,207,300	\$24,112,800		

Total Resources

FY2026 Proposed Budget - Chart



1. FY2026 Proposed Budget, Total Resources Pie Chart

Total Resources = \$1,148,214,625*

*Total Resources excludes Beginning Fund Balance of \$796,400,750

FY2026 Proposed Budget - Table

Resource	Total Resources	Percent of Grand Total
Other Operating Revenue	\$20,150,000	2%
Passenger Revenue	\$75,548,500	7%
Other Non-Operating Sources	\$20,293,100	2%
Tax Revenue	\$550,201,300	48%
Miscellaneous	\$24,168,500	2%
Federal Operating Grants	\$146,252,900	13%
State & Local Revenue	\$86,630,700	8%
Capital Improvement Program	\$74,969,625	7%
Bond Proceeds	\$150,000,000	13%
Total	\$1,148,214,625	100%

Table 1. FY2026 Proposed Budget, Total Resources Table.

TriMet's total projected revenue for FY2026 is approximately \$1.15 billion, with tax revenue being the largest source, contributing 48% (\$550.2 million) of the total. Federal operating grants account for 13% (\$146.2 million), and bond proceeds provide another 13% (\$150 million). Passenger revenue is expected to generate 7% (\$75.5 million), while the Capital Improvement Program contributes 7% (\$74.9 million). State and local revenue represents 8% (\$86.6 million), with miscellaneous, other operating, and non-operating sources making up the remaining 6% (\$64.6 million).

Resource Summary

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	123,322,726	124,563,042	57,866,941		
Unrestricted Fund Adjustment		32,600,243					
Restricted Debt Service	52,360,833	48,815,775	44,122,000	48,280,594	51,361,000		
Unrestricted Budgetary Fund Balance	681,301,786	691,331,683	680,365,714	700,296,467	687,172,809		
Total Beginning Fund Balance	\$1,026,675,626	\$981,871,080	\$847,810,440	\$873,140,103	\$796,400,750		
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	70,465,900	75,548,500		
Transit Advertising	3,856,048	1,162,500	4,090,900	1,950,000	1,233,300		
ATP Serv - Contract Rev	6,823,321	7,451,964	7,371,000	7,651,600	8,215,800		
Service Contracts	9,366,090	9,705,985	9,348,800	9,849,800	10,700,900		
Total Operating Revenue	\$69,923,131	\$70,437,576	\$83,178,100	\$89,917,300	\$95,698,500		
Tax Revenue **							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	498,743,800	527,675,400		
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	18,041,800	18,715,500		
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	3,661,200	3,810,400		
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$520,446,800	\$550,201,300		
Other Revenue							
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,791,700	146,252,900		
State STIF-Discretionary	259,490	57,518	400,000	415,000	540,000		
State STIF-Formula	32,984,000	43,564,597	74,405,000	69,402,300	83,732,800		
State Operating Grants	1,089,531	35,098					
Local Operating Grants	1,742,621	4,444,900	132,200	503,280	895,800		
Local Operating Revenue	1,485,764	1,513,821	1,456,100	1,455,400	1,462,100		
Interest	22,522,874	35,955,379	305,000	31,387,600	20,000,000		
Miscellaneous	4,500,887	5,654,310	6,340,800	8,374,316	4,168,500		
Total Other Revenue	\$194,728,226	\$238,173,094	\$253,132,800	\$269,329,596	\$257,052,100		
Total Operating Resources(Excluding Beginning Fund Balance)	\$749,833,582	\$820,033,863	\$876,741,200	\$879,693,696	\$902,951,900		
CIP Resources	62,368,808	73,154,622	94,331,188	72,380,324	74,969,625		
Bond Proceeds					150,000,000		
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,900	20,293,100		
Total Resources	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

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

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

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

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

Resource Summary By Source

Revenue Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	123,322,726	124,563,042	57,866,941		
Unrestricted Fund Adjustment		32,600,243					
Restricted Debt Service	52,360,833	48,815,775	44,122,000	48,280,594	51,361,000		
Unrestricted Budgetary Fund Balance	681,301,786	691,331,683	680,365,714	700,296,467	687,172,809		
Total Beginning Fund Balance	\$1,026,675,626	\$981,871,080	\$847,810,440	\$873,140,103	\$796,400,750		
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	70,465,900	75,548,500		
Transit Advertising	3,856,048	1,162,500	4,090,900	1,950,000	1,233,300		
ATP Serv - Contract Rev	6,823,321	7,451,964	7,371,000	7,651,600	8,215,800		
Service Contracts	9,366,090	9,705,985	9,348,800	9,849,800	10,700,900		
Local Operating Revenue	1,485,764	1,513,821	1,456,100	1,455,400	1,462,100		
Total Operating Revenue	\$71,408,895	\$71,951,397	\$84,634,200	\$91,372,700	\$97,160,600		
Non-Operating Resources							
Interest	22,522,874	35,955,379	305,000	31,387,600	20,000,000		
Miscellaneous	\$4,500,887	5,654,310	6,340,800	8,374,316	4,168,500		
Total Non-Operating Resources	\$27,023,761	\$41,609,689	\$6,645,800	\$39,761,916	\$24,168,500		
Tax Revenue **							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	498,743,800	527,675,400		
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	18,041,800	18,715,500		
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	3,661,200	3,810,400		
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$520,446,800	\$550,201,300		
Grants							
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,791,700	146,252,900		
State STIF-Discretionary	259,490	57,518	400,000	415,000	540,000		
State STIF-Formula	32,984,000	43,564,597	74,405,000	69,402,300	83,732,800		
State Operating Grants	1,089,531	35,098					
Local Operating Grants	1,742,621	4,444,900	132,200	503,280	895,800		
Capital Grants	\$48,170,739	\$49,856,925	38,843,316	31,656,918	57,837,537		
Total Grants	\$214,389,440	\$244,906,509	\$283,874,216	\$259,769,198	\$289,259,037		
Other Resources							
Capital Assistance	14,198,069	23,297,697	55,487,872	40,723,406	17,132,088		
Bond Proceeds					150,000,000		
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,900	20,293,100		
Total Other Resources	\$33,480,569	\$39,704,943	\$74,896,272	\$56,222,306	\$187,425,188		
Total Resources	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

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

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

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

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

Federal & State Grant/Local Contribution Summary

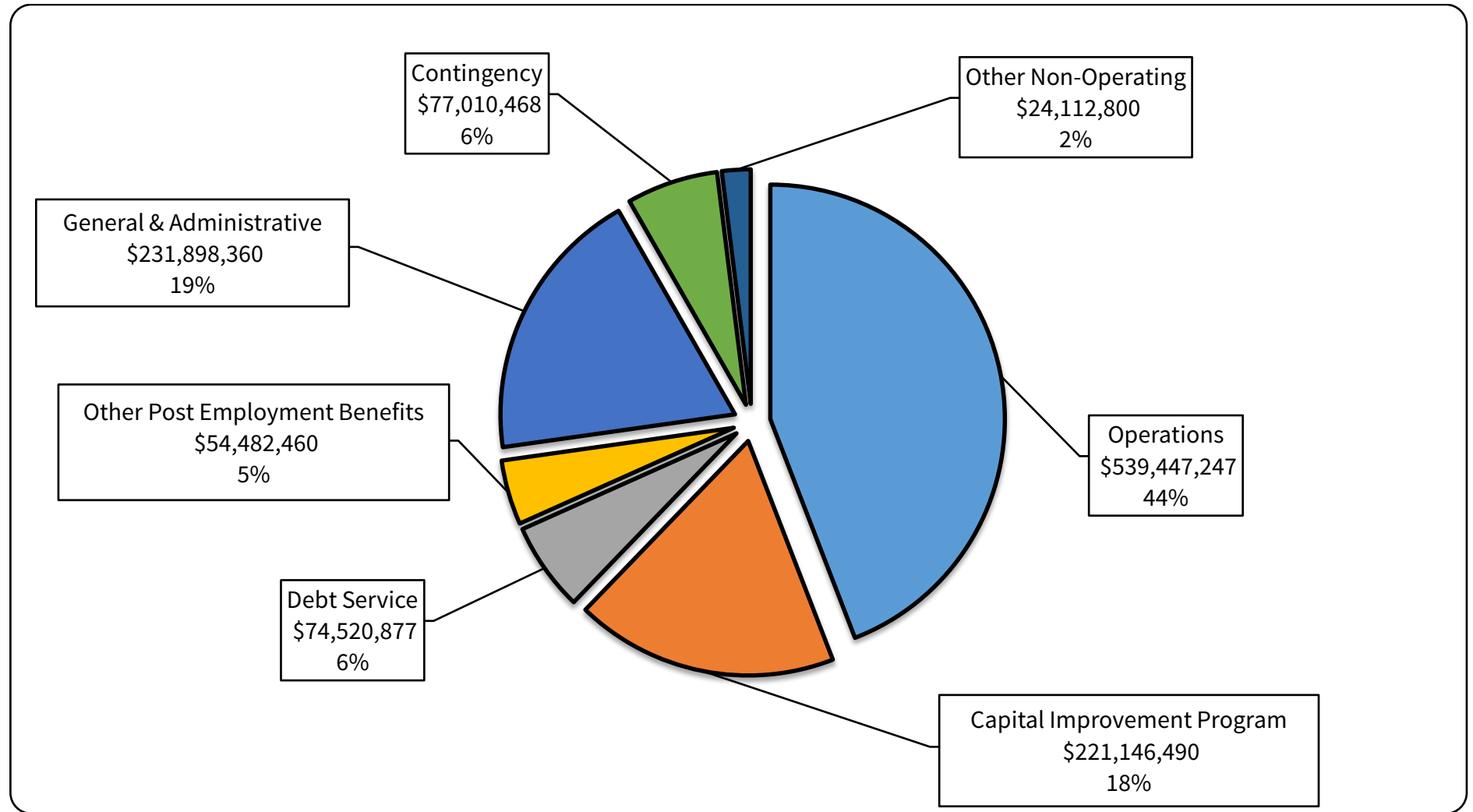
Type of Funding	Purpose	FY2026		
		Proposed	Approved	Adopted
Federal Operating Grants				
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance	63,196,400		
FTA Section 5307 Urbanized Area Formula	Service Planning - Forward 2.0	88,700		
FTA Section 5337 State of Good Repair	Preventive Maintenance	56,738,300		
Regional STBG FHWA Flex Funds	Metro Program Fund Exchanges	3,819,600		
Regional STBG FHWA Flex Funds	Regional Transp Options Program	319,400		
FTA section 5339(c) Low or No Emission	Low or No Emission	800,000		
FTA Section 20005b Pilot Program	Transit Oriented Development & Eastside Park & Ride	162,800		
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	1,550,000		
Homeland Security Funds	Safety & Security-Canine/Tactical Training	338,500		
FTA Section 5307/CMAQ FHWA Flex Funds	Open Street Map Data Maintenance	28,200		
Total Federal Operating Grants		\$127,041,900		
Federal Operating Grants for Debt Service				
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service & Preventive Maintenance	19,211,000		
Total Federal Operating Grants for Debt Service		\$19,211,000		
Federal CIP Grants				
FHWA ATTAIN	LRV CAD-AVL	1,880,000		
FTA Sec 5307 Carbon Reduction Program - Metro	TV Highway Improvements	5,000,000		
FTA Sec 5307 Carbon Reduction Program - Metro	Better Bus	3,622,208		
FTA Sec 5309 CIG Small Starts	Division Transit Project	253,780		
FTA Sec 5339(a), 5339(c) NEV, & ODOT STBG FHWA Flex	Electric Bus Purchases	3,262,016		
FTA Sec 5309 CIG Small Starts	Red Line Extension and Reliability Improvement	2,626,755		
FTA Sec 5339(c) Low or No Emission	82nd Avenue Transit Improvements	3,579,747		
FTA Sec 5339(c) Low or No Emission	Upgrade Powell FCEB	823,200		
FTA Comm Proj Funding/Congressionally Directed Spending	Blue Line Station Rehab.	1,449,516		
FTA Sec 5339(a) Discr & FTA Comm Proj Funding/Congress	Garage, Layover & TC Expansion	9,321,713		
State STIF Discretionary	Bus Stop Development	400,000		
FTA Comm Proj Funding/Congressionally Directed Spending	Electric Vehicle Charging Infrastructure-Merlo	2,042,400		
FTA Comm Proj Funding/Congressionally Directed Spending	Willamette Shore Trolley	160,000		
FRA Corridor Identification & Development Program	185th Avenue MAX Overcrossing Project-Design Only	1,465,242		
FTA RAISE, FTA Comm Proj Funding	Columbia Operations Facility	19,864,576		
FTA Sec 5310 Enhanced Mobility of Sr. & Indv w/Disab.	ATP Technology Grant	250,000		
FTA FY2023 CMAQ Funds-Transferred to Sec 5307	Electric Vehicle Charging Infrastructure-Powell	1,454,272		
Regional STBG FHWA Flex Funds	Powell-Division Corridor Safety & Access to Transit	382,112		
Total Federal CIP Grants		\$57,837,537		
Total Federal Grants		\$204,090,437		

Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	FY2026		
		Proposed	Approved	Adopted
State Operating Grants				
State STIF-Formula	Service and Fare Programs	83,732,800		
State STIF-Discretionary	Spot Improvement Program & Market Study	540,000		
Total State Operating Grants		\$84,272,800		
State CIP Grants				
State STP/5310, 5339(a) & STF	ATP Fleet Expansion / Replacement	2,962,280		
Total State CIP Grants		\$2,962,280		
Total State Grants		\$87,235,080		
Local Operating Grants				
City of Portland, City of Hillsboro, City of Beaverton	Transit Oriented Development	63,500		
Portland Bureau of Transportation	Transit Priority Spot Improvements	85,000		
City of Gresham	Eastside Park & Ride TOD Transition Project	15,300		
City of Portland, Clean Energy Community Benefits Funds	Workforce Development	732,000		
Total Local Operating Grants		\$895,800		
Local CIP Contributions				
WSDOT-Interstate Bridge Project(IBR)	Interstate Bridge Replacement Program	4,970,575		
Multiple Local Agencies	185th Avenue MAX Overcrossing Project-Design Only	366,311		
Multiple Local Agencies	TV Highway Transit Improvements	4,875,000		
Metro	Enhanced Transit Concepts - Better Bus	2,547,280		
Multiple Local Agencies	Third Party Recovery	1,410,642		
Total Local CIP Contributions		\$14,169,808		
Total Local Contributions		\$15,065,608		

Total Requirements

FY2026 Proposed Budget - Chart



1. FY2026 Proposed Budget, Total Requirements Pie Chart

Total Operating & Capital Requirements = \$1,222,618,702*

*Total Requirements exclude Ending Fund Balance of \$721,996,673

FY2026 Proposed Budget - Table

Requirements	Total Requirements	Percent of Grand Total
Operations	\$539,447,247	44%
Capital Improvement Program	\$221,146,490	18%
Debt Service	\$74,520,877	6%
Other Post-Employment Benefits	\$54,482,460	5%
General & Administrative	\$231,898,360	19%
Contingency	\$77,010,468	6%
Other Non-Operating	\$24,112,800	2%
Total	\$1,222,618,702	100%

Table 1. FY2026 Proposed Budget, Total Requirements Table.

TriMet's total projected expenditures for FY2026 amount to \$1.22 billion, with operations comprising the largest portion at 44% (\$539.4 million), and General and administrative expenses account for 19% (\$231.9 million). Capital Improvement Program represents 18% (\$221.1 million) of total requirements, and Debt service payments make up 6% (\$74.5 million). Other post-employment benefits (OPEB) account for 5% (\$54.5 million), while contingency reserves are set at 6% (\$77.0 million). Additional non-operating expenses total 2% (\$24.1 million).

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	1,098,388	1,235,932	1,327,006	1,195,822	1,599,873		
Inclusion Diversity Equity & Accessibility Department	1,138,798	2,036,841					
Internal Audit Department	363,229	524,954	729,582	679,647	723,935		
Total Office of the General Manager Division	\$2,600,415	\$3,797,727	\$2,056,588	\$1,875,469	\$2,323,808		
Chief Operating Officer Division							
Office of Chief Operating Officer Department	1,292,105	1,251,362	1,121,920	963,583	1,090,331		
Operations Planning & Development Department	2,166,295						
Service Planning & Delivery Department	639,958	10,245,210					
Operations Training & Planning Department	9,241,699						
Total Chief Operating Officer Division	\$13,340,057	\$11,496,572	\$1,121,920	\$963,583	\$1,090,331		
Transportation Division							
Transportation Administration Department	1,374,976	1,516,929	2,139,083	1,701,501	2,049,644		
Bus Transportation Department	153,357,882	158,910,164	173,659,953	171,340,727	185,578,795		
Operations Command Center Department		8,772,018	9,816,548	9,475,129	10,522,332		
Service Delivery Department	2,856,597		7,428,323	7,564,410	7,765,571		
Accessible Transportation Programs Department	38,694,024	58,221,456	63,076,757	63,504,738	74,102,555		
Rail Transportation Department	35,267,481	32,306,213	38,476,441	39,304,991	39,318,935		
Commuter Rail Department	7,934,194	8,744,695	8,488,064	8,609,310	8,587,052		
Portland Streetcar Department	19,067,675	20,009,229	19,272,388	19,019,949	19,869,580		
Total Transportation Division	\$258,552,829	\$288,480,704	\$322,357,557	\$320,520,755	\$347,794,464		
Maintenance Division							
Maintenance Administration Department	1,199,984	972,884	2,516,950	1,558,815	2,227,904		
Bus Maintenance Department	67,666,724	70,345,010	79,203,320	77,898,920	77,891,753		
Facilities Management Bus-Rail Department	29,967,316	33,497,695	37,344,184	37,246,304	40,151,489		
Rail Maintenance Of Way Department	21,496,197	23,641,892	25,793,186	26,508,927	29,108,013		
Rail Equipment Maintenance Department	40,750,651	48,250,174	40,349,213	42,396,596	42,273,624		
Total Maintenance Division	\$161,080,872	\$176,707,655	\$185,206,853	\$185,609,562	\$191,652,783		
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department		704,022	1,638,855	811,432	1,067,787		
Transit System Support Services Department		1,873,979	2,648,321	2,437,352	2,798,680		
Transit Training & Development Department		10,820,581	12,782,974	13,252,034	19,235,571		
Transit Asset & Maintenance Support Department		644,008	3,641,140	3,227,923	3,745,942		
Total Transit System & Asset Support Division		\$14,042,590	\$20,711,290	\$19,728,741	\$26,847,980		

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Division							
Safety & Security Administration Department	883,998	1,222,327	1,537,279	1,246,061	1,405,645		
Safety & Environmental Services Department	4,652,630	4,811,539	7,511,360	6,987,511	8,495,420		
Security & Emergency Management Department	27,900,845	43,916,213	70,416,033	61,282,793	68,066,883		
Total Safety & Security Division	\$33,437,473	\$49,950,079	\$79,464,672	\$69,516,365	\$77,967,948		
Finance & Administrative Services Division							
Finance & Administrative Services Department	915,336	1,002,464	2,327,563	1,425,476	1,845,275		
Financial Services Department	3,801,426	4,410,678	4,515,102	4,558,290	4,829,189		
Budget & Forecasting Department	1,294,244	1,333,824	2,056,294	1,922,495	2,153,267		
Risk Management Department	5,477,979	5,777,625	6,179,959	6,209,027	7,144,296		
Procurement & Supply Chain Management Department	6,337,501	7,021,861	7,560,030	7,326,894	8,107,584		
Fare Revenue & Administrative Services Department	10,487,776	10,808,365	11,982,547	11,183,486	12,837,479		
Grants Development & Compliance Department		753,352	1,332,939	1,274,763	1,406,744		
Total Finance & Administrative Services Division	\$28,314,262	\$31,108,169	\$35,954,434	\$33,900,431	\$38,323,834		
Information Technology Division							
IT Administration Department	14,547,959	15,074,886	19,250,887	16,810,895	18,945,018		
IT Operations & Infrastructure Department	4,687,733	4,732,784	5,194,763	5,294,461	6,338,688		
Information Security Department	1,111,798	1,011,502	1,162,385	1,236,306	1,241,913		
Enterprise Systems Department	5,123,679	4,931,510	5,396,963	5,118,909	5,375,434		
Intelligent Transportation Systems Department	3,794,746	3,971,496	4,368,180	4,431,580	4,427,339		
Total Information Technology Division	\$29,265,915	\$29,722,178	\$35,373,178	\$32,892,151	\$36,328,392		
Labor Relations & Human Resources Division							
Human Resources Administration Department	964,404	1,312,009	1,816,449	1,306,805	1,641,469		
Benefits & HRIS Department	1,798,036	2,063,933	2,156,187	2,257,122	2,668,498		
Talent Management Department	3,179,554	3,888,793	4,580,484	4,720,375	5,750,629		
Labor Relations Department	1,053,072	1,215,469	1,360,231	1,321,617	1,444,042		
Compensation Department	732,199	648,883	1,562,228	1,415,577	1,150,212		
Total Labor Relations & Human Resources Division	\$7,727,265	\$9,129,087	\$11,475,579	\$11,021,496	\$12,654,850		
Inclusion, Diversity, Equity & Accessibility Division							
Inclusion, Diversity, Equity & Accessibility Department			2,839,974	2,547,171	2,715,089		
Total Inclusion, Diversity, Equity & Accessibility Division			\$2,839,974	\$2,547,171	\$2,715,089		
Legal Services Division							
Legal Services Administration Department	1,677,584	1,684,619	1,978,881	1,671,520	1,942,349		
Litigation Department	1,150,504	1,295,156	1,374,256	1,411,562	1,458,000		
Real Estate & Transit Oriented Development Department	3,924,857	2,527,079	6,794,028	5,709,626	8,593,741		
Total Legal Services Division	\$6,752,945	\$5,506,854	\$10,147,165	\$8,792,708	\$11,994,090		

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Strategy & Planning Division							
Strategy & Planning Administration Department			1,375,495	1,025,020	1,395,123		
Service Planning Department			3,422,456	3,101,868	2,445,665		
Total Strategy & Planning Division			\$4,797,951	\$4,126,888	\$3,840,788		
Public Affairs Division							
Public Affairs Administration Department	858,308	1,010,760	1,341,390	1,118,368	1,237,320		
Community Affairs & Engagement Department	2,196,362	1,404,144	1,552,249	1,380,638	1,580,006		
Government Services and Public Affairs Department	1,112,981	1,316,577	1,172,498	1,142,805	1,120,204		
Communications & Marketing Department	5,924,276	8,849,431	10,070,147	10,131,594	6,123,307		
Customer Information Services Department	4,270,850	4,666,883	5,964,622	5,627,501	4,555,006		
Total Public Affairs Division	\$14,362,777	\$17,247,795	\$20,100,906	\$19,400,906	\$14,615,843		
Engineering & Construction Division							
Engineering & Construction Administration Department	1,765,456	1,867,535	1,481,649	1,496,473	921,471		
Policy & Planning Department	5,435,010						
Design & Construction Department	209,023	-45,352	682,578	718,843	881,030		
Major Projects Department	812,787	417,156	2,293,368	1,650,824	1,392,906		
Total Engineering & Construction Division	\$8,222,276	\$2,239,339	\$4,457,595	\$3,866,140	\$3,195,407		
Other Post Employment Benefits	71,101,234	46,711,568	62,867,167	62,688,312	54,482,460		
Debt Service	62,497,737	65,611,863	65,564,560	65,564,560	74,520,877		
Total Operating Requirements	\$697,256,057	\$751,752,180	\$864,497,389	\$843,015,238	\$900,348,944		
Capital Improvement Program (CIP)							
Chief Operating Officer Division	-410	1,957,425					
Transportation Division	3,145,867	16,717,545	13,550,272	13,128,403	10,276,883		
Maintenance Division	67,841,450	89,584,094	74,546,549	66,999,385	101,804,201		
Transit System & Asset Support Division		320,732					
Safety & Security Division	6,618,621	3,583,083	7,014,861	7,014,861	8,466,455		
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,529,151	6,018,383		
Information Technology Division	11,882,426	14,509,348	10,887,708	8,766,999	10,393,594		
Legal Services Division	10,738,539	13,399,683	1,500,000	600,000	400,000		
Strategy & Planning Division			1,754,409	1,029,734	616,278		
Public Affairs Division	1,766,402	1,504,265	1,200,000	1,200,000	1,450,000		
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	70,821,202	81,720,696		
Total Capital Improvement Program (CIP)	\$195,335,826	\$245,674,607	\$199,952,230	\$182,089,735	\$221,146,490		

Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	14,136,969	16,407,246	19,408,400	15,498,900	20,293,100		
Regional Fund Exchange Payments		3,600,373	3,708,400	3,708,400	3,819,700		
Special Payments	2,160,827	892,302					
Total Other Non-Operating Requirements	\$16,297,796	\$20,899,921	\$23,116,800	\$19,207,300	\$24,112,800		
Contingency			36,791,826		77,010,468		
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	209,123,379	124,563,042	52,755,130	57,866,941	111,762,135		
Restricted Debt Service	48,815,775	48,280,594	47,611,000	51,361,000	47,610,000		
Unrestricted Funds	691,331,683	700,296,467	613,566,853	687,172,809	562,624,538		
Total Ending Fund Balance	\$949,270,837	\$873,140,103	\$713,932,983	\$796,400,750	\$721,996,673		
Total Requirements	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

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

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

Requirements by Object Class

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	1,719,519	2,551,937	1,740,188	1,607,304	2,010,908		
Chief Operating Officer	12,064,710	10,102,445	680,320	620,842	648,731		
Transportation	201,050,593	208,691,547	238,114,257	235,677,316	252,440,264		
Maintenance	88,280,938	96,879,688	114,731,853	110,297,365	122,049,783		
Transit System & Asset Support		12,986,669	19,706,790	18,709,074	26,305,380		
Safety & Security	8,719,145	12,501,040	14,182,972	14,789,381	15,504,048		
Finance & Administrative Services	18,286,017	20,254,318	24,192,734	23,124,353	25,511,234		
Information Technology	15,692,471	17,061,736	20,702,678	19,196,501	20,663,192		
Labor Relations & Human Resources	5,352,051	6,337,382	8,305,879	7,854,141	9,785,150		
Inclusion, Diversity, Equity & Accessibility			2,177,774	1,869,152	2,252,889		
Legal Services	3,974,228	4,383,844	4,574,565	4,465,360	4,703,490		
Strategy & Planning			3,644,251	3,245,659	3,299,288		
Public Affairs	9,605,536	10,852,331	12,940,506	12,362,880	11,899,243		
Engineering & Construction	3,738,128	1,516,348	2,063,395	2,134,179	2,006,007		
Other Post Employment Benefits	70,926,492	46,470,793	62,617,167	62,536,539	54,232,460		
Total Personnel Services	\$439,409,828	\$450,590,078	\$530,375,329	\$518,490,046	\$553,312,067		
Materials & Services							
Office of the General Manager	880,896	1,245,790	316,400	268,165	312,900		
Chief Operating Officer	1,275,347	1,394,127	441,600	342,741	441,600		
Transportation	57,502,236	79,789,157	84,243,300	84,843,439	95,354,200		
Maintenance	72,799,934	79,827,967	70,475,000	75,312,197	69,603,000		
Transit System & Asset Support		1,055,921	1,004,500	1,019,667	542,600		
Safety & Security	24,718,328	37,449,039	65,281,700	54,726,984	62,463,900		
Finance & Administrative Services	10,028,245	10,853,851	11,761,700	10,776,078	12,812,600		
Information Technology	13,573,444	12,660,442	14,670,500	13,695,650	15,665,200		
Labor Relations & Human Resources	2,375,214	2,791,705	3,169,700	3,167,355	2,869,700		
Inclusion, Diversity, Equity & Accessibility			662,200	678,019	462,200		
Legal Services	2,778,717	1,123,010	5,572,600	4,327,348	7,290,600		
Strategy & Planning			1,153,700	881,229	541,500		
Public Affairs	4,757,241	6,395,464	7,160,400	7,038,026	2,716,600		
Engineering & Construction	4,484,148	722,991	2,394,200	1,731,961	1,189,400		
Other Post Employment Benefits	174,742	240,775	250,000	151,773	250,000		
Total Materials & Services	\$195,348,492	\$235,550,239	\$268,557,500	\$258,960,632	\$272,516,000		

Requirements by Object Class

Division/Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Other Requirements							
Capital Improvement Program (CIP)	195,335,826	245,674,607	199,952,230	182,089,735	221,146,490		
Pass Through/Fund Exchanges/Special Payments	16,297,796	20,899,921	23,116,800	19,207,300	24,112,800		
Debt Service	62,497,737	65,611,863	65,564,560	65,564,560	74,520,877		
Contingency			36,791,826		77,010,468		
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	209,123,379	124,563,042	52,755,130	57,866,941	111,762,135		
Restricted Debt Service	48,815,775	48,280,594	47,611,000	51,361,000	47,610,000		
Unrestricted Funds	691,331,683	700,296,467	613,566,853	687,172,809	562,624,538		
Total Ending Fund Balance	\$949,270,837	\$873,140,103	\$713,932,983	\$796,400,750	\$721,996,673		
Total Requirements	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,840,713,023	\$1,944,615,375		

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

Personnel Services Schedule

Expense Category	Explanation	Budget FY2025	Budget FY2026
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. \$232,728,050 for union and \$97,725,239 for non-union.	309,822,286	330,453,289
Sick and Vacation Payout	\$570,360 for union sick and vacation payout; \$869,858 for non-union vacation payout.	1,445,418	1,440,218
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	5,157,451	5,457,618
Scheduled Overtime	Overtime that has been built into union operator shifts.	12,524,819	13,253,763
Unscheduled Overtime	All other overtime except scheduled overtime.	12,900,436	13,651,240
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. \$881,043 for union and \$4,004,205 for non-union.	8,940,756	4,885,248
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$256,615 for union and \$116,624 for non-union.	352,714	373,239
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	\$66,044,242 for union medical and dental; \$16,420,687 for non-union medical and dental.	76,595,051	82,464,929
Disability and Life Insurance	\$223,191 for union Life/STD premiums; \$535,148 for non-union Life/LTD premiums.	742,842	758,339
Childcare Reimbursement	New Childcare Reimbursement program; \$603,450 union; \$172,800 non-union.		776,250
Oregon Paid Leave	\$912,067 for union Oregon Paid Leave; \$408,904 for non-union Oregon Paid Leave.	1,233,458	1,320,971
Social Security FICA	7.65% of first \$176,100 of salaries and wages; 1.45% thereafter.	26,397,318	27,784,420
TriMet Payroll Tax-PRT	0.8237% of 2025 gross income; 0.8237% of 2026 gross income.	2,844,629	3,013,628
Pension Expense-Normal Cost (cost of benefits earned this year)	\$17,441,820 for union Defined Contribution pension; \$9,665,987 for non-union Defined Contribution pension.	25,078,543	27,107,807
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits.	-19,459,285	-17,844,078
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 \$1,770.87 per week.	6,500,000	7,501,000
Total Personnel Services*		\$467,758,162	\$499,079,607

* Total does not include Other Post Employment Benefit costs of \$62,617,167 in FY2025 and \$54,232,460 in FY2026. See Other Post Employment Benefits department for DB pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget FY2025	Budget FY2026	Percent Change	Explanation
Advertising/Promotion Media Fees	379,800	375,600	-1.11%	
Audits	245,000	260,000	6.12%	
Banking Charges	1,595,000	2,011,000	26.08%	Anticipated increase aligned with actual utilization.
Bridge, Tunnel & Highway Expenses	418,300	423,400	1.22%	
Casualty and Liability Costs	9,257,300	10,416,700	12.52%	Anticipated rate increases.
Contract Maintenance	21,332,300	22,040,200	3.32%	
Contracted Dispatch	4,243,400	4,472,600	5.40%	
Contracted Eligibility Assessment	1,635,600	1,550,300	-5.22%	
Custodial Service	1,480,700	1,480,900	0.01%	
Dues & Subscriptions	559,000	544,300	-2.63%	
Education & Training	1,804,800	1,587,700	-12.03%	
Employee Relations & Union Contractual Services	484,100	534,100	10.33%	
Health Benefit Consultant	253,100	310,600	22.72%	
Lease Expenses	5,085,600	7,001,500	37.67%	Increase due to new and expanded leases.
Legal	304,200	284,200	-6.57%	
Light Rail Propulsion Power	7,114,300	8,085,600	13.65%	
Maintenance Materials-Revenue Equipments	14,259,100	14,259,100	0.00%	
Miscellaneous Expenses	1,200,700	930,300	-22.52%	Decreased due to budget realignment.
Other Materials & Services	13,413,600	10,621,100	-20.82%	In FY25, budgeted for increased comm. outreach for STIF prog & services.
Other Services	11,439,000	9,957,300	-12.95%	
Portland Streetcar	9,613,200	9,613,200	0.00%	
Professional & Technical Services	11,578,800	8,759,300	-24.35%	Decreased due to budget realignment.
Purchased Transportation Service	44,895,300	56,716,900	26.33%	Increased ridership and increased service hour rate.
Revenue Vehicles - Diesel Fuel	22,098,500	16,858,900	-23.71%	\$2.90/gallon for bus, \$3.80/gallon for LIFT and WES.
Revenue Vehicles - Oil & Gasoline	1,205,300	2,730,100	126.51%	Increased gasoline usage per LIFT vehicle operations.
Revenue Vehicles - Tires	1,332,300	1,746,400	31.08%	Increased repair and maintenance anticipated.
Security Services	59,555,900	56,447,200	-5.22%	
Software License Fees	12,716,700	13,148,200	3.39%	Year-to-year cost increases on multiple products.
Temporary Help	340,700	335,200	-1.61%	
Telephone Expense	747,000	752,500	0.74%	
Tickets, Passes & Fare Media Cards	1,400,000	800,000	-42.86%	Decreased to reflect actual utilization.
Uniforms	428,300	432,500	0.98%	
Utilities (Natural Gas, Electricity, Water/Sewer)	5,890,600	6,779,100	15.08%	Anticipated rate increases.
Total Materials & Services*	\$268,307,500	\$272,266,000	1.48%	

* Total does not include Other Post Employment Benefit costs of \$250,000 in FY2025 and FY2026. See Other Post Employment Benefits department for service contracts for retirement plans.

Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	6.00	7.00	8.00	9.00			0.00
Part-Time Employees	0.00	1.00	0.00	0.00			1.00
Total Office of the General Manager Division	6.00	8.00	8.00	9.00	0.00	0.00	1.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees	49.00	23.00	2.00	2.00			0.00
Union Employees							
Full-Time Employees	57.00	45.00	0.00	0.00			0.00
Total Chief Operating Officer Division	106.00	68.00	2.00	2.00	0.00	0.00	0.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	60.00	68.00	74.00	74.00			0.00
Limited Term Full-Time Employees	0.00	1.00	2.00	0.00			-2.00
Union Employees							
Full-Time Employees	1,458.00	1,595.00	1,552.00	1,550.00			-2.00
Part-Time Employees	220.00	188.00	238.50	238.50			0.00
Limited Term Full-Time Employees	0.00	8.00	4.00	0.00			-4.00
Total Transportation Division	1,738.00	1,860.00	1,870.50	1,862.50	0.00	0.00	-8.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	103.00	102.00	108.00	107.00			-1.00
Limited Term Full-Time Employees	2.00	1.00	1.00	0.00			-1.00
Union Employees							
Full-Time Employees	657.00	705.00	803.00	807.00			4.00
Limited Term Full-Time Employees	26.00	0.00	0.00	0.00			0.00
Total Maintenance Division	788.00	808.00	912.00	914.00	0.00	0.00	2.00

Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Transit System & Asset Support Division							
Non-Union Employees							
Full-Time Employees	0.00	36.00	60.00	69.00			9.00
Limited Term Full-Time Employees	0.00	4.00	5.00	1.00			-4.00
Union Employees							
Full-Time Employees	0.00	47.00	57.00	93.00			36.00
Limited Term Full-Time Employees	0.00	5.00	11.00	9.00			-2.00
Total Transit System & Asset Support Division	0.00	92.00	133.00	172.00	0.00	0.00	39.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	25.00	36.00	41.00	43.00			2.00
Limited Term Full-Time Employees	3.00	0.00	0.00	0.00			0.00
Union Employees							
Full-Time Employees	36.00	55.00	54.00	55.00			1.00
Total Safety & Security Division	64.00	91.00	95.00	98.00	0.00	0.00	3.00
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	63.00	71.00	78.00	79.00			1.00
Limited Term Full-Time Employees	1.00	1.00	1.00	1.00			0.00
Union Employees							
Full-Time Employees	78.00	85.00	86.00	86.00			0.00
Part-Time Employees	0.00	0.00	1.30	1.30			0.00
Total Finance & Administrative Services Division	142.00	157.00	166.30	167.30	0.00	0.00	1.00
Information Technology Division							
Non-Union Employees							
Full-Time Employees	91.00	92.00	99.00	100.00			1.00
Limited Term Full-Time Employees	1.00	10.00	13.00	1.00			-12.00
Total Information Technology Division	92.00	102.00	112.00	101.00	0.00	0.00	-11.00
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	38.00	45.00	51.00	59.00			8.00
Limited Term Full-Time Employees	0.00	2.00	3.00	3.00			0.00
Part-Time Employees	0.80	0.80	0.80	0.80			0.00
Total Labor Relations & Human Resources Division	38.80	47.80	54.80	62.80	0.00	0.00	8.00

Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Inclusion, Diversity, Equity & Accessibility Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	13.00	13.00			0.00
Total Inclusion, Diversity, Equity & Accessibility Division	0.00	0.00	13.00	13.00	0.00	0.00	0.00
Legal Services Division							
Non-Union Employees							
Full-Time Employees	22.00	24.00	24.00	24.00			0.00
Limited Term Full-Time Employees	3.00	2.00	0.00	0.00			0.00
Total Legal Services Division	25.00	26.00	24.00	24.00	0.00	0.00	0.00
Strategy & Planning Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	17.00	17.00			0.00
Limited Term Full-Time Employees	0.00	0.00	3.00	0.00			-3.00
Total Strategy & Planning Division	0.00	0.00	20.00	17.00	0.00	0.00	-3.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	50.00	51.00	57.00	58.00			1.00
Limited Term Full-Time Employees	7.00	7.00	4.00	3.00			-1.00
Union Employees							
Full-Time Employees	31.00	27.00	33.00	29.00			-4.00
Limited Term Full-Time Employees	0.00	10.00	13.00	0.00			-13.00
Total Public Affairs Division	88.00	95.00	107.00	90.00	0.00	0.00	-17.00
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	56.00	63.00	67.00	67.00			0.00
Limited Term Full-Time Employees	15.00	19.00	25.00	21.00			-4.00
Total Engineering & Construction Division	71.00	82.00	92.00	88.00	0.00	0.00	-4.00

Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Operating Program							
Non-Union Employees							
Full-Time Employees	563.00	618.00	699.00	721.00	0.00	0.00	22.00
Limited Term Full-Time Employees	32.00	47.00	57.00	30.00	0.00	0.00	-27.00
Part-Time Employees	0.80	1.80	0.80	0.80	0.00	0.00	0.00
Total Non Union Employees	595.80	666.80	756.80	751.80	0.00	0.00	-5.00
Union Employees							
Full-Time Employees	2,317.00	2,559.00	2,585.00	2,620.00	0.00	0.00	35.00
Limited Term Full-Time Employees	26.00	23.00	28.00	9.00	0.00	0.00	-19.00
Part-Time Employees	220.00	188.00	239.80	239.80	0.00	0.00	0.00
Total Union Employees	2,563.00	2,770.00	2,852.80	2,868.80	0.00	0.00	16.00
Total Operating Program Employees*	3,158.80	3,436.80	3,609.60	3,620.60	0.00	0.00	11.00

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

Staffing Changes FY2026 Proposed Budget

Changes to FTE between the FY2025 Adopted and FY2026 Proposed Budget are reflect a combination of limited-term position expirations, division reorganizations, and additional work requirements to align staffing with TriMet 2030 operational and strategic priorities. The FY2026 budget reflects a net increase of 11.00 FTE, with 16.00 additional union positions and a reduction of 5.00 non-union positions.

The Transit System & Asset Support Division saw the largest increase, adding 39.00 FTE to accommodate expanded responsibilities. The Safety & Security Division also grew by 3.00 FTE, absorbing roles from the Transportation and Maintenance Divisions. Additional growth occurred within Labor Relations & Human Resources (+8.00 FTE) and Finance & Administrative Services (+1.00 FTE) to support agency-wide initiatives.

Conversely, several divisions experienced reductions due to the expiration of limited-term positions and restructuring efforts. The Transportation Division (-8.00 FTE) and Public Affairs Division (-17.00 FTE) saw decreases, reflecting both role realignments and the conclusion of specific projects. Similarly, Information Technology (-11.00 FTE), Strategy & Planning (-3.00 FTE), and Engineering & Construction (-4.00 FTE) saw declines primarily due to limited-term position expirations.

FY2026 Proposed Budget FTE Changes

FTE Change	Non-Union	Union	Total	Purpose of Change
Office of the General Manager Division	1.00	0.00	1.00	Additional work requirements.
Chief Operating Office Division	0.00	0.00	0.00	No staffing changes.
Transportation Division	-2.00	-6.00	-8.00	Limited-Term positions ending; restructuring for right-sizing; transfer to Safety & Security Division.
Maintenance Division	-2.00	4.00	2.00	Transfer to Safety & Security Division; reorganization from Public Affairs Division.
Transit System & Asset Support Division	5.00	34.00	39.00	Additional work requirements.
Safety & Security Division	2.00	1.00	3.00	Additional work requirement; reorganization from Transportation and Maintenance Divisions.
Finance & Administrative Services Division	1.00	0.00	1.00	Additional work requirements.
Information Technology Division	-11.00	0.00	-11.00	Limited-Term positions ending.
Labor Relations & Human Resources Division	8.00	0.00	8.00	Additional work requirements.

FTE Change	Non-Union	Union	Total	Purpose of Change
Inclusion Diversity Equity & Accessibility Division	0.00	0.00	0.00	No staffing changes.
Legal Services Division	0.00	0.00	0.00	No staffing changes.
Strategy & Planning Division	-3.00	0.00	-3.00	Limited-Term positions ending.
Public Affairs Division	0.00	-17.00	-17.00	Limited-Term positions ending; transfer to Maintenance Division.
Engineering & Construction Division	-4.00	0.00	-4.00	Additional work requirements; limited-Term positions ending.
Total Non-Union and Union Changes	-5.00	16.00	11.00	

Table 1. FY2026 Proposed Budget Full Time Equivalent Changes

Summary of Fixed Route Service (Hours and Miles)

	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Estimate	FY2026 Proposed	% Change Budget**	% Change Estimate***	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	39,059	41,030	45,194	42,253	45,194	0.00%	6.96%	85.65%
Light Rail (Train Hours)	6,206	6,382	6,187	6,868	6,187	0.00%	-9.92%	11.73%
Commuter Rail (Train Hours)	81	71	122	122	122	0.00%	0.00%	0.23%
Portland Streetcar (Train Hours)*	1,265	1,265	1,431	1,264	1,264	-11.67%	0.00%	2.40%
Fixed Route Total	46,611	48,748	52,934	50,507	52,767	-0.32%	4.47%	100.00%
Weekly Vehicle Miles								
Fixed Route								
Bus Service	540,576	568,676	515,199	588,162	515,199	0.00%	-12.41%	73.27%
Light Rail (Car Miles)	110,771	113,919	178,127	124,998	178,127	0.00%	42.50%	25.34%
Commuter Rail (Train Miles)	1,478	1,419	2,307	1,421	2,307	0.00%	62.35%	0.33%
Portland Streetcar (Car Miles)*	7,552	7,552	18,890	7,552	7,552	-60.02%	0.00%	1.05%
Fixed Route Total	660,377	691,566	714,523	722,133	703,185	-1.59%	-2.62%	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

	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Estimate	FY2026 Proposed	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	435	459	610	483	486	-20.33%	0.62%
Total Vehicles	685	666	646	669	669	3.56%	0.00%
Light Rail							
Peak Vehicles	94	102	116	116	116	0.00%	0.00%
Total Vehicles	143	141	149	149	149	0.00%	0.00%
Commuter Rail							
Peak Vehicles	2	3	2	3	3	50.00%	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	19	19	20	20	20	0.00%	0.00%
Accessible Transportation							
Peak Vehicles	137	195	200	229	234	17.00%	2.18%
Total Vehicles	260	301	262	274	274	4.58%	0.00%

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

Debt Service

Debt Service Overview

Debt Limits & Coverage Requirements

In February 2025, the Board of Directors approved Resolution 25-02-05, amending the Debt Policy to include updates to the term and type of bonds allowed, methods and structures of issuing debt, investment and uses of the debt proceeds, and compliance and disclosure clauses in the policy. Total FY2026 debt service is \$74.5 million, of which \$51.4 million is senior lien debt or 5.9% of continuing revenues, meeting the goal set by the Board.

Debt Ceiling Calculation

Debt Ceiling Calculation measures TriMet's Total Senior Lien Debt as a percentage of Total Net Continuing Resources, ensuring compliance with the agency's Debt Policy.

Total Senior Lien Debt	\$51,361,077
Total Net Continuing Resources	\$873,824,500
Total Senior Lien Debt / Total Net Continuing Resources	5.9%

Table 1. Debt Ceiling Calculation

For FY2026, Total Senior Lien Debt is \$51.4 million, while Total Net Continuing Resources amount to \$873.8 million. The resulting debt ratio is 5.9%, calculated by dividing Total Senior Lien Debt by Total Net Continuing Resources. This percentage represents the portion of continuing revenues allocated to debt service and is below within TriMet's approved debt limit of 7.5%.

Bond Rating

TriMet's 2024 ratings on payroll tax bonds continue to set the pace with top ratings 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 0.8237 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. The table below shows pledged payroll tax revenues and debt service for the last five fiscal years (\$ in Thousands):

Five-Year Pledged Payroll Tax Revenue and Debt Service (in Thousands)

Fiscal Year	Specified Payroll Tax Revenues	Debt Service on Bonds	Coverage
2024	\$511,423	\$44,120	11.6
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

Table 2. Five-Year Pledged Payroll Tax Revenue and Debt Service in Thousands

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

The following tables show pledged capital grant receipt revenues and debt service for the last five fiscal years:

Five-Year Pledged Capital Grant Revenues and Debt Service (in Thousands)

Fiscal Year	Specified Grant Revenues ¹	Debt Service on Bonds	Coverage
2024	\$100,725	\$21,492	5.7
2023	\$125,570	\$21,519	5.8
2022	\$173,379	\$21,096	9.3
2021	\$244,029	\$21,111	12.6
2020	\$158,738	\$20,760	8.7

Table 3. Five-Year Pledged Capital Grant Revenues and Debt Service in Thousands

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

TriMet's Investor Relations page provides key financial and operational information for investors and stakeholders. It offers insights into TriMet's bond offerings, financial performance, capital investments, and ESG priorities, ensuring transparency and supporting informed investment decisions.

Please see [TriMetBonds.com](https://www.trimetcbo.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

¹ Specified revenues in FY2020 through FY2024 were supplemented with additional 5307 funds awarded for COVID relief.

- 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

Future Debt Issuances

TriMet's Board of Directors will be considering in spring of 2025, an authorization of up to \$150 million in senior lien payroll tax revenue bonds to finance light rail vehicles, buses, alternative fuels infrastructure, the 82nd Avenue project, the Tualatin Valley Highway project, and the Columbia Bus Base. The authorization would allow TriMet to refund existing debt if rates are favorable. TriMet anticipates issuing these bonds during FY2026.

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, 2025 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 & Bond Ratings

The following table includes 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, 2025 and bond ratings.

				(\$ in Thousands)		Bond Ratings		
Series	Purpose	Issued	Term (Years)	Par Amount	Balance at June 30, 2025	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	16,395	Aaa	AAA	AAA
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	50,395	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	29,080	Aaa	AAA	AAA
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	37,215	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	234,115	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	403,025	Aaa	AAA	AAA
Balance at June 30, 2025 for all Payroll Tax Bonds					\$ 782,755			
Capital Grant Receipt Bonds								
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	40,785	A3	A	Not Rated
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	107,920	A3	A	Not Rated
Balance at June 30, 2025 for all Capital Grant Receipt Bonds					\$ 148,705			
Balance at June 30, 2025 all Bonds					\$ 931,460			

1. Bond Purpose & Bond Ratings Table

Payroll Tax and Capital Grant Receipt Bonds

Payroll Tax Bonds (in Thousands) and Rating

Bond	Par Amount	Balance ²	Issued	Term (Years)	Moody's	Standard & Poor's	Kroll
2009 B	\$12,530	\$12,530	10/27/2009	24	Aaa	AAA	AAA
2015 A/B	\$134,590	\$16,395	9/30/2015	25	Aaa	AAA	AAA
2016 A	\$74,800	\$50,395	5/11/2016	20	Aaa	AAA	AAA
2017 A	\$97,430	\$29,080	2/22/2017	25	Aaa	AAA	AAA
2018 A	\$148,245	\$37,215	6/20/2018	30	Aaa	AAA	AAA
2019 A/B	\$237,815	\$234,115	10/9/2019	30	Aaa	AAA	AAA
2021A/B	\$409,640	\$403,025	10/27/2021	30	Aaa	AAA	AAA
Total	\$1,115,050	\$782,755					

Table 4. Payroll Tax Bonds (in Thousands) and Rating

Payroll Tax Bonds Purpose

- 2009 B: WES Commuter Rail, Bus Replacements, Dispatch System
- 2015 A/B: Bus replacements, Electronic Fare System, and to refinance bonds currently outstanding
- 2016 A: Refinance bonds currently outstanding
- 2017 A: Bus replacements, Electronic Fare System, Transit Police Center, Powell Lift Relocation, Hogan Operations Facility, Cleveland Station
- 2018 A: Powell Garage, bus and light rail vehicle replacements, Columbia bus base
- 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.
- 2021A/B: Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance bonds currently outstanding.

² Balance at June 30, 2025

Capital Grant Receipt Bonds (in Thousands) and Rating

Bond	Par Amount	Balance ³	Issued	Term (Years)	Moody's	Standard & Poor's	Kroll
2017 A	\$76,015	\$40,785	8/30/2017	10	A3	A	Not Rated
2018 A	\$113,900	\$107,920	2/6/2018	16	A3	A	Not Rated
Total	\$189,915	\$148,705					

Table 5. Capital Grant Receipt Bonds (in Thousands) and Rating

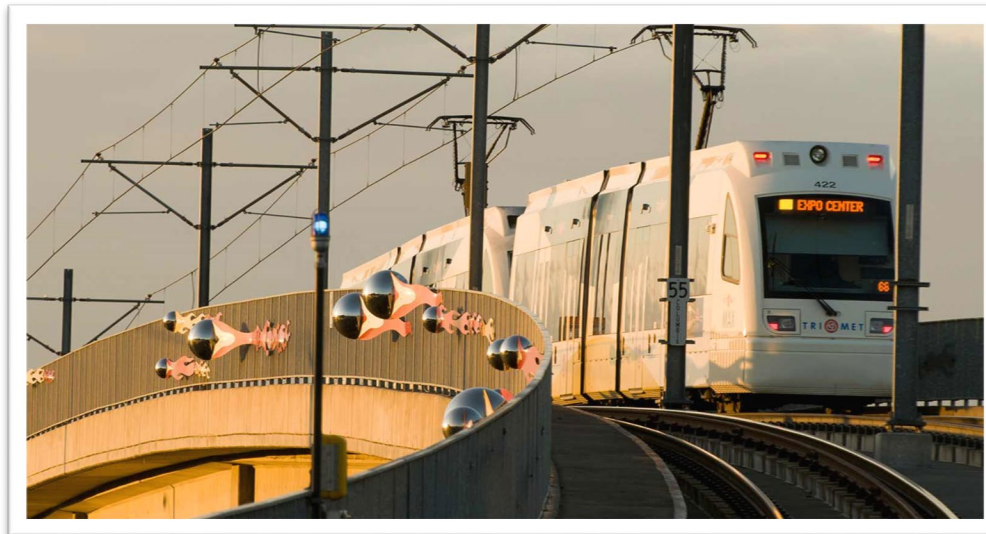
Capital Grant Receipt Bonds Purpose

- 2017 A: Refinance bonds currently outstanding
- 2018 A: Capital projects including Southwest Corridor, Division Transit, and Powell Garage

Balance of Payroll Tax and Capital Grant Bonds (in Thousands)

Bond	Bond Balance ³
Payroll Tax Bonds	\$782,755
Capital Grant Receipt Bonds	\$148,705
All Bonds (Total)	\$931,460

Table 6. Balance of Payroll Tax and Capital Grant Bonds (in Thousands)



³ Balance at June 30, 2025

Principal & Interest Payments through Maturity

The following table includes principal and interest payments presented through maturity for each fund; Payroll Tax Bonds, Capital Grant Receipt Bonds, and Total Bonds.

Bond Principal, Interest, and Total (in Thousands) by Fund

	Payroll Tax Bonds			Capital Grant Receipt Bonds			Total Bonds		
Fiscal Year	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
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	\$26,745	\$20,865	\$47,610	\$13,235	\$3,694	\$16,929	\$39,980	\$24,559	\$64,539
2031-2035	\$146,900	\$91,151	\$238,051	\$76,270	\$8,012	\$84,282	\$223,170	\$99,163	\$322,333
2036-2040	\$173,270	\$64,770	\$238,040	-	-	-	\$173,270	\$64,770	\$238,040
2041-2045	\$158,625	\$37,260	\$195,885	-	-	-	\$158,625	\$37,260	\$195,885
2046-2050	\$160,435	\$13,716	\$174,151	-	-	-	\$160,435	\$13,716	\$174,151
2051-2052	\$18,325	\$461	\$18,786	-	-	-	\$18,325	\$461	\$18,786
Total	\$782,755	\$320,218	\$1,102,973	\$148,705	\$33,578	\$182,283	\$931,460	\$353,798	\$1,285,258

Table 7. Bond Principle, Interest, and Total (in Thousands) by Fund

Summary of Debt Service

Operating	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Payroll Tax Bonds							
2009 Senior Lien Revenue Bonds Series A and B	717,967	717,969	717,969	717,969	717,969		
2012 Senior Lien Revenue Bonds	3,075,000						
2015 Revenue Bonds	6,995,125	7,040,013	6,996,225	6,996,225	6,989,350		
2016 Revenue Bonds	2,465,613	5,546,650	5,533,150	5,533,150	5,533,400		
2017 Revenue Bonds	4,221,463	4,217,788	4,217,863	4,217,863	4,216,863		
2018 Payroll Bonds -Sr Lien	3,601,025	3,550,275	3,609,650	3,609,650	3,617,400		
2019 Senior Lien Payroll Tax Rev Bonds Series A	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950		
2019 Senior Lien Payroll Tax Rev Bonds Series B	1,942,893	1,943,655	1,943,815	1,943,815	1,943,031		
2021 Senior Lien Payroll Tax Rev Bonds Series A	6,247,100	9,391,475	9,391,100	9,391,100	9,392,225		
2021 Senior Lien Payroll Tax Rev Bonds Series B	5,483,538	5,483,538	5,483,538	5,483,538	8,971,889		
2026 Senior Lien Payroll Tax Revenue Bonds					3,750,000		
Capital Grant Receipt Bonds							
2017 Capital Grant Bonds	14,696,375	14,683,625	14,667,250	14,667,250	14,655,750		
2018 Capital Grant Bonds	6,822,675	6,807,925	6,775,050	6,775,050	6,754,050		
Others							
Bond Issuance Costs and Misc	13				1,750,000		
Total Debt Service	\$62,497,737	\$65,611,863	\$65,564,560	\$65,564,560	\$74,520,877		

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	6,430,000	559,350	6,989,350
2016 Revenue Bonds	3,890,000	1,643,400	5,533,400
2017 Revenue Bonds	3,095,000	1,121,863	4,216,863
2017 Capital Grant Bonds	12,940,000	1,715,750	14,655,750
2018 Capital Grant Bonds	1,855,000	4,899,050	6,754,050
2018 Payroll Bonds - Sr Lien	2,100,000	1,517,400	3,617,400
2019 Payroll Bonds - Sr Lien Series A		6,228,950	6,228,950
2019 Payroll Bonds - Sr Lien Series B	785,000	1,158,031	1,943,031
2021 Payroll Bonds - Sr Lien Series A	3,565,000	5,827,225	9,392,225
2021 Payroll Bonds - Sr Lien Series B	3,505,000	5,466,889	8,971,889
2026 Senior Lien Payroll Tax Revenue Bonds		3,750,000	3,750,000
FY2026 Total Debt Service*	\$38,165,000	\$34,605,877	\$72,770,877

* Excludes Bond Issuance Costs and Misc \$1,750,000

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	70,465,900	75,548,500		
Transit Advertising	3,856,048	1,162,500	4,090,900	1,950,000	1,233,300		
Accessible Transportation Contract (see Note 1)	6,823,321	7,451,964	7,371,000	7,651,600	8,215,800		
Service Contracts (see Note 2)	9,366,090	9,705,985	9,348,800	9,849,800	10,700,900		
Total Operating Revenue	\$69,923,131	\$70,437,576	\$83,178,100	\$89,917,300	\$95,698,500		
Tax Revenue							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	498,743,800	527,675,400		
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	18,041,800	18,715,500		
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	3,661,200	3,810,400		
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$520,446,800	\$550,201,300		
Other Revenue							
Federal Operating Grants (see Note 3)	125,570,179	116,826,201	141,744,600	130,246,300	120,023,400		
State STIF-Formula	43,042,396	43,564,597	74,405,000	69,402,300	83,732,800		
State Operating Grants (see Note 4)	1,089,531	35,098					
Interest	22,522,874	35,955,379	305,000	31,387,600	20,000,000		
Miscellaneous	4,500,887	5,654,310	6,340,800	8,374,316	4,168,500		
Total Other Revenue	\$196,725,867	\$202,035,585	\$222,795,400	\$239,410,516	\$227,924,700		
Net Continuing Resources*	\$751,831,223	\$783,896,354	\$846,403,800	\$849,774,616	\$873,824,500		
Debt Service on Senior Lien Bonds	\$40,978,674	\$44,120,313	\$44,122,260	\$44,122,260	\$51,361,077		
Senior Lien Debt Service as a Percent of Net Continuing Revenues	5.5%	5.6%	5.2%	5.2%	5.9%		

* 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.



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Other Post-Employment Benefits (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.

Eligibility and Benefits

Eligibility Criteria

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.

Union employees must be at least 55 years old with 10 years of continuous service to qualify.

For non-union employees, eligibility varies based on the hire date:

- Those hired before April 27, 2003 must be at least 55 years old with 5 years of credited service.
- Employees hired between April 27, 2003, and May 1, 2009 must be at least 55 years old with 10 years of credited service.
- Employees hired after May 1, 2009 must be at least 62 years old with 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, 2024, the following employees (union and non-union) were covered by the benefit terms:

- 2,147 inactive employees or beneficiaries currently receiving benefit payments;
- 3,214 active employees;
- 5,361 total inactive and active employees are covered by the benefit terms.

Net OPEB Liability

TriMet's net OPEB liability of \$710.9 million was measured as of January 1, 2024, and was determined by an actuarial valuation as of that date.

Actuarial Assumptions and Other Inputs

The total OPEB liability in the January 1, 2024 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% (also 2.75% at January 1, 2023)
- **Salary Increases:** 3.0-3.25% (also 3.0-3.25% at January 1, 2023)
- **Discount Rate¹:** 3.26% (3.72% at January 1, 2023)

Healthcare Cost Trend Rates

Union Plans

- **Pre-Medicare:** 8% in 2024, trending up to 4.03% in 2044 and thereafter.
- **Medicare:** 19.8% in 2024 and 7% in 2025 trending down to 4.03% in 2044 and thereafter.
- **Medicare Part B:** 5.9% in 2024 trending up to 7.23% in 2026, then trending down to 4.03% in 2044 and thereafter.

Non-Union Plans

- **Pre-Medicare:** 6.2% in 2024 trending down to 4.03% in 2044 and thereafter.
- **Medicare:** 19.8% in 2024 and 7% in 2025 trending down to 4.03% in 2044 and thereafter.

¹ The discount rates were based on Bond Buyer 20-Bond GO Index, December 28, 2023 and December 29, 2022.

Other Post-Employment Benefits



Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2023	FY2024	FY2025		FY2026		
		Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	51,286,805	25,003,623	25,000,000	18,560,000	18,222,400		
OPEB Contributions	Current year portion of funding OPEB liabilities			12,772,800	18,708,500	10,297,000		
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	498,510	503,419	560,000	525,700	536,600		
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	14,416,058	14,925,524	16,625,000	16,625,000	16,793,300		
Medicare Part B	Post Employment Medicare Part B Benefits(note 3)	3,747,770	4,000,320	4,029,000	4,029,000	4,421,400		
Total Union		\$69,949,143	\$44,432,886	\$58,986,800	\$58,448,200	\$50,270,700		
Non-Union								
Pension UAAL Expense (note 2)	Current year portion of 10 years funding of UAAL	1,003	701,985	841,600	727,000	915,200		
OPEB Contributions	Current year portion of funding OPEB liabilities			1,316,900	1,935,800	1,065,500		
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	72,224	73,350	82,000	76,660	82,000		
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	1,676,904	1,688,845	1,845,000	1,845,000	1,981,200		
Total Non-Union		\$1,750,131	\$2,464,180	\$4,085,500	\$4,584,460	\$4,043,900		
Professional & Technical	Service contracts for retirement plans	174,742	240,775	250,000	151,773	250,000		
Capitalized Fringe	Capital grant fringe reimbursement	-772,782	-426,273	-455,133	-496,121	-82,140		
Total Other Post Employment Benefits		\$71,101,234	\$46,711,568	\$62,867,167	\$62,688,312	\$54,482,460		

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.



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Office of the General Manager Division

Overview

Departments

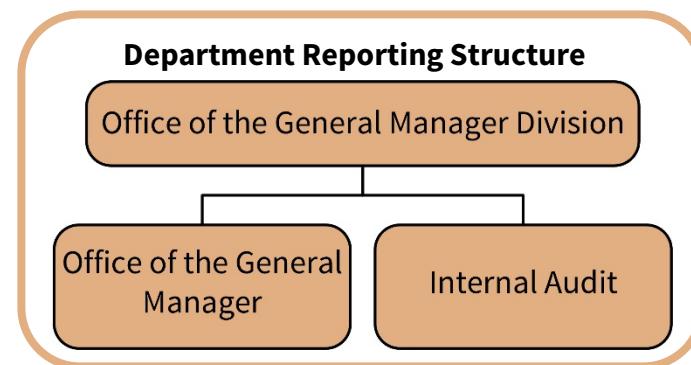
- Office of General Manager (OGM) 120
- Inclusion, Diversity, Equity & Accessibility¹ (IDEA)..... 122
- Internal Audit (IA) 124

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.

Divisional Fun Facts

- 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 TriMet 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.



¹ The Inclusion, Diversity, Equity, & Accessibility moved to a different division for organizational effectiveness.

Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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			OGM	100%	100%	100%
Complete 75% Buy America Post-Delivery Audit - Gillig Zero Emission Buses.			X	IA	N/A	75%	100%
Complete three high-risk audits/audit follow-up reviews related to reliability, performance, or asset management.		X		IA	3 ea.	3 ea.	3 ea.
Conduct two audits/audit follow-up reviews focusing on safety.		X		IA	2 ea.	2 ea.	2 ea.

Table 1. Office of the General Performance Metrics



Division Summary

Office of the General Manager Division Budget

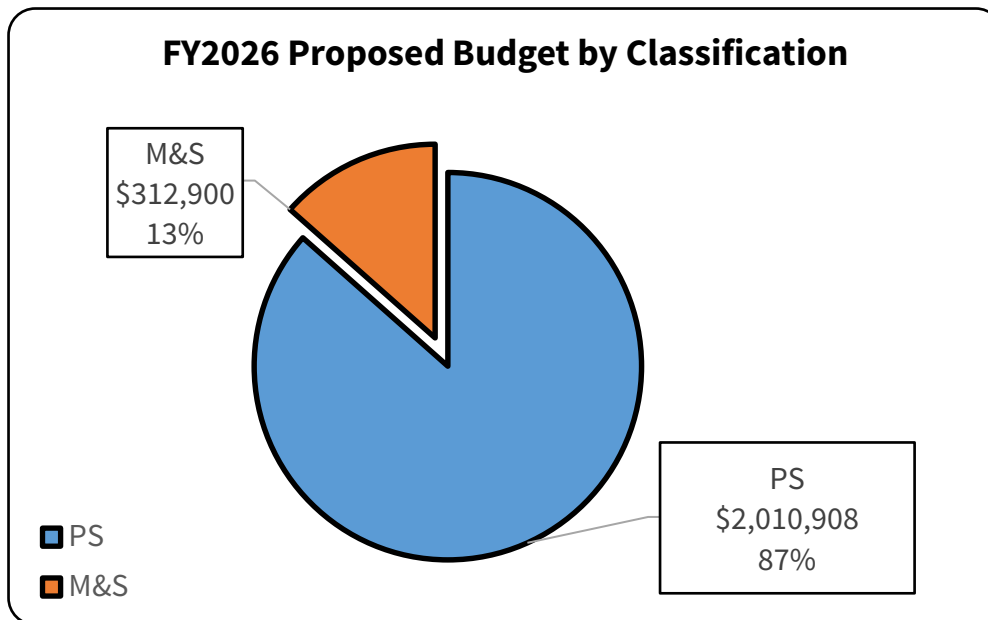
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,719,519	2,551,937	1,740,188	1,607,304	2,010,908	-	-
M&S	880,896	1,245,790	316,400	268,165	312,900	-	-
Total	\$2,600,415	3,797,727	\$2,056,588	\$1,875,469	\$2,323,808	-	-

Table 2. Office of the General Manager Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Office of the General Manager Division by Classification, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$267,220 (+13.0%), driven by a 15.6% increase in Personal Services (PS) to \$2.01M due to one additional position, while Materials & Services (M&S) remains stable at \$312.9K (-1.1%).

For the FY2026 Proposed Budget, PS comprises 87% of the total budget, while M&S accounts for 13%.



1. Office of the General Manager Division FY2026 Proposed Budget by Classification Pie Chart

Office of the General Manager Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	6.00	8.00	8.00	8.00	9.00	-	-

Table 3. Office of the General Manager Division FY2026 Proposed Budget Count of Full Time Equivalents

Office of the General Manager Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
OGM	1,098,388	1,235,932	1,327,006	1,195,822	1,599,873	-	-
IDEA ²	1,138,798	2,036,841	-	-	-	-	-
IA	363,229	524,954	729,582	679,647	723,935	-	-
Total	\$2,600,415	3,797,727	\$2,056,588	\$1,875,469	\$2,323,808	-	-

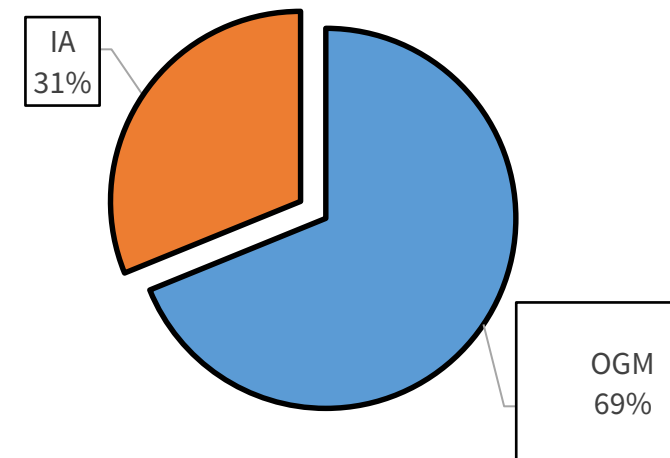
Table 4. Office of the General Manager Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Office of the General Manager Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$267,220 (+13.0%). The Office of the General Manager (OGM) sees a 20.6% increase to \$1.60M due to one additional position, while Internal Audit (IA) remains stable at \$723.9K (-0.8%).

In FY2026 Proposed, OGM accounts for 69% of the total budget, while IA represents 31%.

GM Division FY2026 Proposed Budget by Department



2. Office of the General Manager Division FY2026 Proposed Budget by Department

² The Inclusion, Diversity, Equity, & Accessibility (IDEA) Department moved to a different division for organizational effectiveness.

Office of the General Manager Department (OGM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	827,831	877,680	1,017,106	931,185	1,291,973	-	-
M&S	270,557	358,252	309,900	264,637	307,900	-	-
Total	\$1,098,388	\$1,235,932	\$1,327,006	\$1,195,822	\$1,599,873	-	-

Table 5. Office of the General Manager Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Continue to fully develop and implement strategy and actions to achieve TriMet 2030. Timeline through June 30, 2026.
- Deliver actions and changes called for in TriMet's Climate Action Plan. Timeline through June 30, 2026.

Financial

- 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. Timeline through June 30, 2026.
- Based on a comprehensive evaluation, develop a centralized, structured, comprehensive TriMet maintenance program, including a Master Maintenance Plan with approved standards and timelines/frequencies, and formally adopt. Timeline through June 30, 2026.

Office of General Manager Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	556,954	672,862	802,785	749,956	1,004,960
Fringe	270,877	204,818	214,321	181,229	287,013
Total	\$827,831	\$877,680	\$1,017,106	\$931,185	\$1,291,973

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	141,025	96,266	50,000	25,000	50,000
Copier & Printer Usage and Maintenance		786		764	
Other Services- Gen & Adm	177	1,528	4,000	4,586	4,000
Office Supplies	1,788	2,159	8,100	4,886	8,100
Other Materials- Gen & Adm	2,507	10,516	9,100	2,712	9,100
Unreconciled P-Card Expense	1,057	4,446		1,290	
Computer Equip under \$5,000		1,391	2,000	1,000	
Telephone	5,558	4,715	2,000	6,986	2,000
NU-Dues & Subscriptions	350	360	1,000	500	1,000
NU-Local Travel & Meetings	4,750	20,737	12,000	9,914	12,000
UN-Local Travel & Meetings	200				
Local Travel & Meetings Non Training	64				
NU-Education & Training - Gen & Adm	14,331	40,474	50,000	38,916	50,000
NU-Out-Of-Town Travel	41,306	29,668	28,300	32,743	28,300
Official Meeting Expense	57,148	143,652	127,200	126,289	127,200
Board Recognition	205	849	6,600	3,540	6,600
Employee Development		482	5,000	2,509	5,000
Employee Recognition	91	223	4,600	3,002	4,600
Total	\$270,557	\$358,252	\$309,900	\$264,637	\$307,900

Inclusion, Diversity, Equity, & Accessibility Department (IDEA)³**Department Budget**

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	529,096	1,151,198	-	-	-	-	-
M&S	609,702	885,643	-	-	-	-	-
Total	\$1,138,798	\$2,036,841	-	-	-	-	-

Table 6. Inclusion, Diversity, Equity, & Accessibility Department FY2026 Proposed Budget

³ The Inclusion, Diversity, Equity, & Accessibility (IDEA) Department moved to a different division for organizational effectiveness.

Inclusion Diversity Equity & Accessibility Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	282,143	856,185			
Fringe	246,953	295,013			
Total	\$529,096	\$1,151,198			

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	132,720	537,964			
First Step Youth	73,200				
Copier & Printer Usage and Maintenance		850			
Other Services- Gen & Adm	5,757	88,788			
Office Supplies	33,407	16,141			
Equip/Furn < \$5,000-Gen & Adm		120			
Other Materials- Gen & Adm	300,000	2,245			
Unreconciled P-Card Expense	218	2,392			
Community Outreach	55,123	177,847			
NU-Dues & Subscriptions		1,650			
NU-Local Travel & Meetings		5,724			
NU-Education & Training - Gen & Adm	9,277	39,609			
NU-Out-Of-Town Travel		12,313			
Total	\$609,702	\$885,643			

Internal Audit Department (IA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	362,592	523,059	723,082	676,119	718,935	-	-
M&S	637	1,895	6,500	3,528	5,000	-	-
Total	\$363,229	\$524,954	\$729,582	\$679,647	\$723,935	-	-

Table 7. Internal Audit Department FY2026 Proposed Budget

Department Description & Responsibilities

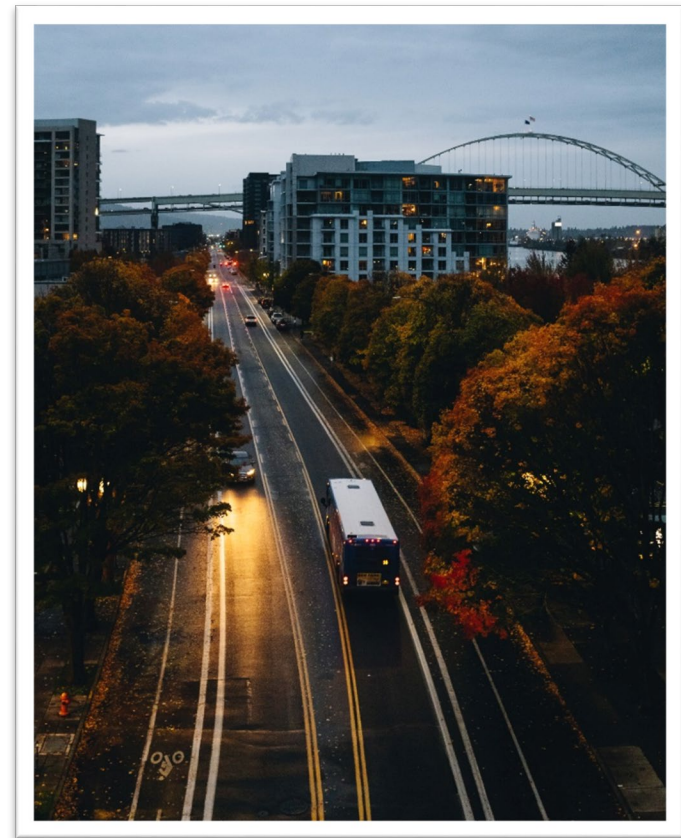
Major Functions

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

Goals and Objectives

Financial

- 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. Completion is targeted for June 30, 2026.



Internal Audit Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	269,550	394,495	541,923	530,944	535,959
Fringe	93,042	130,524	181,159	145,175	182,976
Capitalized Labor-Fringe		-1,960			
Total	\$362,592	\$523,059	\$723,082	\$676,119	\$718,935

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Copier & Printer Usage and Maintenance		59		66	
Other Services- Gen & Adm	104	1,504	5,000	2,656	5,000
Computer Equip under \$5,000			1,500	750	
Telephone	171	142		56	
NU-Dues & Subscriptions	190				
NU-Education & Training - Gen & Adm	172	190			
Total	\$637	\$1,895	\$6,500	\$3,528	\$5,000

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Office of the General Manager

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
General Manager	1.00	NU	FT	-	454,189	31	346,280	519,420
Executive Advisor to the General Manager	1.00	NU	FT	-	192,425	21	153,939	230,910
Executive Assistant, Senior (GM)	1.00	NU	FT	-	105,135	14	86,095	129,143
Executive Administrative Assistant	1.00	NU	FT	-	93,725	12	72,421	108,629
Executive Assistant (GM)	1.00	NU	FT	-	100,220	12	72,421	108,629
Total	5.00				\$945,694			

Table 8. Office of the General Manager Department Personnel Profile

Internal Audit

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Internal Audit	1.00	NU	FT	-	175,568	18	120,556	180,835
Analyst, Senior, Business Process	1.00	NU	FT	-	134,700	16	102,036	153,055
Auditor, Senior, IT Systems	1.00	NU	FT	-	104,097	16	102,036	153,055
Internal Auditor, Senior	1.00	NU	FT	-	121,595	15	93,779	140,669
Total	4.00				\$535,959			

Table 9. Internal Audit Department Personnel Profile



Chief Operating Officer Division

Overview

Departments

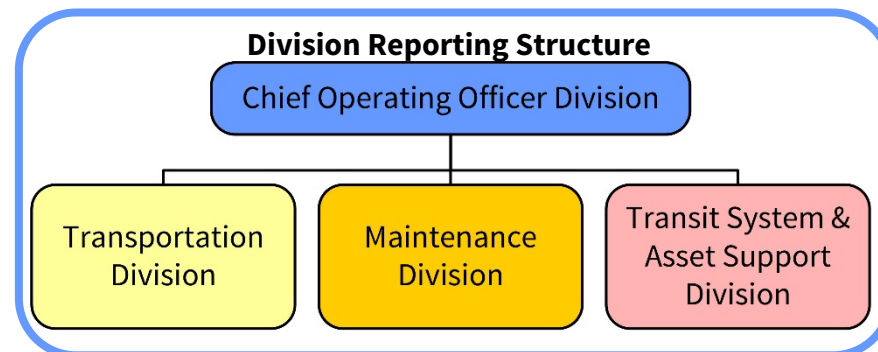
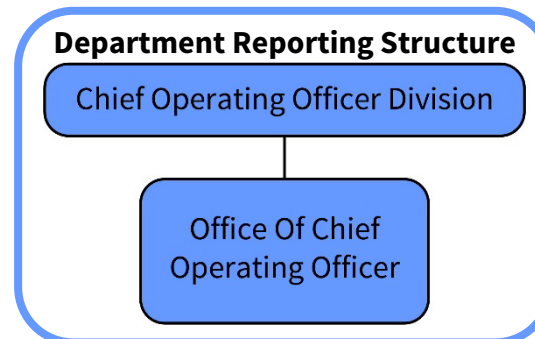
- Office of Chief Operating Officer (COO)..... 132
- Operations Planning & Development (OPD)¹ 134
- Service Planning & Development (SPD)² 136
- Operations Training & Planning (OTP)³ 138

Major Priorities of the Division

- Develops and guides overall goals, objectives, strategies, and management for Transportation, Maintenance, and Transit System & Asset Management divisions.
- This coordination leads the efforts of 252 non-union employees and 2,697.50 union employees, as well as other contracted staff.

Divisional Fun Facts

- The Chief Operating Officer was first established in fiscal year 2015, due to the changing needs of the agency.



¹ Operations Planning & Development (OP) moved to a different division for organizational effectiveness.

² Service Planning & Delivery (SP) moved to a different division for organizational effectiveness.

³ Operations and Training (OT) moved to a different division for organizational effectiveness.

Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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		COO	N/A	80%	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	TR	30%	50%	70%
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	MT	30%	50%	70%
Provide leadership support for Transit System & Asset Support as a new Division to hire for vacant positions and help inform other Divisions of its role and purpose.		X		TS	0%	25%	50%
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		COO	N/A	80%	100%

Table 1. Chief Operating Officer Division Performance Metrics

Division Summary

Chief Operating Officer Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	12,064,710	10,102,445	680,320	620,842	648,731	-	-
M&S	1,275,347	1,394,127	441,600	342,741	441,600	-	-
Total	\$13,340,057	\$11,496,572	\$1,121,920	\$963,583	\$1,090,331	-	-

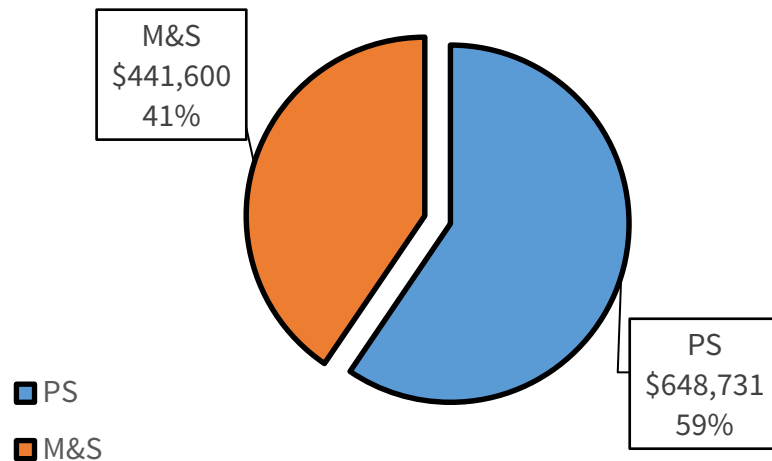
Table 2. Chief Operating Officer Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Chief Operating Officer Division by Classification, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget decreased by \$31,589 (-2.8%), with Personal Services (PS) decreasing by \$31,589 (-4.6%), while Materials & Services (M&S) remains unchanged at \$441.6K.

In FY2026 Proposed, PS comprises 59% (\$648.7K) of the total budget, while M&S accounts for 41% (\$441.6K).

FY2026 Proposed Budget by Classification



1. Chief Operating Officer Division FY2026 Proposed Budget by Classification Pie Chart



Chief Operating Officer Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	106.00	68.00	2.00	2.00	2.00	-	-

Table 3. Chief Operating Officer Division FY2026 Proposed Budget Count of Full Time Equivalents

Chief Operating Officer Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
COO	1,292,105	1,251,362	1,121,920	963,583	1,090,331	-	-
OP	2,166,295	-	-	-	-	-	-
SP	639,958	10,245,210	-	-	-	-	-
OT	9,241,699	-	-	-	-	-	-
Total	\$13,340,057	\$11,496,572	\$1,121,920	\$963,583	\$1,090,331	-	-

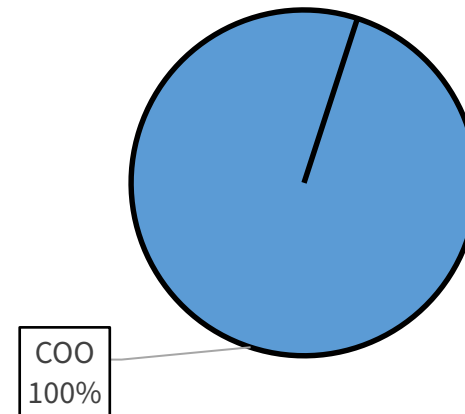
Table 4. Chief Operating Officer Division FY2026 Proposed Budget by Department

The table presents the FY2026 Proposed Budget for the Chief Operating Officer Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$31,589 (-2.8%), with 100% of the budget allocated to the Chief Operating Officer (COO) department.

For the FY2026 Proposed Budget, COO comprises 100% (\$1.09M) of the total budget.

FY2026 Proposed Budget by Department



2. Chief Operating Officer Division FY2026 Proposed Budget by Department Pie Chart

Office of the Chief Operating Officer Department

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	540,931	546,181	680,320	620,842	648,731	-	-
M&S	751,174	705,181	441,600	342,741	441,600	-	-
Total	\$1,292,105	\$1,251,362	\$1,121,920	\$963,583	\$1,090,331	-	-

Table 5. Chief Operating Officer Department FY2026 Proposed Budget

COO Department Description & Responsibilities

Major Functions

The Chief Operating Officer Division is responsible for directing the overall strategy and management of the Transportation, Maintenance, and Transit System & Asset Support divisions.

Goals and Objectives

Customer

- Continue to fully develop and implement long-term strategy to increase ridership.
- Deliver actions and changes called for in TriMet's Climate Action Plan.

Financial

- 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.



Office of Chief Operating Officer Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	403,144	454,528	548,712	520,275	518,080
Fringe	137,787	91,653	131,608	100,567	130,651
Total	\$540,931	\$546,181	\$680,320	\$620,842	\$648,731

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	387,737	527,044	386,100	281,907	386,100
Copier & Printer Usage and Maintenance		350		796	
Other Services- Gen & Adm		1,217		743	
Office Supplies		11,151		4,118	
Other Materials- Gen & Adm	4,578	3,100			
Unreconciled P-Card Expense	2,459	7,008		1,960	
Telephone	16,223	13,733	22,000	18,433	22,000
NU-Dues & Subscriptions	278,775	114,408			
NU-Local Travel & Meetings	2,642	1,382		1,460	
NU-Education & Training - Gen & Adm	31,625	17,931	16,500	19,187	16,500
NU-Out-Of-Town Travel	26,643	7,722	8,000	9,268	8,000
Employee Recognition	492	135	9,000	4,869	9,000
Total	\$751,174	\$705,181	\$441,600	\$342,741	\$441,600

Operations Planning & Development Department⁴

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,067,689	-	-	-	-	-	-
M&S	98,606	-	-	-	-	-	-
Total	\$2,166,295	-	-	-	-	-	-

Table 6. Operations Planning & Development Department FY2026 Proposed Budget

⁴ Operations Planning & Development (OP) moved to a different division for organizational effectiveness.

Operations Planning & Development Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,500,082				
Fringe	674,425				
Capitalized Labor-Fringe	-106,818				
Total	\$2,067,689				

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	5,756				
Other Services- Gen & Adm	28,042				
Office Supplies	431				
Equip/Furn < \$5,000-Gen & Adm	11,305				
Other Materials- Gen & Adm	7,650				
Computer Equip under \$5,000	3,287				
NU-Education & Training - Gen & Adm	29,883				
NU-Out-Of-Town Travel	12,252				
Total	\$98,606				

Service Planning & Delivery Department⁵

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	447,135	9,556,264	-	-	-	-	-
M&S	192,823	688,946	-	-	-	-	-
Total	\$639,958	\$10,245,210	-	-	-	-	-

Table 7. Service Planning & Delivery Department FY2026 Proposed Budget

⁵ Service Planning & Delivery (SP) moved to a different division for organizational effectiveness.

Service Planning & Delivery Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	301,694	7,404,910			
Fringe	145,441	2,442,670			
Capitalized Labor-Fringe		-291,316			
Total	\$447,135	\$9,556,264			

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	191,895	340,427			
Professional & Technical-Trans Adm		225			
Metro Unified Work Prog		187,501			
Copier & Printer Usage and Maintenance		11,353			
Other Services- Gen & Adm		71,298			
Other Services-Transp Adm		10,556			
Office Supplies		5,748			
Other Materials- Gen & Adm		11,930			
Other Materials- Transp Adm		12,276			
Unreconciled P-Card Expense		483			
Computer Equip under \$5,000		8,783			
Telephone		3,436			
NU-Local Travel & Meetings		3,755			
NU-Out-Of-Town Travel	928	21,055			
Employee Recognition		120			
Total	\$192,823	\$688,946			

Operations Training & Planning Department⁶**Department Budget**

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	9,008,955	-	-	-	-	-	-
M&S	232,744	-	-	-	-	-	-
Total	\$9,241,699	-	-	-	-	-	-

Table 8. Operations Training & Planning Department FY2026 Proposed Budget

⁶ Operations and Training (OT) moved to a different division for organizational effectiveness.

Operations Training & Planning Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	6,701,664				
Fringe	2,374,962				
Capitalized Labor-Fringe	-67,671				
Total	\$9,008,955				

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Trans Adm	4,567				
Temporary Help-Trans Adm	1,539				
Other Services- Gen & Adm	2,773				
Other Services-Transp Adm	41,817				
Uniforms- Rev Veh Op	21,168				
Office Supplies	17,991				
Other Materials- Gen & Adm	5,614				
Other Materials- Transp Adm	29,295				
Computer Equip under \$5,000	11,119				
UN-Oper Training Materials	14				
Telephone	31,862				
NU-Dues & Subscriptions	250				
NU-Local Travel & Meetings	1,520				
NU-Education & Training - Gen & Adm	31,572				
NU-Out-Of-Town Travel	13,643				
UN-Education & Training - Gen & Adm	18,000				
Total	\$232,744				

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Chief Operating Officer

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Operating Officer	1.00	NU	FT	-	380,793	28	269,237	403,856
Executive Assistant, Senior (COO)	1.00	NU	FT	-	117,361	13	78,990	118,485
Total	2.00				\$498,154			

Table 9. Chief Operating Officer Division Personnel Profile





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Transportation Division

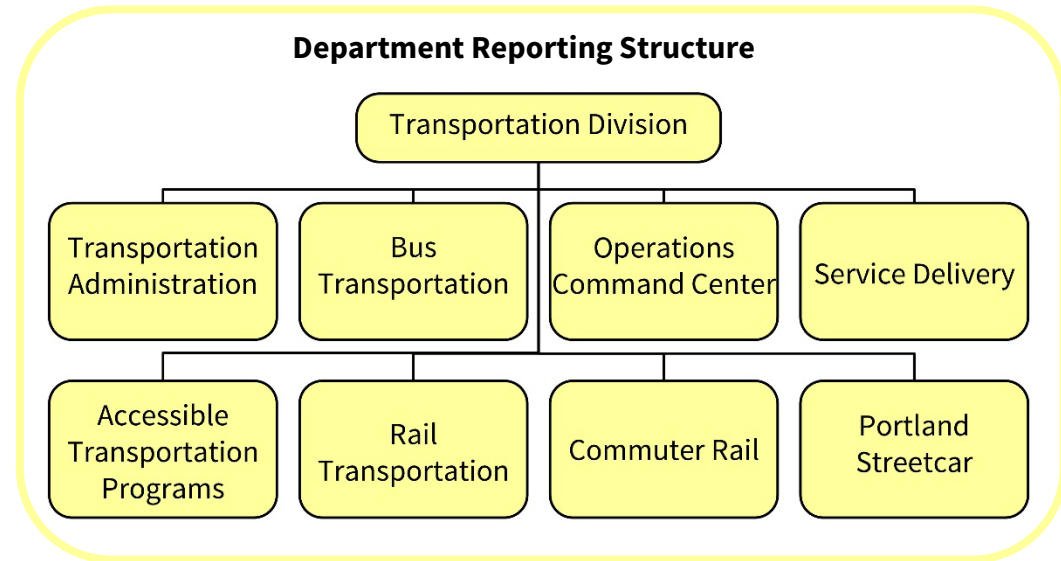
Overview

Departments

- Transportation Administration (TA) 147
- Bus Transportation (BT) 149
- Operations Command Center (OCC) 152
- Service Delivery (SD) 154
- Accessible Transportation Programs (ATP) 156
- Rail Transportation (RT)..... 160
- Commuter Rail (CR)..... 163
- Portland Streetcar (PS) 167

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.



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

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Bus On-Time Performance	X	X		BT & OCC	90%	87%	87%
Bus Fixed Route Collisions/100,000 Miles	X	X		BT	2.36	1.7	<=2.75
Meet State Safety Oversight (SSO) and Federal Transportation Administration (FTA) reporting requirements	X	X		OCC	N/A	N/A	100%
MAX On-Time Performance	X	X		RT & OCC	88%	77%	88%
LIFT On-Time Performance	X	X		ATP	90%	93%	95%
LIFT Collisions Per 100,000 Miles	X	X		ATP	1.66	1.4	<= 1.30
MAX Collisions/100,000 Miles	X	X		RT	1.3	0.0	<= 1.5
Streetcar Operations Attendance	X	X		RT	86%	90%	95%
WES On-Time Performance	X	X		CR	99%	99%	95%
WES Boarding Rides Per Revenue Hour, Monthly	X	X		CR	42	32	57
Bus On-Time Performance	X	X		BT & OCC	90%	87%	87%
Bus Fixed Route Collisions/100,000 Miles	X	X		BT	2.36	1.7	<=2.75

Table 1. Transportation Division Performance Metrics

Division Summary

Transportation Division Budget

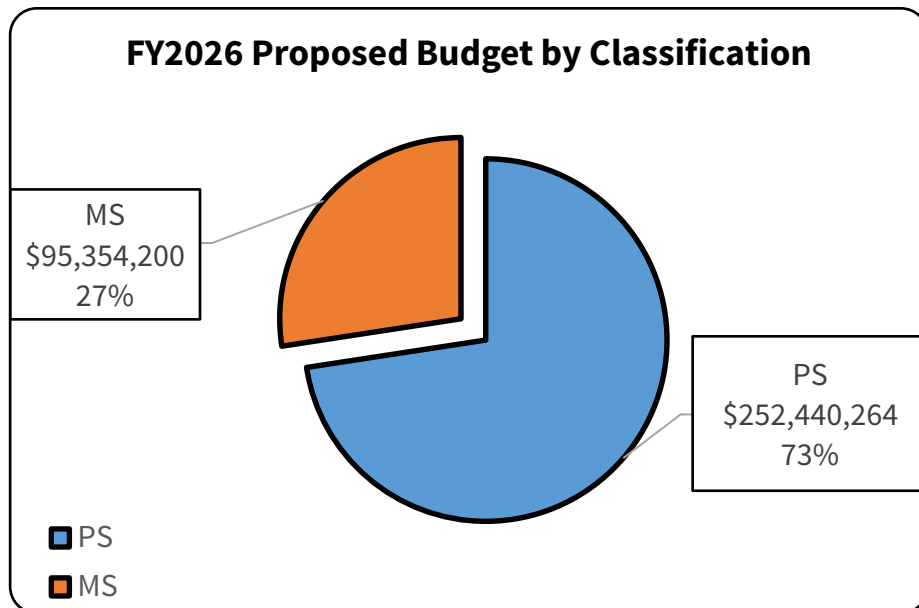
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	201,050,593	208,691,547	238,114,257	235,677,316	252,440,264	-	-
M&S	57,502,236	79,789,157	84,243,300	84,843,439	95,354,200	-	-
Total	\$258,552,829	\$288,480,704	\$322,357,557	\$320,520,755	\$347,794,464	-	-

Table 2. Transportation Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Transportation Division by Classification, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$25.44 million (7.9%), with Personal Services (PS) rising by \$14.33 million (6.0%) and Materials & Services (M&S) increasing by \$11.11 million (13.2%).

For the FY2026 Proposed Budget, PS comprises 73% (\$252.44M) of the total budget, while M&S accounts for 27% (\$95.35M).



1. Transportation Division FY2026 Proposed Budget by Classification
Pie Chart



Transportation Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	1,738.00	1,860.00	1,870.50	1,870.50	1,862.50	-	-

Table 3. Transportation Division FY2026 Proposed Budget Count of Full Time Equivalents

Transportation Division Budget by Department

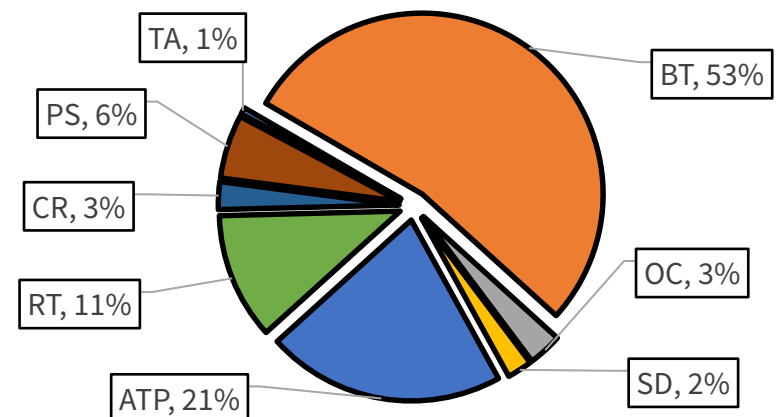
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
TA	1,374,976	1,516,929	2,139,083	1,701,501	2,049,644	-	-
BT	153,357,882	158,910,164	173,659,953	171,340,727	185,578,795	-	-
OC	-	8,772,018	9,816,548	9,475,129	10,522,332	-	-
SD	2,856,597	-	7,428,323	7,564,410	7,765,571	-	-
ATP	38,694,024	58,221,456	63,076,757	63,504,738	74,102,555	-	-
RT	35,267,481	32,306,213	38,476,441	39,304,991	39,318,935	-	-
CR	7,934,194	8,744,695	8,488,064	8,609,310	8,587,052	-	-
PS	19,067,675	20,009,229	19,272,388	19,019,949	19,869,580	-	-
Total	\$258,552,829	\$288,480,704	\$322,357,557	\$320,520,755	\$347,794,464	-	-

Table 4. Transportation Division FY2026 Proposed Budget by Departments

The FY2026 Proposed Budget for the Transportation Division is \$347.8 million, reflecting a 7.9% increase from the FY2025 Budget of \$322.4 million.

The largest allocation is for Bus Transportation (BT) at 53% of the budget, Accessible Transportation Programs (ATP) accounts for 21%. Rail Transportation (RT) represents 11%. Portland Streetcar (PS) and Commuter Rail (CR) account for 6% and 3%, respectively. Operations Command Center (OCC) allocates 3% of total funding, Service Delivery (SD) at 2%, and Transportation Administration (TA) at 1%.

FY2026 Proposed Budget by Department



2. Transportation Division FY2026 Proposed Budget by Department Pie Chart

Transportation Administration Department (TA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	467,830	797,307	1,321,683	806,267	1,388,844	-	-
M&S	907,146	719,622	817,400	895,234	660,800	-	-
Total	\$1,374,976	\$1,516,929	\$2,139,083	\$1,701,501	\$2,049,644	-	-

Table 5. Transportation Administration Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

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.

Goals and Objectives

Customer

- Implement feasible service enhancements as developed through engagement with riders, public, and other partners. Timeline through June 30, 2026.

People

- Support leadership and skills development in transportation and maintenance management positions. Timeline through June 30, 2026.
- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.

Financial

- Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan. Timeline through June 30, 2026.

Transportation Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	222,368	335,773	930,479	337,486	720,428
Fringe	245,462	461,534	391,204	468,781	668,416
Total	\$467,830	\$797,307	\$1,321,683	\$806,267	\$1,388,844

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	6,290	45,784			
Professional & Technical-Gen & Adm	53,132	1,006	75,100	229,344	49,300
DOTS Renewal Medical Svcs	250,885	293,914	72,900	186,732	221,600
Temporary Help-Trans Adm	22,564	5,458	18,100	9,050	4,900
Copier & Printer Usage and Maintenance		51		134	
Other Services- Gen & Adm	211,311	48,738	17,000	24,928	17,000
Office Supplies	32,936	28,935	68,500	39,910	49,300
Winter Supplies-Snow & Ice Impl	722		10,000	5,017	4,900
Equip/Furn < \$5,000-Fac/Eq Maint	2,357	1,046		2,255	
Other Materials- Gen & Adm	58,035	8,242	8,000	4,512	6,400
Unreconciled P-Card Expense	549	1,314		440	
Computer Equip under \$5,000				31,335	
Safety Supplies - Transportation	15,750	2,175	5,000	2,524	2,400
Telephone	142,406	153,830	175,500	148,267	147,800
NU-Local Travel & Meetings		538	2,000	1,698	1,000
UN-Local Travel & Meetings	262				
Local Travel & Meetings Non Training		92,217			
NU-Education & Training - Gen & Adm	9,270	19,077	70,200	38,637	20,200
NU-Out-Of-Town Travel	65,196	11,060	13,000	10,620	12,800
Employee Recognition	35,481	5,208	282,100	159,831	123,200
Rental		1,029			
Total	\$907,146	\$719,622	\$817,400	\$895,234	\$660,800

Bus Transportation Department (BT)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	150,430,573	154,756,105	169,400,953	167,341,519	181,079,795	-	-
M&S	2,927,309	4,154,059	4,259,000	3,999,208	4,499,000	-	-
Total	\$153,357,882	\$158,910,164	\$173,659,953	\$171,340,727	\$185,578,795	-	-

Table 6. Bus Transportation Department FY2026 Proposed Budget

Department Description & Responsibilities

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.

Goals and Objectives

Customer

- Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.
- Hire and retain operators to preserve and expand service. Timeline through June 30, 2026.

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.
- Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- Support leadership and skills development in transportation management positions. Timeline through June 30, 2026.



Bus Transportation Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	106,308,145	109,768,317	116,176,289	117,433,958	123,959,758
Fringe	44,131,337	45,347,369	53,224,664	49,907,561	57,120,037
Capitalized Labor-Fringe	-8,909	-359,581			
Total	\$150,430,573	\$154,756,105	\$169,400,953	\$167,341,519	\$181,079,795

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Recruitment Expense	313,092				
Quality Assurance / ADA		2,690	1,500	750	1,500
Temporary Help-Transp Adm		19,268			
Copier & Printer Usage and Maintenance		9,746		11,871	
Vehicle Control Sys Maint	107,588	184,145	562,000	359,873	562,000
Laundry	2,050	2,809	2,000	2,422	2,000
Backup Cab Service	1,346				
Other Services-Transp Adm	193,642	7,026	29,300	28,090	29,300
Uniforms- Rev Veh Op	345,065	475,480	310,400	288,473	310,400
Office Supplies	29,140	39,770		18,257	
Winter Supplies-Snow & Ice Impl	2,097	12,508	6,000	18,093	6,000
Other Materials- Gen & Adm	61,906	2,496		73	
Other Materials- Transp Adm	152,589	497,717	90,800	184,251	90,800
Unreconciled P-Card Expense	6,399	5,861		1,424	
Computer Equip under \$5,000		14,700		3,744	
Safety Supplies - Transportation	100,334	74,686	17,000	55,727	17,000
Telephone	24,998	24,161		12,413	
Data Communication Services	444,607	483,242	251,100	503,403	251,100
PI/PD Expense	978,362	2,101,652	2,850,000	2,328,161	3,090,000
NU-Local Travel & Meetings		118			
NU-Education & Training - Gen & Adm	10,173	5,595		2,074	
NU-Out-Of-Town Travel	1,998	3,559		3,273	
Driver Accommodations	78,742	110,729	80,000	82,418	80,000

Bus Transportation Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
CDL Renewals	14,067	17,412	12,900	14,619	12,900
Employee Recognition	13,779	14,449		4,321	
Employee Awards	265		26,000	13,000	26,000
Operator Recognition	44,810	24,984	20,000	33,482	20,000
Operator Rodeo		19,256		28,897	
Special Events Serv	260			99	
Total	\$2,927,309	\$4,154,059	\$4,259,000	\$3,999,208	\$4,499,000

Operating Command Center Department (OCC)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	8,740,060	9,739,348	9,391,838	10,445,132	-	-
M&S	-	31,958	77,200	83,291	77,200	-	-
Total	-	\$8,772,018	\$9,816,548	\$9,475,129	\$10,522,332	-	-

Table 7. Operating Command Center Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Analyze causes of stops and delays in service, develop mitigations, and implement solutions. Timeline through June 30, 2026.

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.
- Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- Support leadership and skills development in transportation and maintenance management positions. Timeline through June 30, 2026.

Operations Command Center Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		6,615,665	7,300,222	7,133,710	7,764,016
Fringe		2,125,035	2,439,126	2,258,128	2,681,116
Capitalized Labor-Fringe		-640			
Total		\$8,740,060	\$9,739,348	\$9,391,838	\$10,445,132

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Copier & Printer Usage and Maintenance		2,278		2,256	
Other Services-Transp Adm		557	5,000	25,675	5,000
Uniforms- Rev Veh Op		8,694	10,200	9,977	10,200
Office Supplies		2,636		1,715	
OCC Equip & Supplies		671	15,000	9,149	15,000
Other Materials- Transp Adm		2,193	29,000	16,427	29,000
Unreconciled P-Card Expense		259		99	
Safety Supplies - Transportation			3,000	1,632	3,000
Data Communication Services			14,000	7,000	14,000
NU-Local Travel & Meetings		2,650			
NU-Education & Training - Gen & Adm		2,847			
NU-Out-Of-Town Travel		8,990		8,292	
Freight Expense				47	
CDL Renewals		183		416	
Employee Recognition				106	
Employee Awards			1,000	500	1,000
Total		\$31,958	\$77,200	\$83,291	\$77,200

Service Delivery Department (SD)

Department Budget

Classification	FY2023 Actual	FY2024 Actual ¹	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,732,812	-	7,272,223	7,436,511	7,682,371	-	-
M&S	123,785	-	156,100	127,899	83,200	-	-
Total	\$2,856,597	-	\$7,428,323	\$7,564,410	\$7,765,571	-	-

Table 8. Service Delivery Department FY2026 Proposed Budget

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, managing detours and special events, and operations planning and projects.

Goals and Objectives

Customer

- Implement feasible service enhancements as developed through engagement with riders, public, and other partners. Timeline through June 30, 2026.
- Analyze causes of stops and delays in service, develop mitigations, and implement solutions. Timeline through June 30, 2026.

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Completion is targeted for June 30, 2026.
- Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Completion is targeted for June 30, 2026.
- Support leadership and skills development in transportation and maintenance management positions. Completion is targeted for June 30, 2026.

¹ The Service Delivery Department was moved into the Chief Operating Officer 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	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,969,242		5,923,962	6,006,702	5,673,699
Fringe	763,570		2,047,517	1,926,790	2,008,672
Capitalized Labor-Fringe			-699,256	-496,981	
Total	\$2,732,812		\$7,272,223	\$7,436,511	\$7,682,371

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	53,204		137,000	71,496	64,100
Copier & Printer Usage and Maintenance				18,287	
Other Services-Transp Adm	16,374		7,100	5,929	7,100
Office Supplies	465			2,990	
Other Materials- Transp Adm	50,105		4,500	3,586	4,500
Unreconciled P-Card Expense				1,837	
Computer Equip under \$5,000			5,000	2,609	5,000
Microcomputer Mtc Mat'l			2,500	1,250	2,500
Safety Supplies - Transportation	108				
Telephone	3,134			2,264	
NU-Local Travel & Meetings				83	
Local Travel & Meetings Non Training				855	
NU-Education & Training - Gen & Adm				299	
NU-Out-Of-Town Travel	395			16,310	
CDL Renewals				104	
Total	\$123,785		\$156,100	\$127,899	\$83,200

Accessible Transportation Programs Department (ATP)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,155,403	1,018,676	1,144,657	1,173,332	1,197,755	-	-
M&S	37,538,621	57,202,780	61,932,100	62,331,406	72,904,800	-	-
Total	\$38,694,024	\$58,221,456	\$63,076,757	\$63,504,738	\$74,102,555	-	-

Table 9. Accessible Transportation Programs Department FY2026 Proposed Budget

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 customer 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, Uber, Broadway Cab and Big Star Transit for overflow transportation services.

Goals and Objectives

Customer

- Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management (via Transdev partnership). Timeline through June 30, 2026.
- Implement and monitor on-demand service with ADA-eligible and general-purpose riders. Timeline through June 30, 2026.

Internal Business Practice

- Work with partners and service providers to address the needs of vulnerable populations and those in need of services. Timeline through June 30, 2026.

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.

Resources

- Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.



Accessible Transportation Programs Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	713,124	721,038	829,907	872,422	855,537
Fringe	442,279	297,638	314,750	300,910	342,218
Total	\$1,155,403	\$1,018,676	\$1,144,657	\$1,173,332	\$1,197,755

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Contracted Dispatch 1	3,771,072	4,255,929	4,243,400	4,306,432	4,472,600
Contracted Eligibility Assessment	558,070	1,264,082	1,635,600	1,486,958	1,550,300
Professional & Technical-Gen & Adm	8,335	43,151	32,500	23,300	23,400
Temporary Help-Trans Adm	12,975		7,000	3,500	4,900
Equipment Repair & Mtc - Gen & Adm			1,500	750	1,500
Copier & Printer Usage and Maintenance		11,470		19,482	
ATP Central Maintenance	2,503,808	2,753,955	3,829,900	3,578,917	4,035,700
Background Check Services	11,565	39,160	40,000	30,173	40,000
Printing/Bindery Services	10,560	17,762	12,000	8,635	12,000
Ride Connection Program		6,585,573	1,002,100	2,878,193	
Accessibility Services - State Program (5310)			5,386,200	2,693,100	5,386,200
Accessibility Services - Federal (Program)			1,514,200	757,100	1,272,900
Other Services- Gen & Adm	7,250	32,491	8,000	30,420	7,600
Other Services- Revenue Veh.Maint	297,134	468,472	175,000	212,704	98,700
Diesel Fuel- Rev Vehicle Oper	1,895,677	1,707,135	1,931,400	1,581,471	673,600
Oil & Lubricants	10,006	12,413	10,000	18,480	17,700
Gasoline - Rev Veh Operations		721,909	210,000	858,088	1,727,100
Tires - Rev Vehicle Oper	135,089				
Office Supplies	11,738	53,823		297,136	
Equip/Furn < \$5,000-Gen & Adm	45,999	61,343	22,000	25,734	24,700
Other Materials- Gen & Adm	7,886	7,469	155,900	81,715	103,600
Unreconciled P-Card Expense	3,156			1,795	
Postage - Gen & Admin	38,894	20,725	32,000	27,786	32,000
Safety Supplies - Transportation	1,092				

Accessible Transportation Programs Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
ATP Maintenance Materials	2,178	61,832	25,000	49,265	29,900
Telephone	68,312	59,278		25,549	
Data Communication Services	14,763	74,965	40,000	59,241	51,200
ATP Direct Svc Provider	25,259,482	35,195,355	36,526,400	38,919,377	45,213,900
ATP Backup Cabs	2,516,892	903,478	1,480,000	1,035,322	1,480,000
Supplemental Providers-Trans Network Comp	157,297	2,652,330	3,600,000	3,193,246	6,635,500
NU-Local Travel & Meetings		800			
NU-Education & Training - Gen & Adm	1,290	5,944			
NU-Out-Of-Town Travel	1,750	13,978		9,536	
Out-Of-Town Travel Non Training	140				
Employee Recognition	221	263		229	
Software License Fees		2,700			
Special Events Serv		300			
Cat Committee	8,708	9,761	12,000	10,714	9,800
Office Leases	177,282	164,934		107,058	
Total	\$37,538,621	\$57,202,780	\$61,932,100	\$62,331,406	\$72,904,800

Rail Transportation Department (RT)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	34,731,251	31,465,728	36,934,741	37,404,178	37,674,735	-	-
M&S	536,230	840,485	1,541,700	1,900,813	1,644,200	-	-
Total	\$35,267,481	\$32,306,213	\$38,476,441	\$39,304,991	\$39,318,935	-	-

Table 10. Rail Transportation Department FY2026 Proposed Budget

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.

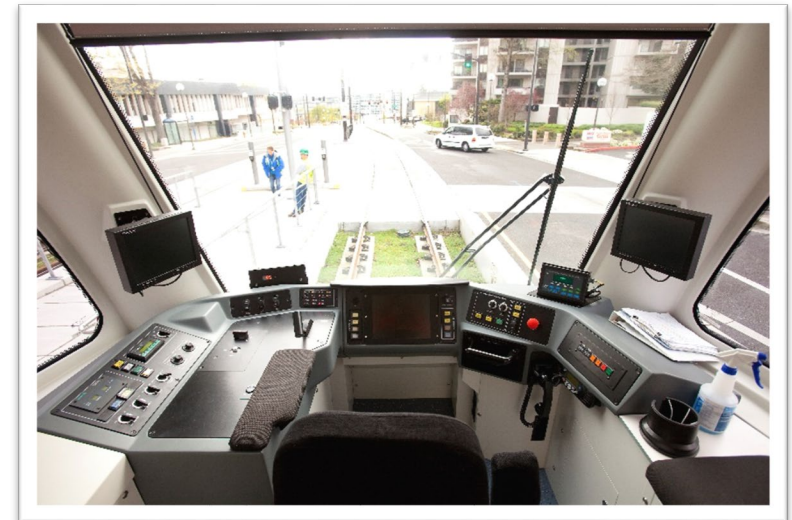
Goals and Objectives

Customer

- Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.
- Hire and retain operators to preserve and expand service, including expanding the hiring processes to include direct-to-rail external hires. Timeline through June 30, 2026.

People

- Support leadership and skills development in transportation management positions. Timeline through June 30, 2026.
- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



Rail Transportation Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	24,963,378	22,766,431	25,948,614	26,781,556	26,334,056
Fringe	9,767,873	8,710,528	10,986,127	10,622,622	11,340,679
Capitalized Labor-Fringe		-11,231			
Total	\$34,731,251	\$31,465,728	\$36,934,741	\$37,404,178	\$37,674,735

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal				104,000	
Professional & Technical-Gen & Adm	110	31,680		23,737	
Temporary Help-Trans Adm		749			
Copier & Printer Usage and Maintenance		17,885		22,847	
Other Services- Gen & Adm	6,186	23,099	10,000	8,185	10,000
Other Services-Transp Adm	25				
Uniforms- Rev Veh Op	62,954	44,913	58,000	71,617	58,000
Office Supplies	18,612	24,088		9,628	
Cleaning Suppl- Rev Equip Maint	306	42			
OCC Equip & Supplies	32,946	3,952		1,359	
Other Materials- Gen & Adm	33,994	30,287	40,000	37,042	40,000
Other Materials- Transp Adm	36,484	137,773		11,817	
Unreconciled P-Card Expense	266	1,100		211	
Computer Equip under \$5,000		423	2,500	2,339	
Winter Supplies				5,688	
Safety Supplies - Transportation	2,210	7,086	28,000	16,330	3,000
UN-Oper Training Materials		627			
Telephone	54,513	61,681		29,620	
Data Communication Services	7,807	3,948		2,187	
PI/PD Expense	266,684	427,978	1,400,000	1,547,431	1,530,000
NU-Local Travel & Meetings		400			
NU-Education & Training - Gen & Adm		7,885		1,520	
NU-Out-Of-Town Travel	3,736	7,297		813	

Rail Transportation Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
CDL Renewals	2,768	3,198	3,200	2,670	3,200
Employee Recognition	6,629	4,394		1,772	
Total	\$536,230	\$840,485	\$1,541,700	\$1,900,813	\$1,644,200

Commuter Rail Department (CR)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,697,869	2,749,456	2,641,464	2,718,252	2,715,252	-	-
M&S	5,236,325	5,995,239	5,846,600	5,891,058	5,871,800	-	-
Total	\$7,934,194	\$8,744,695	\$8,488,064	\$8,609,310	\$8,587,052	-	-

Table 11. Commuter Rail Department FY2026 Proposed Budget

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.

Goals and Objectives

Infrastructure

- Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2026.
- Deliver budget-approved state of good repair projects on time and within budget. Timeline through June 30, 2026.

Customer

- Analyze causes of stops and delays in service, develop mitigations, and implement solutions Timeline through June 30, 2026.

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



Commuter Rail Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,909,966	2,046,229	1,839,115	1,978,930	1,948,717
Fringe	798,978	715,620	802,349	740,350	766,535
Capitalized Labor-Fringe	-11,075	-12,393		-1,028	
Total	\$2,697,869	\$2,749,456	\$2,641,464	\$2,718,252	\$2,715,252

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Trans Adm	3,975	7,875			
Landscape Maint Services	11,999	14,068	7,100	9,802	7,100
Copier & Printer Usage and Maintenance		812		793	
Contracted Build Maint				6,536	
Contracted Fac Mtc - Elec	21,337	22,825	10,000	6,302	10,000
Facilities Maint. Agreements - WES	10,310	28,893	45,300	22,650	45,300
Contracted Maint Paving				657	
Calibration & Tool Repair	10,306	9,723	4,900	11,537	4,900
Contr Maint - Type I LRV-Rev Eq Maint	246,255	135,205	64,100	91,837	64,100
Maintenance of Way - Commuter Rail	1,564,068	2,130,511	1,435,300	1,695,046	1,478,400
Laundry	6,929	9,287	6,600	8,348	6,600
Other Services- Revenue Veh.Maint	120	19,845	4,800	52,570	4,800
Uniforms- Rev Veh Op	916	1,050	1,700	1,615	1,700
Diesel Fuel- Rev Vehicle Oper	380,943	307,367	421,200	347,549	304,700
Office Supplies	2,270	9,169		251	
Maint Mat'l - Snow & Ice	12,500	13,747		4,269	
Maint Mat'l - Rev Eq	338,307	688,684	259,600	269,196	259,600
Freight	14,756	38,282	30,300	17,935	30,300
Maint Material - Other	5,523	5,605	14,000	32,378	14,000
Mtc Material Shop				950	
Shop Equip < \$5000 - Fac Eq Maint	3,736	43,826	12,600	25,863	12,600
Cleaning Suppl- Rev Equip Maint	24,474	25,852	11,600	13,415	11,600
Small Hand Tools-Fac/Eq Maint	3,405	3,843	5,100	5,045	5,100

Commuter Rail Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Inventory Adjustments		49,634		19,202	
Other Materials- Rev Eq Maint	66,020	26,464	13,100	7,644	13,100
Unreconciled P-Card Expense	309	2,507		1,071	
Landscape Maint Material			2,000	1,000	2,000
Maint Matl Landscape		100			
Safety Supplies-Rev Eq Maint	600	372			
Safety Supplies- Gen & Adm	5,449	15,245	7,100	6,143	7,100
Invoice Price Variance	-210	7,731		7	
Utilities - Electricity	44,744	51,274	55,800	51,148	55,800
Utilities - Gas	11,092	10,577	12,300	9,852	12,300
Utilities - Water	15,862	14,823	15,300	16,898	15,300
Telephone	96,698	95,403		41,428	
Data Communication Services	62,316	66,430	78,800	104,408	78,800
Utilities - Other	4,641	3,797	5,300	4,387	5,300
Network Access Services			33,800	16,900	33,800
OR Corporate Activity Tax (CAT)	5	6		39	
Train Operations	1,865,783	1,769,465	2,911,000	2,597,368	2,998,300
On-Time Performance Incentive - Commuter Rail	400,203	358,256	377,900	387,302	389,200
NU-Local Travel & Meetings	215	655		1,548	
NU-Education & Training - Gen & Adm	80	1,841		75	
NU-Out-Of-Town Travel		4,041			
Employee Recognition	389	149		94	
Total	\$5,236,325	\$5,995,239	\$5,846,600	\$5,891,058	\$5,871,800

Portland Streetcar Department (PS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	8,834,855	9,164,215	9,659,188	9,405,419	10,256,380	-	-
M&S	10,232,820	10,845,014	9,613,200	9,614,530	9,613,200	-	-
Total	\$19,067,675	\$20,009,229	\$19,272,388	\$19,019,949	\$19,869,580	-	-

Table 12. Portland Streetcar Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.
- Hire and retain operators to preserve and expand service. Timeline through June 30, 2026.

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



Portland Streetcar Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	6,253,017	6,518,880	6,785,687	6,701,453	7,161,910
Fringe	2,581,838	2,645,335	2,873,501	2,703,966	3,094,470
Total	\$8,834,855	\$9,164,215	\$9,659,188	\$9,405,419	\$10,256,380

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Portland Streetcar	10,232,820	10,844,916	9,613,200	9,613,647	9,613,200
Copier & Printer Usage and Maintenance		98		883	
Total	\$10,232,820	\$10,845,014	\$9,613,200	\$9,614,530	\$9,613,200

Personnel Profile by Department

The following tables provide a detailed personnel profile by Position Title for this division, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Transportation Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Transportation	1.00	NU	FT	-	235,715	24	195,178	292,769
Assistant, Executive Administrative	1.00	NU	FT	-	102,801	12	72,421	108,629
Total	2.00				\$338,516			

Table 13. Transportation Administration Personnel Profile

Bus Transportation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus Operations	1.00	NU	FT	-	177,494	20	141,996	212,993
Manager, Bus Operations	3.00	NU	FT	-	477,545	18	120,556	180,835
Manager, Field Operations (Bus)	1.00	NU	FT	-	134,515	17	110,957	166,434
Assistant Manager, Bus Operations	17.00	NU	FT	-	2,144,333	16	102,036	153,055
Assistant Manager, Bus & Rail Field Operations	5.00	NU	FT	-	653,029	15	93,779	140,669
Assistant, Senior Administrative	4.00	NU	FT	-	285,710	9	55,551	83,325
Mini Run Operator	238.50	U	PT	-	16,576,599	881	62,114	82,804
Operator	1,064.00	U	FT	-	79,377,206	880	62,114	82,804

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Road Supervisor	44.00	U	FT	-	4,569,321	834	78,358	104,462
Lead Supervisor	6.00	U	FT	-	658,031	489	82,253	109,679
Total	1,383.50				\$105,053,783			

Table 14. Bus Transportation Personnel Profile

Operations Command Center

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Operations Command Center & Rail Operations	1.00	NU	FT	-	200,985	21	153,939	230,910
Manager, Operations Command Center	1.00	NU	FT	-	158,906	18	120,556	180,835
Assistant Manager, OCC (Service Quality)	1.00	NU	FT	-	141,856	16	102,036	153,055
Assistant Manager, Operations Command Center	8.00	NU	FT	-	993,894	16	102,036	153,055
Dispatcher	23.00	U	FT	-	2,386,664	836	78,358	104,462
Rail Controller	29.00	U	FT	-	3,093,330	538	104,462	104,462
Total	63.00				\$6,975,635			

Table 15. Operations Command Center Personnel Profile

Service Delivery

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus & Rail Service Delivery	1.00	NU	FT	-	187,393	19	130,894	196,343
Manager, Bus & Rail Scheduling	1.00	NU	FT	-	155,469	17	110,957	166,434
Manager, Scheduling, Systems & Production	1.00	NU	FT	-	135,487	17	110,957	166,434
Manager, Operations Planning & Projects	1.00	NU	FT	-	143,668	16	102,036	153,055
Manager, Workforce Utilization	1.00	NU	FT	-	127,230	16	102,036	153,055
Planner, Senior, Scheduling	1.00	NU	FT	-	126,800	15	93,779	140,669
Assistant, Senior Administrative	1.00	NU	FT	-	60,737	9	55,551	83,325
Schedule Writer III	1.00	U	FT	-	105,820	878	102,877	110,198
Specialist, Schedule Systems	1.00	U	FT	-	109,672	877	109,679	109,679
Schedule Writer II	4.00	U	FT	-	417,862	874	78,358	104,462
Schedule Data Technician	2.00	U	FT	-	208,931	867	78,358	104,462

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Station Agent	27.00	U	FT	-	2,820,569	835	78,358	104,462
Chief Station Agent	5.00	U	FT	-	548,359	830	82,253	109,679
Coordinator, Road Service	2.00	U	FT	-	219,344	821	82,253	109,679
Coordinator, Rail Service	2.00	U	FT	-	219,344	820	82,253	109,679
Total	51.00				\$5,586,685			

Table 16. Service Delivery Department Personnel Profile

Accessible Transportation Program

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Accessible Transportation Programs	1.00	NU	FT	-	183,312	19	130,894	196,343
Manager, Lift Service Delivery	1.00	NU	FT	-	112,962	16	102,036	153,055
Analyst, Senior, Lift Service Delivery	1.00	NU	FT	-	94,306	14	86,095	129,143
Analyst, Operations	1.00	NU	FT	-	85,804	13	78,990	118,485
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT	-	102,185	13	78,990	118,485
Administrator, Lift Service Quality	1.00	NU	FT	-	90,524	12	72,421	108,629
Analyst, Business (Lift)	1.00	NU	FT	-	105,465	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	80,980	9	55,551	83,325
Total	8.00				\$855,537			

Table 17. Accessible Transportation Program Personnel Profile

Rail Transportation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Rail Operations	1.00	NU	FT	-	177,494	20	141,996	212,993
Manager, Rail Operations	2.00	NU	FT	-	342,255	18	120,556	180,835
Manager, Field Operations (Rail)	1.00	NU	FT	-	148,078	17	110,957	166,434
Assistant Manager, Rail Operations	5.00	NU	FT	-	632,862	16	102,036	153,055
Assistant, Senior Administrative	2.00	NU	FT	-	165,576	9	55,551	83,325
Rail Operator	212.00	U	FT	-	16,481,880	580	64,227	85,753
Supervisor, Rail	39.00	U	FT	-	4,074,155	536	104,462	104,462
Total	262.00				\$22,022,300			

Table 18. Rail Transportation Personnel Profile

Commuter Rail

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Commuter Rail Operations	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Commuter Rail Operations	1.00	NU	FT	-	161,586	17	110,957	166,434
Assistant Manager, Technical Support & Training (WES)	1.00	NU	FT	-	110,987	15	93,779	140,669
Service Worker Pressure Washer	1.00	U	FT	-	72,466	947	47,873	69,289
Service Worker	3.00	U	FT	-	201,164	945	47,873	69,289
Commuter Rail Vehicle Maint. Technician	8.00	U	FT	-	742,094	888	91,102	91,102
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	U	FT	-	320,000	872	104,770	104,770
Total	18.00				\$1,798,921			

Table 19. Commuter Rail Personnel Profile

Portland Streetcar

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Streetcar Operations	1.00	NU	FT	-	119,238	16	102,036	153,055
Signals Maintainer	1.00	U	FT	-	94,476	541	92,819	92,819
Track Maintainer	1.00	U	FT	-	94,476	540	92,819	92,819
Streetcar Controller	5.00	U	FT	-	533,333	539	104,462	104,462
Streetcar Operator	56.00	U	FT	-	4,739,932	488	64,227	85,753
Streetcar Journeyworker Mechanic	11.00	U	FT	-	1,020,380	451	91,102	91,102
Total	75.00				\$6,601,835			

Table 20. Portland Streetcar Personnel Profile

Maintenance Division

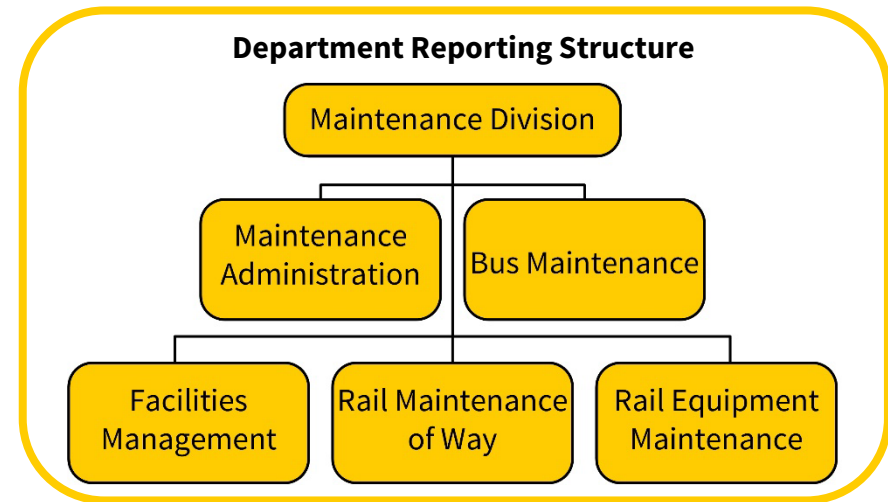
Overview

Departments

- Maintenance Administration (MA) 178
- Bus Maintenance (BM)..... 180
- Facilities Management Bus and Rail (FMBR)..... 183
- Rail Maintenance of Way (MOW) 187
- Rail Equipment Maintenance (REM) 190

Major Priorities of the Division

- (MA) Manages and maintains all aspects of the District's assets.
- (BM) Provides safe, reliable, and clean 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) Provides maintenance of all "railroad" elements of TriMet's light rail system.
- (REM) Performs maintenance of TriMet's light rail vehicles.



Divisional Fun Facts

- The Facilities Maintenance Cleaning Department services 6,193 bus stops, 1260 sheltered bus stops, 65 FX platforms, 30 custodial locations, and 38 floor restoration work locations.
- 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 370 NRVs supporting our daily service located in 13 different locations. These NRV's support Transportation, Safety & Security, Maintenance, Revenue, and the Admin and management staff. Combined, they travel approximately 2.2 million miles per year.
- In FY2024, MOW replaced 8,600 timber railroad cross ties with concrete crossties and installed 3 miles of new rail.

Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Procure new fully battery electric buses with make ready charging infrastructure for deployment from Powell Garage.		X		BM	16	8	17
Fixed-route bus mean distance between failures (MDBF) Target 10,000.	X	X		BM	8,150	9,426	8,900
Bus preventive maintenance (PMs) complete on-time.	X	X		BM	99.5%	99%	90%
Bus Maintenance Attendance.	X	X		BM	94%	94%	95%
Track PMs completed on-time.	X	X		MOW	82.5%	90%	90%
Overhead Electrical PMs completed on-time.	X	X		MOW	93.5%	90%	90%
Signals PMs completed on-time.	X	X		MOW	94.9%	95%	90%
Power/Substations PMs completed on-time.	X	X		MOW	91.9%	90%	90%
Rail Maintenance of Way Attendance.	X	X		MOW	95.6%	95%	95%
MAX light rail vehicle Preventive maintenance (PMs) completed on-time.	X	X		REM	93%	89%	95%
MAX light rail mean distance between in-service failures (MDBF) Target 10,000.	X	X		REM	7,905	7,539	10,900
Rail Equipment Maintenance Attendance.	X	X		REM	94.6%	94%	95%

Table 1. Maintenance Division Performance Metrics

Division Summary

Maintenance Division Budget

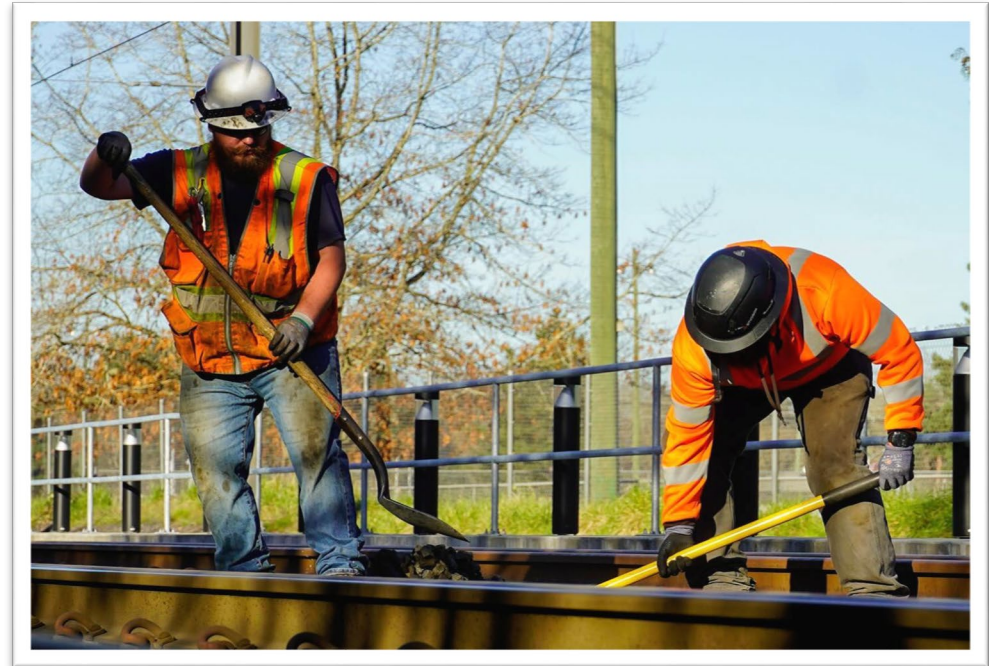
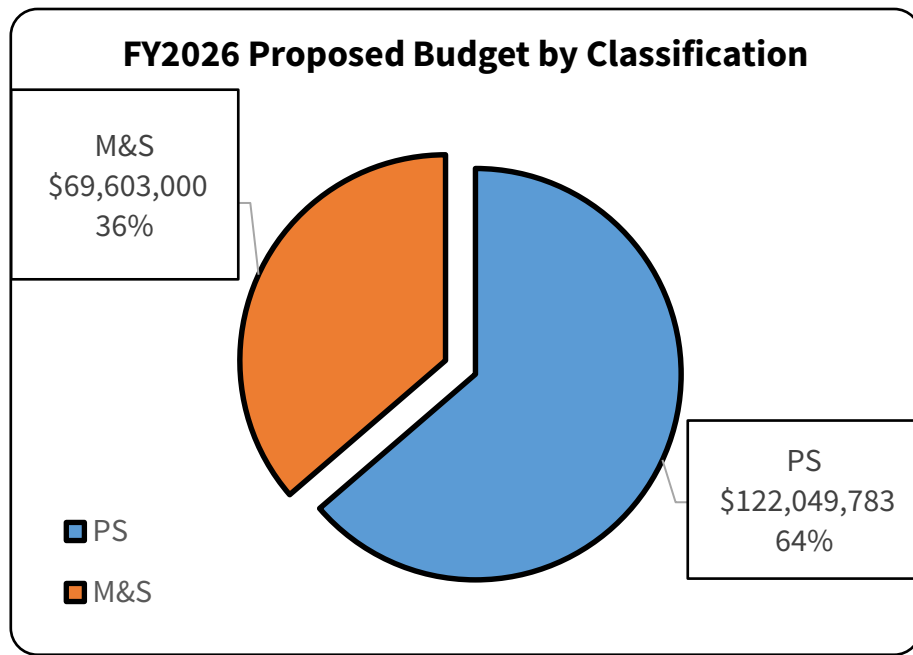
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	88,280,938	96,879,688	114,731,853	110,297,365	122,049,783	-	-
M&S	72,799,934	79,827,967	70,475,000	75,312,197	69,603,000	-	-
Total	\$161,080,872	\$176,707,655	\$185,206,853	\$185,609,562	\$191,652,783	-	-

Table 2. Maintenance Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Maintenance Division, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$6.45 million (+3.5%), with PS rising by \$7.32 million (+6.4%), while M&S decreases by \$872K (-1.2%).

In the FY2026 Proposed Budget, PS comprises 64% (\$122.05M) of the total budget, while M&S accounts for 36% (\$69.60M).



1. Maintenance Division FY2026 Proposed Budget by Classification
Pie Chart

Maintenance Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	788.00	808.00	912.00	912.00	914.00	-	-

Table 3. Maintenance Division FY2026 Proposed Budget Count of Full Time Equivalents

Maintenance Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
MA	1,199,984	972,884	2,516,950	1,558,815	2,227,904	-	-
BM	67,666,724	70,345,012	79,203,320	77,898,920	77,891,753	-	-
FMBR	\$29,967,316	\$33,497,695	\$37,344,184	\$37,246,304	\$40,151,489	-	-
MOW	21,496,197	23,641,892	25,793,186	26,508,927	29,108,013	-	-
REM	40,750,651	48,250,171	40,349,213	42,396,596	42,273,624	-	-
Total	\$161,080,872	\$176,707,653	\$185,206,853	\$185,609,562	\$191,652,783	-	-

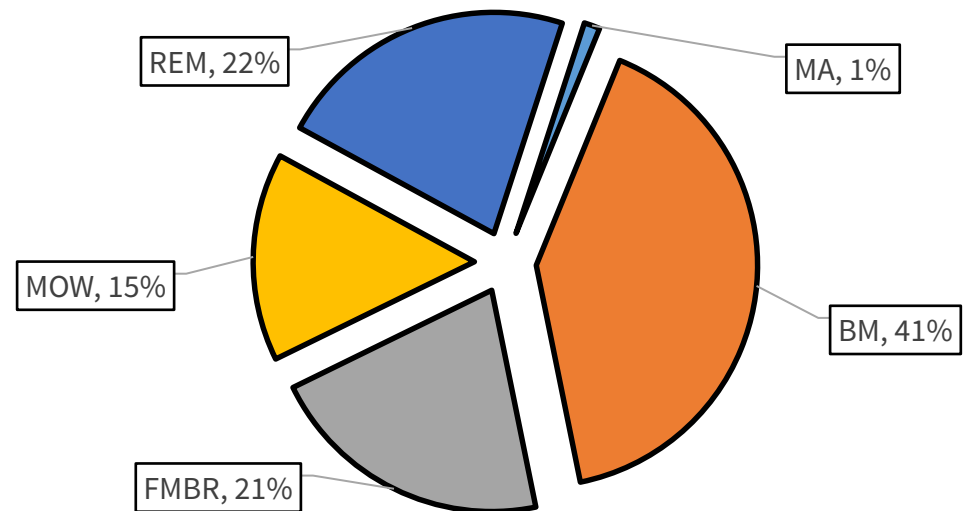
Table 4. Maintenance Division Budget by Departments

The table presents the FY2026 Proposed Budget for the Maintenance Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$6.45 million (+3.5%), with the largest increase in Facilities Maintenance Bus & Rail (FMBR), rising by \$2.81 million (+7.5%), followed by Rail Maintenance of Way (MOW), which increases by \$3.31 million (+12.9%). Maintenance Administration (MA) decreases by \$289K (-11.5%), and Rail Equipment Maintenance (REM) declines slightly by \$76K (-0.2%).

For the FY2026 Proposed Budget, the largest allocation is for Bus Maintenance (BM), comprising 41% (\$77.89M) of the total budget. REM accounts for 22% (\$42.27M), MOW for 15% (\$29.11M), FMBR for 21% (\$40.15M), and MA for 1% (\$2.23M).

FY2026 Proposed Budget by Department



2. Maintenance Division FY2026 Proposed Budget by Department Pie Chart

Maintenance Administration Department (MA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	674,376	401,912	1,801,950	860,654	1,521,404	-	-
M&S	525,608	570,972	715,000	698,161	706,500	-	-
Total	\$1,199,984	\$972,884	\$2,516,950	\$1,558,815	\$2,227,904	-	-

Table 5. Maintenance Administration Department FY2026 Proposed Budget

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.

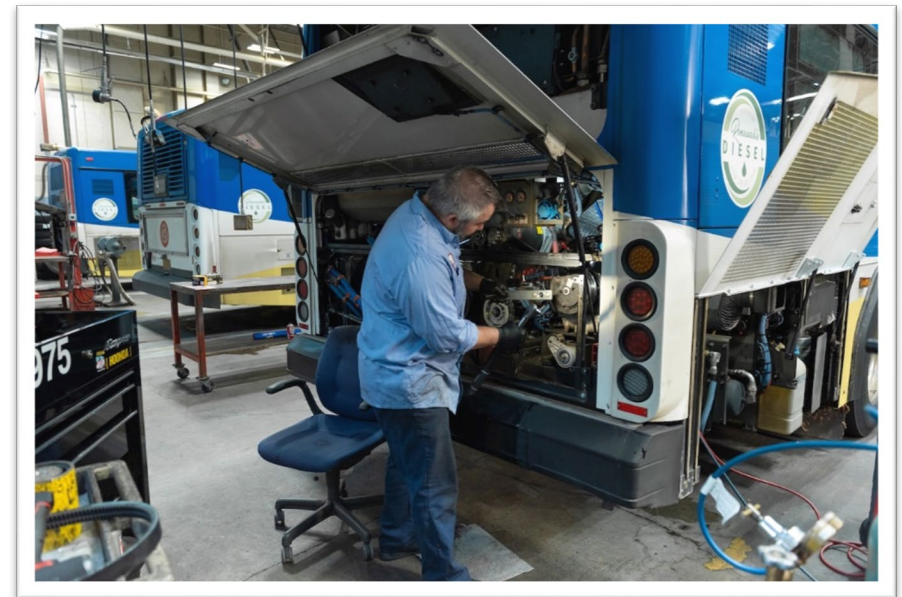
Goals and Objectives

Infrastructure

- Provide technical expertise to help identify funding for zero-emissions buses and maintenance facility improvements needed to support the Non-Diesel Bus Plan 2040 goal of achieving 100% zero-emission buses with attainable technology. Timeline is through June 30, 2026.
- Support the purchase of zero-emissions buses with reliable technology to replace diesel buses as appropriate. Timeline is through June 30, 2026.

People

- Support leadership and skills development in maintenance management positions. Timeline is through June 30, 2026.



Maintenance Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	414,032	273,747	1,447,695	555,090	1,159,780
Fringe	322,822	128,165	354,255	305,564	361,624
Capitalized Labor-Fringe	-62,478				
Total	\$674,376	\$401,912	\$1,801,950	\$860,654	\$1,521,404

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	17,921	129,895	5,000	73,604	5,000
Copier & Printer Usage and Maintenance		122		209	
Other Services- Gen & Adm	10,739	116,271	1,000	73,136	1,000
Other Services- Revenue Veh.Maint	114,329	-35,212	55,000	27,500	55,000
Office Supplies	8,362	5,880	147,500	74,969	147,500
Equip/Furn < \$5,000-Rev Eq Maint	406		7,500	3,750	7,500
Equip/Furn < \$5,000-Gen & Adm	12,658	804		1,131	
Other Materials- Gen & Adm		491			
Unreconciled P-Card Expense	3,248	765			
Computer Equip under \$5,000	10,372	912	4,000	3,011	4,000
Safety Supplies- Gen & Adm				190	
Winter Supplies				54	
Telephone	311,288	284,831	286,200	297,100	277,700
NU-Dues & Subscriptions		19,601	4,000	6,420	4,000
NU-Local Travel & Meetings	3,731	4,536	9,800	4,900	9,800
UN-Local Travel & Meetings	1,136				
NU-Education & Training - Gen & Adm	7,637	24,842	52,000	32,565	52,000
NU-Out-Of-Town Travel	5,809	4,874	80,000	51,869	80,000
UN-Education & Training - Gen & Adm		9,102	8,000	6,728	8,000
UN-Out-Of-Town Travel			15,000	7,500	15,000
Employee Recognition	17,972	3,258	40,000	33,525	40,000
Total	\$525,608	\$570,972	\$715,000	\$698,161	\$706,500

Bus Maintenance Department (BM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	32,982,678	35,815,313	45,840,220	43,622,352	47,964,053	-	-
M&S	34,684,046	34,529,697	33,363,100	34,276,568	29,927,700	-	-
Total	\$67,666,724	\$70,345,010	\$79,203,320	\$77,898,920	\$77,891,753	-	-

Table 6. Bus Maintenance Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Clean at least 95 percent of all fixed-route bus and MAX vehicles daily with bus detailed cleanings at least every 45 days on average Timeline through June 30, 2026.
- Hire and retain service workers and mechanics to support service needs. Timeline through June 30, 2026.

People

- Support leadership and skills development in maintenance management positions. Timeline through June 30, 2026.
- Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline through June 30, 2030.



Bus Maintenance Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	23,318,402	25,356,788	32,153,571	30,837,286	33,263,405
Fringe	9,772,934	10,491,068	13,686,649	12,786,753	14,700,648
Capitalized Labor-Fringe	-108,658	-32,543		-1,687	
Total	\$32,982,678	\$35,815,313	\$45,840,220	\$43,622,352	\$47,964,053

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	7,609	14,728	46,500	64,224	46,500
Professional & Technical-Rev Eq Maint		974			
Copier & Printer Usage and Maintenance		7,803		11,375	
Contracted Bus Mtc - Maf	367,672	254,841	1,521,700	831,337	1,481,300
Cont Bus Maint - Other		407			
Body Repair - NRV	53,069	16,566	10,100	16,383	10,100
Laundry	116,106	150,654	133,600	177,785	133,600
Other Services- Revenue Veh.Maint	190,519	339,960	74,200	158,742	74,200
Diesel Fuel- Rev Vehicle Oper	17,099,120	15,526,633	19,745,900	16,772,743	15,880,600
Diesel Fuel- NRV Maintenance	47,298	57,312	45,500	50,548	45,500
Oil & Lubricants	740,905	666,138	535,800	671,484	535,800
Gasoline - NRV Maintenance	651,058	630,542	404,000	504,819	404,000
Tires - Rev Vehicle Oper	1,224,175	1,589,765	1,300,000	1,276,062	1,714,100
Tires Serv Vehicle-Rev Equip Maint	42,006	42,611	32,300	30,380	32,300
Office Supplies	47,251	29,003		13,055	
Repair Mat'l - Rev Eq	72,812	66,807	129,500	94,003	129,500
Maint Material - Serv Veh	260,928	293,835	252,500	288,655	252,500
Maint Mat'l - Rev Eq	12,125,809	12,638,744	7,967,500	11,661,869	7,967,500
Freight	2,082		1,100	550	1,100
Equip/Furn < \$5,000-Rev Eq Maint	13,338	15,311	17,900	25,205	17,900
Cleaning Suppl- Rev Equip Maint	427,764	404,368	256,300	445,248	256,300
Cleaning Suppl- Fac/Eq Maint	1,203			6,827	
Small Hand Tools-Rev Eq Maint	17,240	13,075	32,400	26,349	32,400

Bus Maintenance Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Inventory Adjustments	126,871	106,472	60,000	79,500	60,000
Other Materials- Rev Eq Maint	78,964	108,397	24,700	55,249	24,700
Unreconciled P-Card Expense	1,743	10,237		3,851	
Computer Equip under \$5,000	13,547	76,216	2,500	3,557	
Safety Supplies-Rev Eq Maint	316,755	170,124	110,700	214,885	110,700
Safety Supplies- Gen & Adm	19,383	48,859		1,658	
Winter Supplies	290,366	439,415	62,100	209,739	62,100
Obsolete Inventory	124,791	524,435		181,263	
Invoice Price Variance	-1,800	-2,817		-2,479	
Average Cost Variance	15,318	-97		982	
Propulsion Power	167,266	222,183	587,100	377,176	645,800
Telephone	5,801	14,896		5,292	
NU-Local Travel & Meetings	43	35			
UN-Local Travel & Meetings	38				
NU-Education & Training - Gen & Adm	1,289	29,822		423	
NU-Out-Of-Town Travel	1,155	4,863		3,272	
UN-Out-Of-Town Travel		1,659			
CDL Renewals	10,601	9,839	7,200	12,350	7,200
Employee Recognition	463	2,823		79	
Rental	3,488	2,259	2,000	2,128	2,000
Total	\$34,684,046	\$34,529,697	\$33,363,100	\$34,276,568	\$29,927,700

Facilities Management Bus-Rail Department (FMBR)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	13,953,753	15,088,105	18,637,884	18,266,214	20,326,289	-	-
M&S	16,013,563	18,409,590	18,706,300	18,980,090	19,825,200	-	-
Total	\$29,967,316	\$33,497,695	\$37,344,184	\$37,246,304	\$40,151,489	-	-

Table 7. Facilities Management Bus-Rail Department FY2026 Proposed Budget

Department Description & Responsibilities

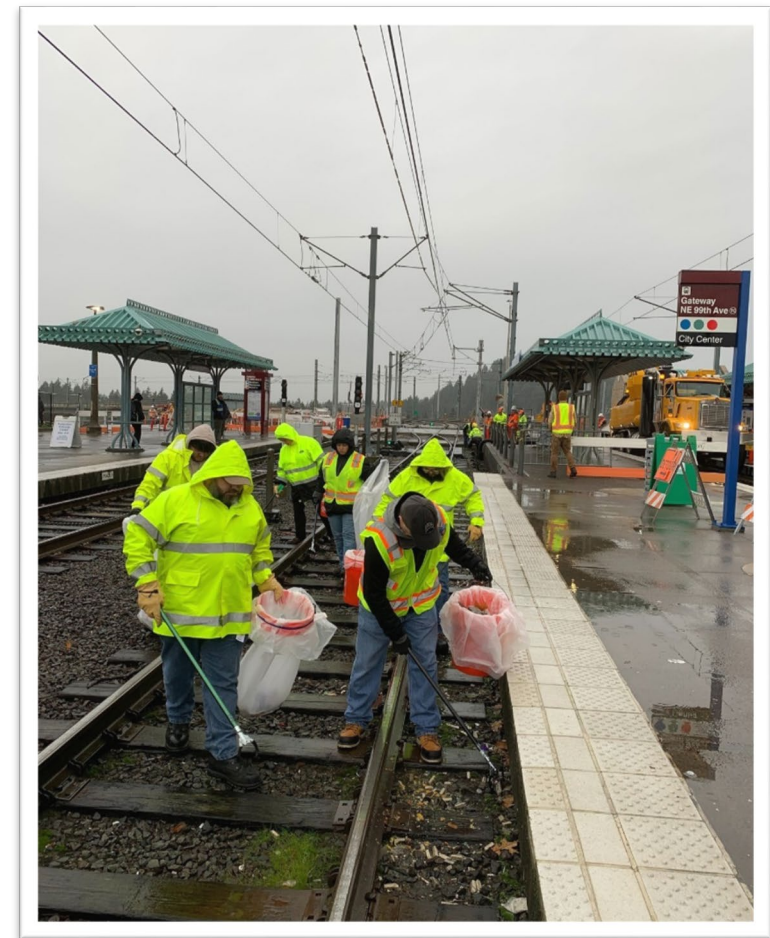
Major Functions

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

Goals and Objectives

Customer

- Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources. Timeline through June 30, 2026.
- Deliver actions and changes outlined in TriMet's Climate Action Plan, including upgrading aging HVAC and electrical infrastructure. Timeline through June 30, 2026.



Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	10,538,844	11,121,028	13,175,790	13,310,542	14,167,451
Fringe	3,582,865	4,106,598	5,589,271	5,053,877	6,158,838
Capitalized Labor-Fringe	-167,956	-139,521	-127,177	-98,205	
Total	\$13,953,753	\$15,088,105	\$18,637,884	\$18,266,214	\$20,326,289

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal		101,667			
Professional & Technical-Gen & Adm	12,951	6,164	750,000	521,273	750,000
Professional & Technical - Fac Eq Mtc		1,797	10,100	5,050	10,100
Mech/Structural Consult	67,220	83,905		31,292	
Temporary Help-Gen & Adm	38,491	9,734			
Landscape Maint Services	982,270	1,056,216	1,416,100	1,159,007	1,416,100
Tree Well Maintenance				76,712	
Copier & Printer Usage and Maintenance		2,482		2,239	
Transit Mall Services	2,110,805	2,224,123	2,593,100	2,575,714	2,593,100
Contracted Build Maint	289,143	583,249	1,375,500	1,096,308	3,049,900
Cont ROW Mtc Station	19,258		18,200	31,405	18,200
Contracted Fac Mtc - Elec	504,013	593,956	1,845,500	1,686,277	414,100
Cont ROW Mtc Elevator	371,874	440,834	355,500	349,455	355,500
Street Sweeper Dump Fees				18,937	
Hillsboro Parking Garage IGA	60,000	72,509	60,000	42,469	60,000
Contracted Maint Paving			2,000,000	1,044,267	2,000,000
Shelter Services	1,116,043	1,660,476	243,000	743,422	243,000
Office Maint Custodial	1,325,065	1,374,904	644,900	857,251	644,900
Shelter Cleaning	791,185	997,845	456,500	591,666	456,500
Shelter Cleaning - Vandlsn	66,963	54,697	35,000	44,589	35,000
Transit Center Cleaning	146,146	158,950	329,300	324,976	329,300
Office Maintance - Other		8,307		8,099	
Building Security Maintenance	33,248	38,975		2,249	

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Laundry	20,309	22,234	19,200	20,599	19,200
Other Services-Facility/Eq Maint	201,485	236,735	40,800	110,165	40,800
Waste Disposal Services				495	
Office Supplies	6,102	10,949		5,067	
Maint Mat'l - Snow & Ice	375,872	1,164,836	40,800	92,916	40,800
Winter Supplies-Snow & Ice Impl				3,034	
Maint Material - Other	603,408	649,558	251,300	550,975	251,300
Mtc Matl Outside Plant	260,039	380,583	141,400	240,644	141,400
Mtc Material Shop	150,990	104,855	70,700	80,205	70,700
Equip/Furn < \$5,000-Fac/Eq Maint	86,896	33,830	40,000	24,576	40,000
Shop Equip < \$5000 - Fac Eq Maint	16,888	1,291	5,100	2,550	5,100
Shelter Materials	353,417	29,969	199,700	194,434	199,700
Bus Stop Poles/Signage		1,529	19,600	20,799	19,600
Park & Ride Materials	960	1,248			
Cleaning Suppl- Fac/Eq Maint	258,546	350,506	123,900	267,653	123,900
Small Hand Tools-Fac/Eq Maint	77,078	77,483	75,800	85,218	75,800
Other Materials- Rev Eq Maint	9,194	21,619	9,100	37,774	9,100
Other Materials- Fac/Eq Maint	4,896	11,892	7,200	6,609	7,200
Unreconciled P-Card Expense	20,343	26,862		27,926	
Computer Equip under \$5,000	16,154	18,800	10,000	5,949	10,000
Landscape Maint Material	8,027	8,504	15,500	12,389	15,500
Maint Matl Landscape	2,500	1,302	5,000	6,214	5,000
On-Street Amenities Materials			15,500	7,750	15,500
Facility Moving Expenses	20,277	15,528	47,000	35,091	47,000
Safety Supplies - Fac/Eq Maint	58,288	32,066	44,200	36,543	42,800
Transit Center Materials	86			95	
Obsolete Inventory	20,298				
Bikes On Transit Material	34,000	19,200			
Utilities - Electricity	1,086,420	1,157,003	1,100,500	1,191,771	1,254,400
Utilities - Gas	445,244	401,006	387,500	334,371	443,100

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Utilities - Water	1,576,459	1,492,688	1,403,100	1,559,383	1,732,800
Building Util Electric	1,495,206	1,786,506	1,837,300	1,927,780	2,094,200
VT Utilities - Electric - Fac/Eq Maint	16,786	18,217	21,000	18,074	23,900
Electricity - Shelters	42,056	45,524	31,200	43,730	35,600
Telephone	7,289	15,609		14,136	
Utilities - Other	260,785	278,300	252,400	272,650	287,700
Building Util Other	194,365	239,781	227,700	215,898	259,500
Utilities Parking	35,664	38,605	46,300	42,781	52,800
Tunnel Sewer/Storm Water Runoff	1,936	2,055	2,200	2,011	2,500
NU-Dues & Subscriptions	208	587		207	
NU-Local Travel & Meetings	2,011	66			
NU-Education & Training - Gen & Adm	6,743	11,385		4,135	
Apprenticeship Training	7,912	1,711	34,300	17,424	34,300
NU-Out-Of-Town Travel				667	
CDL Renewals			2,000	1,395	2,000
Employee Recognition	2,399	866		1,318	
Rental	291,352	227,512	46,300	244,032	46,300
Total	\$16,013,563	\$18,409,590	\$18,706,300	\$18,980,090	\$19,825,200

Rail Maintenance of Way Department (ROW)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	13,193,972	15,438,030	17,078,686	17,703,519	18,446,513	-	-
M&S	8,302,225	8,203,862	8,714,500	8,805,408	10,661,500	-	-
Total	\$21,496,197	\$23,641,892	\$25,793,186	\$26,508,927	\$29,108,013	-	-

Table 8. Rail Maintenance of Way Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Continue recruiting activities appropriate for vacant positions to maintain a 95% or better staffing level. Timeline through June 30, 2030.

Infrastructure

- Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2030.
- Deliver budget-approved state of good repair projects on time and within budget. Timeline through June 30, 2026.

Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	9,776,164	11,562,075	12,173,236	12,969,519	12,995,572
Fringe	3,728,391	4,198,377	4,905,450	4,757,455	5,450,941
Capitalized Labor-Fringe	-310,583	-322,422		-23,455	
Total	\$13,193,972	\$15,438,030	\$17,078,686	\$17,703,519	\$18,446,513

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	80,905	249,341	100,000	132,878	100,000
Landscape Maint Services	63,200	44,848	50,000	71,832	45,100
Copier & Printer Usage and Maintenance		5,239		7,920	
Cont ROW Mtc Signals	1,024	39,614	540,800	289,776	1,570,100
Cont ROW Mtc Track	166,110	234,528	356,300	410,458	356,300
Cont ROW Mtc OCS	3,466		10,000	5,000	9,800
Cont ROW Mtc Bridge	24,146	14,366	25,000	29,770	24,600
Cont ROW Mtc Substations	1,778		10,000	58,154	5,100
Street Light Maintenance -- Hillsboro IGA			10,000	5,000	4,100
Calibration & Tool Repair		10,907	2,000	9,781	6,000
Laundry			3,700	1,850	3,700
Other Services-Facility/Eq Maint	3,151	18,385	10,000	8,144	10,000
Office Supplies	11,673	7,210		2,774	
Computer Supplies - Trans Admin	31,803	24,497	25,000	14,313	25,000
Freight		1,411	1,000	1,791	1,000
Small Hand Tools-Fac/Eq Maint	7,820	81,575	51,100	50,863	51,100
Other Materials- Rev Eq Maint	34,289	56,487	10,000	9,907	10,000
Unreconciled P-Card Expense	13,534	21,036		58,811	
Computer Equip under \$5,000	5,569	7,221		8,571	
Safety Supplies - Fac/Eq Maint	178,393	57,639	114,100	80,385	114,500
Obsolete Inventory		6,029		11,665	
Materials - Track	319,829	308,107	100,000	156,521	98,500
Maint Matl Signals	920,709	637,645	100,000	198,689	98,500

Rail Maintenance Of Way Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Maint Materials OCS	174,800	127,585	100,000	123,626	98,500
Maint Matl Substations	129,711	98,132	100,000	94,415	98,500
Propulsion Power	5,578,834	5,653,345	6,527,200	6,382,602	7,439,800
Telephone	1,544	1,202		1,198	
NU-Dues & Subscriptions	1,591	2,058		613	
NU-Local Travel & Meetings	2,933	8			
UN-Local Travel & Meetings	766				
NU-Education & Training - Gen & Adm	34,590	13,695		475	
NU-Out-Of-Town Travel	28,714	10,116		2,520	
UN-Education & Training - Gen & Adm	9,655	6,741		10,824	
UN-Out-Of-Town Travel	23,703	316		4,245	
Steel Bridge Sublease	299,013	293,526	418,300	485,864	423,400
CDL Renewals		303			
Employee Recognition	6,898	5,277			
Rental	142,074	165,473	50,000	74,173	67,900
Total	\$8,302,225	\$8,203,862	\$8,714,500	\$8,805,408	\$10,661,500

Rail Equipment Maintenance Department (REM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	27,476,159	30,136,328	31,373,113	29,844,626	33,791,524	-	-
M&S	13,274,492	18,113,846	8,976,100	12,551,970	8,482,100	-	-
Total	\$40,750,651	\$48,250,174	\$40,349,213	\$42,396,596	\$42,273,624	-	-

Table 9. Rail Equipment Maintenance Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Rail Equipment Maintenance Department is responsible for the maintenance, repairs, and fleet modifications of TriMet's light rail vehicles (LRVs). This includes employee training and provides vehicle maintenance technicians to Portland Streetcar, as well as providing wheel truing services for WES.

Goals and Objectives

Ridership

- Implement Rail Operation Optimization Technology (ROOT) by utilizing new Type 6 MAX light rail vehicle capabilities within the intelligent transportation system (ITS) platform. This includes an "Internet of Things" (IoT) device and mobile router to enhance vehicle information capture. Additionally, deploy monitoring and analysis software to improve vehicle maintenance tracking. Begin implementation for other current fleets with ITS capabilities, including Type 3 LRVs. Timeline through June 30, 2026.

Infrastructure

- Complete commissioning and integrate Type 6 light rail vehicles into regular service while ensuring responsible recycling or relocation of retired Type 1 light rail vehicles. Timeline through June 30, 2026.

People

- Deliver ongoing training programs to support new hire onboarding. Support TSAS in curriculum development and training for new LRV Technicians. Timeline through June 30, 2026.

Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	20,342,375	22,804,604	22,190,400	22,003,516	23,739,430
Fringe	7,476,163	8,183,696	9,182,713	8,323,523	10,052,094
Capitalized Labor-Fringe	-342,379	-851,972		-482,413	
Total	\$27,476,159	\$30,136,328	\$31,373,113	\$29,844,626	\$33,791,524

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	388,532	393,727	150,000	224,658	150,000
Temporary Help-Trans Adm		10,866	1,000	500	1,000
Copier & Printer Usage and Maintenance		8,230		10,555	
Calibration & Tool Repair	32,880	26,921	14,600	15,967	14,600
Contr Maint - Type I LRV-Rev Eq Maint	1,689,779	5,936,745	1,852,800	1,682,471	1,358,800
Laundry	156,004	195,453	132,400	176,161	132,400
Other Services- Gen & Adm	12,505	27,987	5,100	5,555	5,100
Other Services- Revenue Veh.Maint	7,869	6,497	16,200	9,360	16,200
Graphics Material	3,337	1,246	1,000	500	1,000
Office Supplies	29,952	13,576		2,565	
Computer Supplies - Trans Admin	8,652	2,192	13,100	6,753	13,100
Repair Mat'l - Rev Eq	53,124	10,335	24,200	14,360	24,200
Rep Mat'l Rev Eq Vndls	28,329	29,270	43,900	66,523	43,900
Maint Material - Serv Veh	303	456		475	
Maint Mat'l - Rev Eq	9,867,216	10,154,543	6,032,000	9,342,840	6,032,000
Freight	102,866	145,751	101,000	146,301	101,000
Equip/Furn < \$5,000-Rev Eq Maint	1,082	870		7,447	
Equip/Furn < \$5,000-Gen & Adm	8,390	16,160		1,123	
Shop Equip < \$5000 - Fac Eq Maint	192,539	125,598	108,100	99,195	108,100
Shop Equip < \$5000 - Rev Eq Maint				1,995	
Cleaning Suppl- Rev Equip Maint	169,280	260,800	131,700	193,165	131,700
Cleaning Suppl- Fac/Eq Maint	23,844	2,085		743	
Small Hand Tools-Rev Eq Maint			3,200	1,600	

Rail Equipment Maintenance Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Small Hand Tools-Fac/Eq Maint	104,094	45,446	61,300	52,296	64,500
Inventory Adjustments	-54,117	93,814		8,012	
Other Materials- Transp Adm	6,163	12,245		7,357	
Other Materials- Rev Eq Maint	174,584	182,762	197,000	194,156	197,000
Unreconciled P-Card Expense	4,643	2,415		2,624	
Computer Equip under \$5,000	18,374	4,603			
Safety Supplies-Rev Eq Maint			3,200	1,600	
Safety Supplies- Gen & Adm	144,914	96,685	82,200	94,478	85,400
Obsolete Inventory	71,544	241,774		154,590	
Invoice Price Variance	-3,181	-14,432		8,480	
Average Cost Variance	1,088	-185		2,031	
WIP Material Variance	1,782	-2,571		-1,258	
Telephone	8,003	6,973		3,772	
NU-Local Travel & Meetings	432	10			
NU-Education & Training - Gen & Adm	539	10,576		3,394	
NU-Out-Of-Town Travel	4,218	3,020		6,934	
UN-Education & Training - Gen & Adm	5,795	56,828		791	
UN-Out-Of-Town Travel	3,167	316		70	
Out-Of-Town Travel Non Training	2,500				
CDL Renewals		1,670	2,100	1,400	2,100
Employee Recognition	3,467	2,589		431	
Total	\$13,274,492	\$18,113,846	\$8,976,100	\$12,551,970	\$8,482,100

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Maintenance Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Maintenance	1.00	NU	FT	-	281,751	24	195,178	292,769
Analyst, Senior Operations & Finance Planning	1.00	NU	FT	-	136,572	15	93,779	140,669
Analyst, Operations Maintenance	1.00	NU	FT	-	98,738	13	78,990	118,485
Assistant, Executive Administrative	1.00	NU	FT	-	88,442	12	72,421	108,629
Total	4.00				\$605,502			

Table 10. Maintenance Administration Department Personnel Profile

Bus Maintenance

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus Maintenance	1.00	NU	FT	-	180,629	20	141,996	212,993
Manager, Bus Maintenance	4.00	NU	FT	-	612,509	18	120,556	180,835
Manager, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT	-	136,980	17	110,957	166,434
Assistant Manager, Bus Maintenance	17.00	NU	FT	-	2,249,198	16	102,036	153,055
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT	-	116,981	14	86,095	129,143

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant Manager, Fleet Readiness	3.00	NU	FT	-	313,104	14	86,095	129,143
Assistant, Senior Administrative	2.00	NU	FT	-	141,662	9	55,551	83,325
Service Worker Spotter	7.00	U	FT	-	482,412	946	47,873	69,289
Service Worker	109.00	U	FT	-	6,050,234	944	47,873	69,289
Junior Tireman	4.00	U	FT	-	301,375	942	48,049	84,455
Tireman	4.00	U	FT	-	350,137	941	87,536	87,536
Cleaner	4.00	U	FT	-	164,910	940	33,456	52,297
MMIS Clerk	8.00	U	FT	-	605,777	937	43,955	81,351
Spotter	4.00	U	FT	-	337,777	936	84,455	84,455
Apprentice Mechanic	6.00	U	FT	-	410,520	934	59,076	82,804
Helper	5.00	U	FT	-	413,968	933	82,804	82,804
Maintenance Mechanic	9.00	U	FT	-	741,798	932	48,049	84,455
Bus Mechanic	156.00	U	FT	-	14,470,843	931	91,102	91,102
Assistant Supervisor	8.00	U	FT	-	853,332	930	104,770	104,770
Bus Body and Paint Technician	9.00	U	FT	-	834,856	929	91,102	91,102
Bus Electronic Technician	10.00	U	FT	-	927,618	928	91,102	91,102
Total	372.00				\$30,696,622			

Table 11. Bus Maintenance Department Personnel Profile

Facilities Management Bus - Rail

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Facilities Maintenance	1.00	NU	FT	-	190,683	20	141,996	212,993
Manager, Facilities Management	3.00	NU	FT	-	439,675	17	110,957	166,434
Manager, Maintenance Project Management	1.00	NU	FT	-	141,265	17	110,957	166,434
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT	-	136,821	16	102,036	153,055
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT	-	135,608	15	93,779	140,669
Project Manager, Senior, Maintenance	1.00	NU	FT	-	136,572	15	93,779	140,669
Assistant Manager, Landscape	1.00	NU	FT	-	122,776	14	86,095	129,143
Manager, Space Planning	1.00	NU	FT	-	114,717	14	86,095	129,143
Assistant Manager, Facilities Management	8.00	NU	FT	-	944,471	14	86,095	129,143

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Analyst, Operations Maintenance	2.00	NU	FT	-	201,199	13	78,990	118,485
Project Manager, Maintenance	2.00	NU	FT	-	206,502	13	78,990	118,485
Coordinator, Space Planning	1.00	NU	FT	-	88,703	12	72,421	108,629
Technician, Engineering	1.00	NU	FT	-	104,181	12	72,421	108,629
Specialist, Senior, Records	1.00	NU	FT	-	71,177	9	55,551	83,325
Assistant, Senior Administrative	3.00	NU	FT	-	232,476	9	55,551	83,325
Irrigation Technician	1.00	U	FT	-	85,481	976	85,489	85,489
Landscaper	3.00	U	FT	-	242,793	974	63,346	84,455
Facilities Maintenance Worker (Bus)	17.00	U	FT	-	1,506,792	969	88,637	88,637
Plant Maintenance Mechanic – LME	20.00	U	FT	-	1,850,073	968	91,102	91,102
Lead Landscaper	1.00	U	FT	-	62,032	967	85,489	85,489
Signs & Shelters Field Worker	6.00	U	FT	-	506,666	965	84,455	84,455
Assistant Supervisor, Facilities	4.00	U	FT	-	426,667	964	104,770	104,770
Service Worker Pressure Washer	16.00	U	FT	-	1,106,623	947	47,873	69,289
Service Worker	21.00	U	FT	-	1,374,409	945	47,873	69,289
Service Aide	19.00	U	FT	-	1,108,232	943	47,873	58,328
Coordinator, Information Development	4.00	U	FT	-	410,412	730	102,613	102,613
Apprentice Plant Maint Mech	1.00	U	FT	-	70,942	572	59,076	82,804
Facilities Maintenance Worker (Rail)	6.00	U	FT	-	531,809	558	88,637	88,637
Wayside Cleaner	8.00	U	FT	-	675,555	537	84,455	84,455
Helper	8.00	U	FT	-	662,349	533	82,804	82,804
Total	163.00				\$13,887,661			

Table 12. Facilities Management Bus - Rail Department Personnel Profile

Rail Maintenance of Way

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, MOW Operations	1.00	NU	FT	-	183,496	21	153,939	230,910
Manager, Rail Maintenance of Way (MOW)	4.00	NU	FT	-	635,734	18	120,556	180,835
Assistant Manager, Rail MOW	12.00	NU	FT	-	1,583,762	16	102,036	153,055
Project Manager, Senior, MOW	2.00	NU	FT	-	252,224	15	93,779	140,669
Assistant, Senior Administrative	1.00	NU	FT	-	69,438	9	55,551	83,325

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant Supervisor	1.00	U	FT	-	111,809	780	111,814	111,814
Substation Maintainer	12.00	U	FT	-	1,166,729	779	97,221	97,221
Overhead Power Trainee	2.00	U	FT	-	152,475	579	65,878	82,804
Substation Technician Trainee	1.00	U	FT	-	69,778	571	65,878	82,804
Signals Maintainer Trainee	2.00	U	FT	-	143,981	567	65,856	82,804
Assistant Supervisor	2.00	U	FT	-	223,619	566	111,814	111,814
Assistant Supervisor - MOW	2.00	U	FT	-	217,312	564	106,751	106,751
Maintenance of Way Laborer	11.00	U	FT	-	956,126	561	49,524	86,920
Assistant Supervisor - Signals	3.00	U	FT	-	325,968	556	106,751	106,751
Signal Inspector	4.00	U	FT	-	408,381	545	102,085	102,085
Track Trainee	1.00	U	FT	-	74,471	542	65,856	82,804
Signals Maintainer	22.00	U	FT	-	2,078,474	541	92,819	92,819
Track Maintainer	18.00	U	FT	-	1,700,570	540	92,819	92,819
Overhead Power Maintainer	21.00	U	FT	-	2,027,342	531	97,221	97,221
Total	122.00				\$12,381,688			

Table 13. Rail MOW Department Personnel Profile

Rail Equipment Maintenance

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Rail Equipment Maintenance	1.00	NU	FT		219,396	21	153,939	230,910
Manager, Rail Equipment Maintenance	2.00	NU	FT	-	332,986	18	120,556	180,835
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT	-	159,391	18	120,556	180,835
Assistant Manager, Rail Equipment Maintenance	18.00	NU	FT	-	2,465,919	16	102,036	153,055
Assistant Manager, Fleet Readiness	2.00	NU	FT	-	207,274	14	86,095	129,143
Assistant, Senior Administrative	2.00	NU	FT	-	123,947	9	55,551	83,325
Service Worker	43.00	U	FT	-	2,494,897	945	47,873	69,289
Service Aide	14.00	U	FT	-	748,787	943	47,873	58,328
LRV Electronics Technician	2.00	U	FT	-	185,524	578	91,102	91,102
LRV Overhaul Technician	40.00	U	FT	-	3,710,472	577	91,102	91,102
LRV Technician Trainee	15.00	U	FT	-	1,236,001	574	65,856	82,804
LRV Body & Paint Technician	14.00	U	FT	-	1,269,396	553	71,600	91,102
Wheel True Technician	4.00	U	FT	-	374,180	552	91,894	91,894
LRV Technician	84.00	U	FT	-	7,791,992	551	91,102	91,102
MMIS Clerk	3.00	U	FT	-	244,063	543	43,955	81,351
MMIS Timekeeper Clerk	2.00	U	FT	-	173,714	543	43,955	81,351
Helper	3.00	U	FT	-	248,381	533	82,804	82,804
Maintenance Mechanic	3.00	U	FT	-	235,132	532	48,049	84,455
Total	253.00				\$22,221,452			

Table 14. Rail Equipment Maintenance Department Personnel Profile

Transit System & Asset Support Division

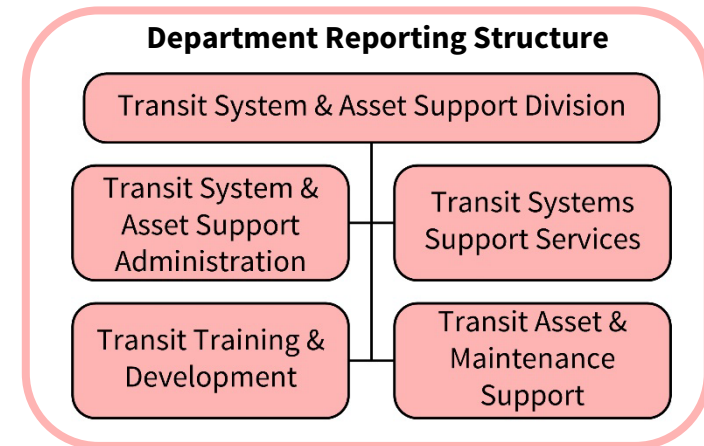
Overview

Departments

- Transit System & Asset Support Administration (TSAS)203
- Transit System Support Services (TSSS)205
- Transit Training & Development (TTD).....207
- Transit Asset & Maintenance Support (TAMS)209

Priorities of the Division

- (TSAS) Leads the Division in strategically supporting the Transportation, Maintenance and Safety & Security Divisions in areas such as training, data analysis, maintenance control and operational engineering.
- (TSSS) Responsible for operations budget support, operations data analysis, asset management, research and development, and records governance for operational SOPs, rules, instructions and other directive documents.
- (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.



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 2025. 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.

Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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	TSSS	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	TSSS/ TAMS	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	TSSS	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		TSSS	N/A	100%	100%
Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management.		X		TTD	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		TTD	75%	75%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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		TTD	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	TAMS	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		TAMS	5 ea.	4 ea.	2 ea.

Table 1. Transit System & Asset Support Division Performance Metrics

Division Summary

Transit System & Asset Support Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	12,986,669	19,706,790	18,709,074	26,305,380	-	-
M&S	-	1,055,921	1,004,500	1,019,667	542,600	-	-
Total	-	\$14,042,590	\$20,711,290	\$19,728,741	\$26,847,980	-	-

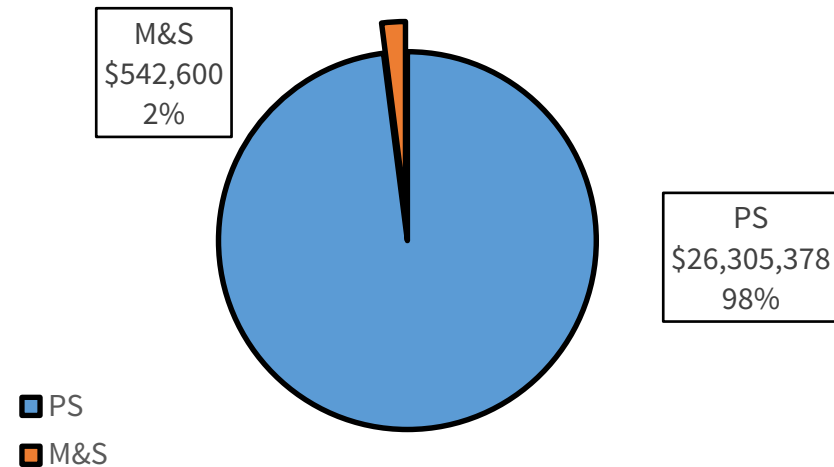
Table 2. Transit System & Asset Support Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Transit System & Asset Support Division by Classification, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$6.14 million (+29.7%), with Personal Services (PS) rising by \$6.60 million (+33.5%), while Materials & Services (M&S) decreases by \$462K (-54.0%).

For the FY2026 Proposed Budget, PS comprises 98% (\$26.31M) of the total budget, while M&S accounts for 2% (\$542.6K).

FY2026 Porposed Budget by Classification



1. Transit System & Asset Support Division FY2026 Proposed Budget by Classification Pie Chart

Transit System & Asset Support Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	-	113.00	133.00	133.00	172.00	-	-

Table 3. Transit System & Asset Support Division FY2026 Proposed Budget Count of Full Time Equivalents

Transit System & Asset Support Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
TSAS	-	704,022	1,638,855	811,432	1,067,787	-	-
TSSS	-	1,873,979	2,648,321	2,437,352	2,798,680	-	-
TTD	-	10,820,581	12,782,974	13,252,034	19,235,571	-	-
TAMS	-	644,008	3,641,140	3,227,923	3,745,942	-	-
Total	-	\$14,042,590	\$20,711,290	\$19,728,741	\$26,847,980	-	-

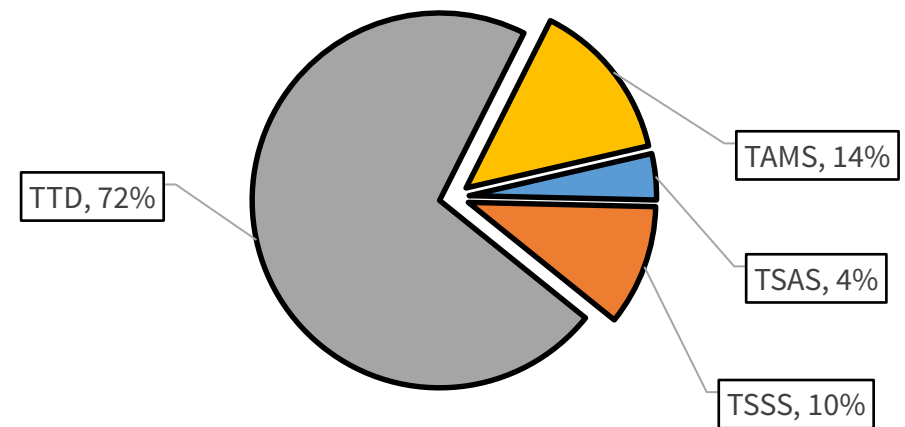
Table 4. Transit System & Asset Support Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Transit System & Asset Support Division by Department, alongside the FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$6.14 million (+29.7%), driven primarily by a \$6.45 million (+50.5%) increase in Transit Transit-Oriented Development (TTD). Transit Asset Management Services (TAMS) increases by \$104K (+2.9%), and Transit System Support (TSSS) rises by \$150K (+5.7%), while Transit System & Asset Support (TSAS) decreases by \$571K (-34.9%).

For the FY2026 Proposed Budget, TTD comprises 72% (\$19.24M) of the total budget, TAMS accounts for 14% (\$3.75M), TSSS represents 10% (\$2.80M), and TSAS makes up 4% (\$1.07M).

FY2026 Proposed Budget by Department



2. Transit System & Asset Support Division FY2026 Proposed Budget by Department Pie Chart

Transit System & Asset Support Administration Department (TSAS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	585,709	1,237,255	578,116	820,487	-	-
M&S	-	118,313	401,600	233,316	247,300	-	-
Total	-	\$704,022	\$1,638,855	\$811,432	\$1,067,787	-	-

Table 5. Transit System & Asset Support Administration Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Transit System & Asset Support Administration Department leads the Division in Transit Training and Development, Operations Analysis & Essentials Data, and Operations Engineering, which include maintenance control and technical support responsibilities.

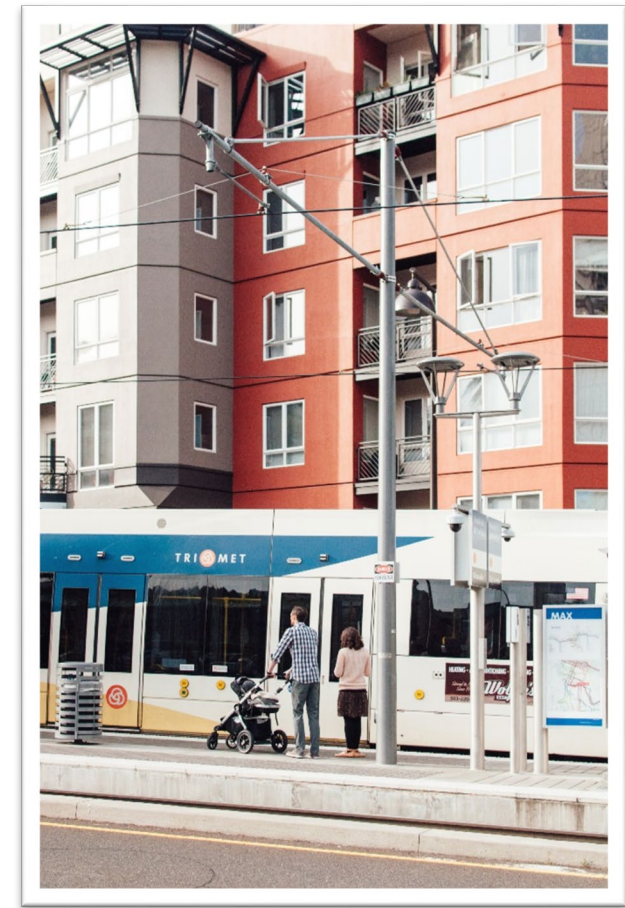
Goals and Objectives

People

- Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.

Financial

- 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. Timeline through June 30, 2026.



Transit System & Asset Support Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		507,018	1,017,611	437,417	678,690
Fringe		152,775	219,644	140,699	141,797
Capitalized Labor-Fringe		-74,084			
Total		\$585,709	\$1,237,255	\$578,116	\$820,487

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal			5,000	2,500	5,000
Professional & Technical-Gen & Adm			161,700		
Professional & Technical-Transp Adm				80,850	
Temporary Help-Gen & Adm		550			
Copier & Printer Usage and Maintenance		480		331	
Other Services-Transp Adm		190			
Office Supplies		2,452	5,900	3,878	5,900
Equip/Furn < \$5,000-Gen & Adm		257		3,455	
Unreconciled P-Card Expense		21		908	
Computer Equip under \$5,000		1,389			
Telephone		8,533	17,500	8,750	24,900
NU-Dues & Subscriptions		67,125	75,000	43,000	75,000
NU-APTA & OTA Dues			92,500	46,250	92,500
NU-Local Travel & Meetings		1,950	15,000	8,696	15,000
NU-Education & Training - Gen & Adm		21,212	15,000	16,837	15,000
NU-Out-Of-Town Travel		10,939	10,000	13,261	10,000
Employee Recognition		3,215	4,000	4,600	4,000
Total		\$118,313	\$401,600	\$233,316	\$247,300

Transit System Support Services Department (TSSS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	1,310,658	2,568,321	2,311,489	2,718,680	-	-
M&S	-	563,321	80,000	125,863	80,000	-	-
Total	-	\$1,873,979	\$2,648,321	\$2,437,352	\$2,798,680	-	-

Table 6. Transit System Support Services Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Operations Analysis & Essential Data 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.

Goals and Objectives

Customer

- Analyze service disruptions, identify root causes of stops and delays, develop mitigation strategies, and implement solutions to enhance service reliability. Timeline through June 30, 2026.

Infrastructure

- Procure and implement enterprise asset management system (EAMS) software. Timeline through June 30, 2029.

Financial

- 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. Timeline through June 30, 2026.

Transit System Support Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		966,347	1,861,041	1,704,681	1,944,357
Fringe		380,051	707,280	606,808	774,323
Capitalized Labor-Fringe		-35,740			
Total		\$1,310,658	\$2,568,321	\$2,311,489	\$2,718,680

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		536,605	80,000	118,954	80,000
Copier & Printer Usage and Maintenance		248		230	
Other Services- Gen & Adm		921		495	
Office Supplies		7,846		258	
Other Materials- Gen & Adm		570			
Unreconciled P-Card Expense				840	
Computer Equip under \$5,000				610	
NU-Education & Training - Gen & Adm		3,324			
NU-Out-Of-Town Travel		13,807		4,476	
Total		\$563,321	\$80,000	\$125,863	\$80,000

Transit Training & Development Department (TTD)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	10,450,186	12,272,374	12,679,376	19,032,571	-	-
M&S	-	370,395	510,600	572,658	203,000	-	-
Total	-	\$10,820,581	\$12,782,974	\$13,252,034	\$19,235,571	-	-

Table 7. Transit Training & Development Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.



Transit Training & Development Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		8,139,078	9,588,993	9,755,772	13,847,193
Fringe		2,539,504	3,373,192	3,270,341	5,185,378
Capitalized Labor-Fringe		-228,396	-689,811	-346,737	
Total		\$10,450,186	\$12,272,374	\$12,679,376	\$19,032,571

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			311,800		
Professional & Technical-Transp Adm		36,990	140,000	153,250	140,000
Professional & Technical-Rev Eq Maint				75,000	
Temporary Help-Transp Adm			5,100	12,119	5,100
Copier & Printer Usage and Maintenance		19,232		33,543	
Other Services-Transp Adm		4,060	3,000	2,545	3,000
Other Services- Revenue Veh.Maint		1,804	4,000	2,037	1,500
Uniforms- Rev Veh Op		15,060	27,600	19,272	31,800
Office Supplies		56,150		33,054	
Equip/Furn < \$5,000-Gen & Adm		87,645		46,742	
Other Materials- Gen & Adm		420		869	
Other Materials- Transp Adm		23,722	1,000	5,148	3,400
Other Materials- Rev Eq Maint		8,494	8,000	5,748	8,100
Unreconciled P-Card Expense		5,258		12,578	
Computer Equip under \$5,000		46,822	10,100	130,815	10,100
Telephone		39,708		22,760	
NU-Local Travel & Meetings		2,095			
NU-Education & Training - Gen & Adm		7,336			
NU-Out-Of-Town Travel		6,519		4,293	
UN-Education & Training - Gen & Adm		6,895		12,093	
UN-Out-Of-Town Travel		1,557			
CDL Renewals		272		104	
Employee Recognition		356		688	
Total		\$370,395	\$510,600	\$572,658	\$203,000

Transit Asset & Maintenance Support Department (TAMS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	640,116	3,628,840	3,140,093	3,733,642	-	-
M&S	-	3,892	12,300	87,830	12,300	-	-
Total	-	\$644,008	\$3,641,140	\$3,227,923	\$3,745,942	-	-

Table 8. Transit Asset & Maintenance Support Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Transit Asset & Maintenance Support Department is critical to the release, implementation, and management of TriMet's Configuration and Change Management Plan (CCMP). The department is responsible for maintenance control and 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.

Goals and Objectives

Infrastructure

- Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support zero-emissions buses with comparable performance and availability to replace diesel buses as appropriate. Timeline through June 30, 2026.

Financial

- 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. Timeline through June 30, 2026.

Internal Business Practices

- Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies. Timeline through June 30, 2026.



Transit Asset & Maintenance Support Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		549,094	2,716,568	2,391,822	2,758,634
Fringe		198,629	912,272	761,582	975,008
Capitalized Labor-Fringe		-107,607		-13,311	
Total		\$640,116	\$3,628,840	\$3,140,093	\$3,733,642

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		2,080	12,300	80,306	12,300
Copier & Printer Usage and Maintenance		145		616	
Office Supplies		1,445		34	
Unreconciled P-Card Expense				32	
Computer Equip under \$5,000				905	
NU-Education & Training - Gen & Adm				3,190	
NU-Out-Of-Town Travel				2,747	
Employee Recognition		222			
Total		\$3,892	\$12,300	\$87,830	\$12,300

Personnel Profile

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Transit System and Asset Support Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Transit System & Asset Support	1.00	NU	FT	-	266,860	24	195,178	292,769
Assistant, Executive Administrative	1.00	NU	FT	-	79,186	12	72,421	108,629
Total	2.00				\$346,046			

Table 9. Transit System and Asset Support Administration Department Personnel Profile

Transit System Support Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Transit Systems Support Services	1.00	NU	FT	-	183,476	20	141,996	212,993
Manager, Service Performance & Analysis	1.00	NU	FT	-	155,119	18	120,556	180,835
Analyst, Principal, Operations	1.00	NU	FT	-	113,519	16	102,036	153,055
Analyst, Senior Operations & Finance Planning	1.00	NU	FT	-	113,197	15	93,779	140,669
Analyst, Senior, Data Engineering	1.00	NU	FT	-	117,795	15	93,779	140,669
Manager, Records and Information	1.00	NU	FT	-	111,917	15	93,779	140,669

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Analyst, Senior, Business Planning & Asset Mgmt	1.00	NU	FT	-	122,256	14	86,095	129,143
Analyst, Senior, Rules, Procedures & Instructions	2.00	NU	FT	-	212,591	14	86,095	129,143
Data Scientist, Senior	1.00	NU	FT	-	117,414	14	86,095	129,143
Analyst, Operations	5.00	NU	FT	-	460,598	13	78,990	118,485
Analyst, Operations Records	1.00	NU	FT	-	107,454	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	67,058	9	55,551	83,325
Specialist, Senior, Records	1.00	NU	FT	-	61,963	9	55,551	83,325
Total	18.00				\$1,944,357			

Table 10. Transit System Support Services Department Personnel Profile

Transit Training & Development

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Operational Training & Development	1.00	NU	FT	-	206,789	20	141,996	212,993
Manager, Maintenance Training	3.00	NU	FT	-	449,879	17	110,957	166,434
Assistant Manager, Maintenance Training	2.00	NU	FT	-	256,458	16	102,036	153,055
Manager, Bus Operations Training	2.00	NU	FT	-	276,316	16	102,036	153,055
Manager, Rail Operations Training	1.00	NU	FT	-	143,046	16	102,036	153,055
Trainer, Senior, MOW	2.00	NU	FT	-	251,077	15	93,779	140,669
Trainer, Senior, REM	6.00	NU	FT	-	698,745	15	93,779	140,669
Assistant Manager, Bus Operations Training	2.00	NU	FT	-	229,032	14	86,095	129,143
Coordinator, Senior, Bus Operations Training	1.00	NU	FT	-	101,893	14	86,095	129,143
Instructional Designer, Senior	1.00	NU	FT	-	111,321	14	86,095	129,143
Assistant, Senior Administrative	8.00	NU	FT	-	542,515	9	55,551	83,325
Maintenance Trainer	2.00	U	FT	x	213,333	918	104,770	104,770
Maintenance Trainer	6.00	U	FT	-	639,999	918	104,770	104,770
Facilities Maintenance Trainer	2.00	U	FT	-	213,333	915	104,770	104,770
Supervisor, Training Field Operations	5.00	U	FT	-	540,148	840	82,253	109,679
Training Supervisor	5.00	U	FT	x	462,059	832	78,358	104,462

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Training Supervisor	63.00	U	FT	-	6,130,819	832	78,358	104,462
Supervisor, Rail Training, Ops Training & Development	4.00	U	FT	-	378,687	775	78,358	104,462
Training Supervisor Rail	13.00	U	FT	-	1,351,082	775	78,358	104,462
Supervisor, Lead, Training	2.00	U	FT	x	205,651	178	82,253	109,679
Total	131.00				\$13,402,182			

Table 11. Transit Training & Development Department Personnel Profile

Transit Asset & Maintenance Support

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Transit Asset & Maintenance Support	1.00	NU	FT	-	203,828	21	153,939	230,910
Manager, Rail MOW Technical Support	1.00	NU	FT	x	190,624	19	130,894	196,343
Manager, Vehicle Technical Support	1.00	NU	FT	-	151,873	19	130,894	196,343
Engineer, Principal, MOW	3.00	NU	FT	-	465,376	18	120,556	180,835
Engineer, Principal, Rail Equipment Maintenance	2.00	NU	FT	-	299,318	18	120,556	180,835
Manager, Facilities Technical Support	1.00	NU	FT	-	129,227	18	120,556	180,835
Manager, Maintenance Control	1.00	NU	FT	-	169,020	18	120,556	180,835
Program Manager, Business Process & Proj, Ops Mgmt	2.00	NU	FT	-	254,880	17	110,957	166,434
Program Manager, Rail Operations Planning	2.00	NU	FT	-	269,610	17	110,957	166,434
Project Manager, Senior, Rail Equip Maint	2.00	NU	FT	-	274,124	16	102,036	153,055
Project Manager, Rail Equipment Maintenance	2.00	NU	FT	-	202,264	14	86,095	129,143
Technical Support, Associate, Rail Equipment Maintenance	2.00	NU	FT	-	148,489	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	60,757	9	55,551	83,325
Total	21.00				\$2,819,391			

Table 12. Transit Asset & Maintenance Support Department Personnel Profile



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Safety & Security Division

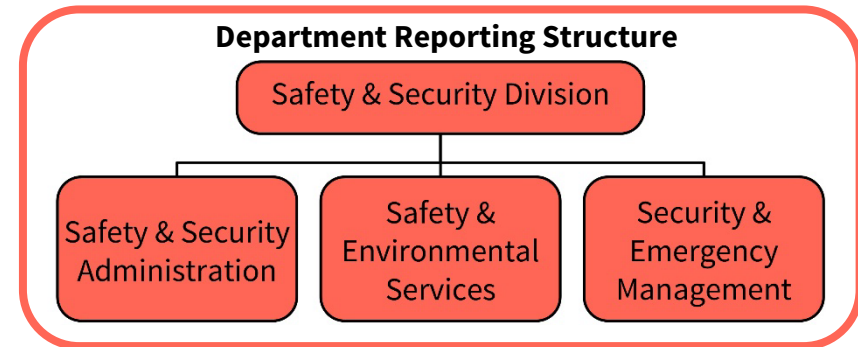
Overview

Departments

- Safety & Security Administration (SSA) 220
- Safety & Environmental Services (SES) 222
- Security & Emergency Management (SEM) 224

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.



Divisional Fun Facts

- Good workplace safety leads to increased production.
- Safety signs and warnings can lead to an 80% reduction in accidents.
- Between all 3 bus garages we have capacity to hold 250,000 gallons of renewable diesel in underground tanks. That's enough fuel to drive a new Gillig diesel bus about 1.25 million miles (or 50 times around the earth!)
- TriMet owns a lot of property – in fact we are responsible for over 250 acres of pavement. With that much impervious surface, 1 inch of rain generates about 7 million gallons of storm water that we have to treat and/or manage. If you assume 40 inches of rain a year, that is 280 million gallons of storm water each year!

Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Complete all fiscal year budget tasks on time to meet internal deadlines.		X		SSA	100%	100%	100%
Participate in monthly meetings on division contracts and intergovernmental agreements.	X	X		SSA	100%	100%	100%
Submit monthly, quarterly and annual grant reports timely.	X	X		SSA	100%	100%	100%
Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	X	X		SES	100%	100%	100%
Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (SSOA) within required timeframes.	X	X		SES	100%	100%	100%
Conduct 5 annual internal safety reviews (audits) by December 31st of each calendar year as described in Audit SOP.	X	X	X	SES	5 ea.	7 ea.	7 ea.
Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.		X	X	SEM	100%	100%	100%
Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.		X	X	SEM	100%	100%	100%
Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.		X	X	SEM	100%	100%	100%

Table 1. Safety & Security Division Performance Metrics

Division Summary

Safety & Security Division Budget

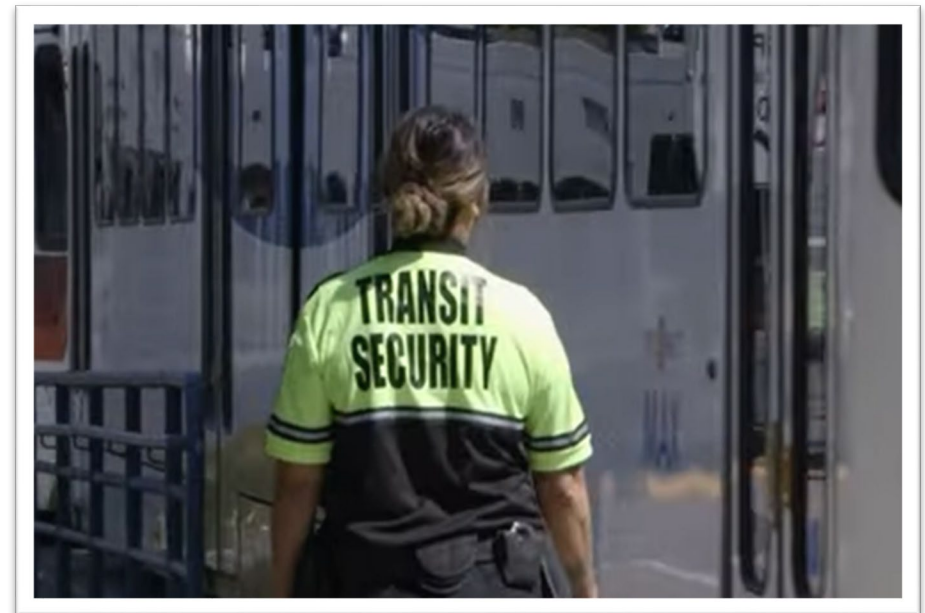
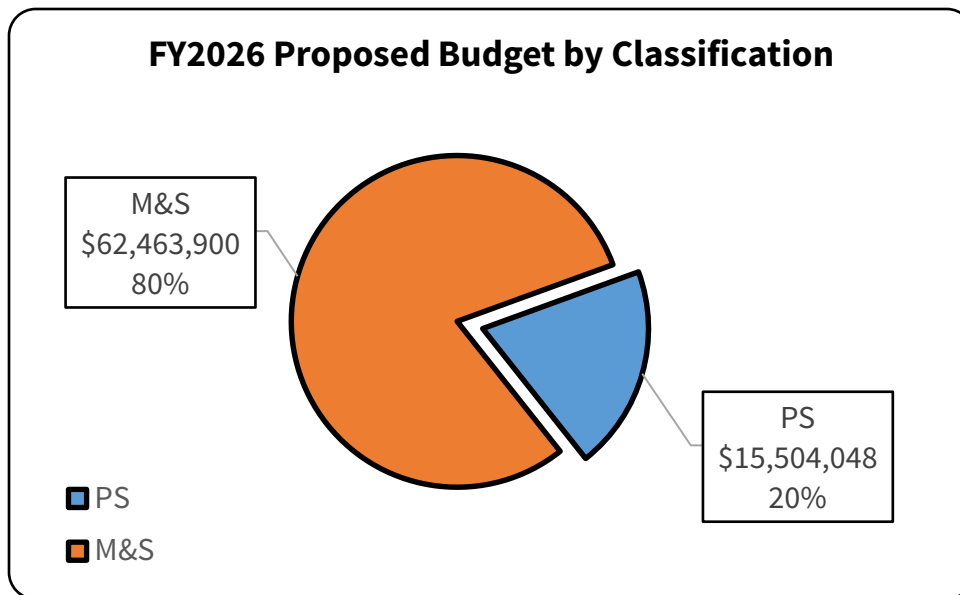
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	8,719,145	12,501,040	14,182,972	14,789,381	15,504,048	-	-
M&S	24,718,328	37,449,039	65,281,700	54,726,984	62,463,900	-	-
Total	\$33,437,473	\$49,950,079	\$79,464,672	\$69,516,365	\$77,967,948	-	-

Table 2. Safety & Security Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Safety & Security Division, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$1.50 million (-1.9%), with PS increasing by \$1.32 million (+9.3%), while M&S decreases by \$2.82 million (-4.3%).

For the FY2026 Proposed Budget, PS comprises 19.9% (\$15.50M) of the total budget, while M&S accounts for 80.1% (\$62.46M).



1. Safety & Security Division FY2026 Proposed Budget by Classification
Pie Chart

Safety & Security Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	64.00	91.00	95.00	95.00	98.00	-	-

Table 3. Safety & Security Division FY2026 Proposed Budget Count of Full Time Equivalents

Safety & Security Division Budget by Department

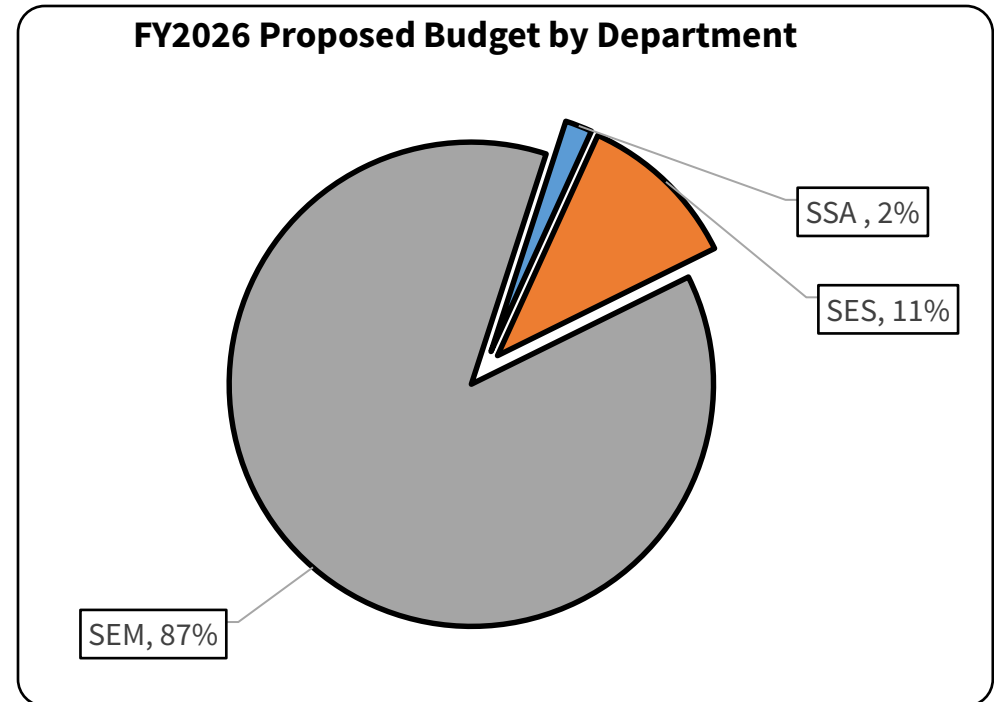
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
SSA	883,998	1,222,327	1,537,279	1,246,061	1,405,645	-	-
SES	4,652,630	4,811,539	7,511,360	6,987,511	8,495,420	-	-
SEM	27,900,845	43,916,213	70,416,033	61,282,793	68,066,883	-	-
Total	\$33,437,473	\$49,950,079	\$79,464,672	\$69,516,365	\$77,967,948	-	-

Table 4. Safety & Security Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Safety & Security Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$1.50 million (-1.9%), with Safety & Security Management (SSA) decreasing by \$131,634 (-8.6%), Security & Emergency Services (SES) increasing by \$984,060 (+13.1%), and Safety & Environmental Management (SEM) decreasing by \$2.35 million (-3.3%).

For the FY2026 Proposed Budget, SEM comprises 87% (\$68.07M) of the total budget, while SES accounts for 11% (\$8.50M) and SSA for 2% (\$1.41M).



2. Safety & Security Division FY2026 Proposed Budget by Department Pie Chart

Safety & Security Administration Department (SSA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	657,814	832,251	1,199,479	943,698	1,216,645	-	-
M&S	226,184	390,076	337,800	302,363	189,000	-	-
Total	\$883,998	\$1,222,327	\$1,537,279	\$1,246,061	\$1,405,645	-	-

Table 5. Safety & Security Administration Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

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

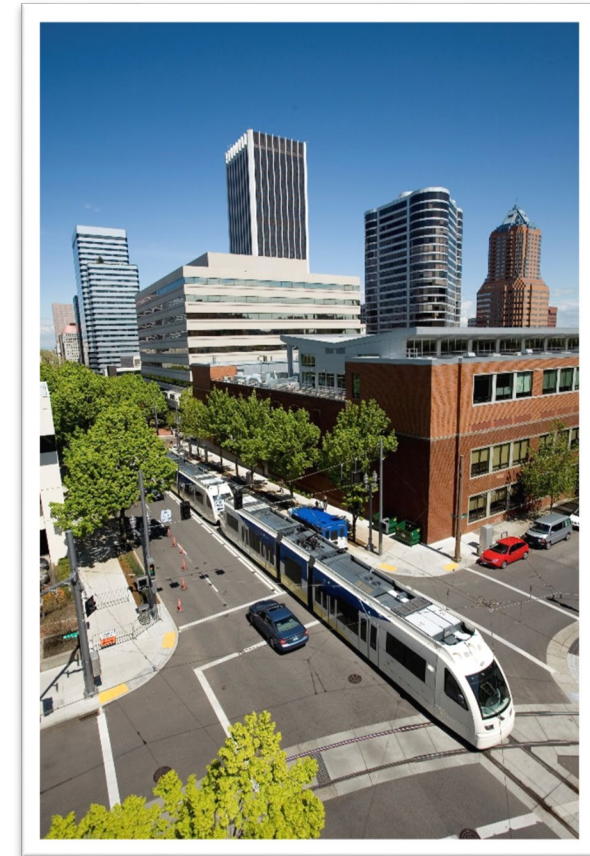
Goals and Objectives

Customer

- Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.

People

- Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers Timeline through June 30, 2026.



Safety & Security Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	462,614	490,166	896,930	621,859	790,732
Fringe	280,975	342,085	302,549	321,839	425,913
Capitalized Labor-Fringe	-85,775				
Total	\$657,814	\$832,251	\$1,199,479	\$943,698	\$1,216,645

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		2,500			
Copier & Printer Usage and Maintenance		414		695	
Other Services- Gen & Adm	205	495		140	
Office Supplies	14,062	9,768	12,000	12,849	9,800
Other Materials- Gen & Adm	25,687	21,878	5,000	4,768	4,900
Unreconciled P-Card Expense	272				
Computer Equip under \$5,000	2,836	1,271	4,000	4,229	4,400
Safety Supplies- Gen & Adm		2,289			
Telephone	29,215	55,712	30,000	43,324	55,100
NU-Dues & Subscriptions	1,842	2,634	3,000	4,949	6,000
NU-Local Travel & Meetings	17,178	30,097	7,000	10,089	
Local Travel & Meetings Non Training					10,300
NU-Education & Training - Gen & Adm	74,495	189,645	141,800	112,108	39,400
NU-Out-Of-Town Travel	60,392	73,373	135,000	109,212	59,100
Total	\$226,184	\$390,076	\$337,800	\$302,363	\$189,000

Safety & Environmental Services Department (SES)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,978,912	2,292,624	2,791,860	2,783,920	3,239,720	-	-
M&S	2,673,718	2,518,915	4,719,500	4,203,591	5,255,700	-	-
Total	\$4,652,630	\$4,811,539	\$7,511,360	\$6,987,511	\$8,495,420	-	-

Table 6. Safety & Environmental Services Department FY2026 Proposed Budget

Department Description & Responsibilities

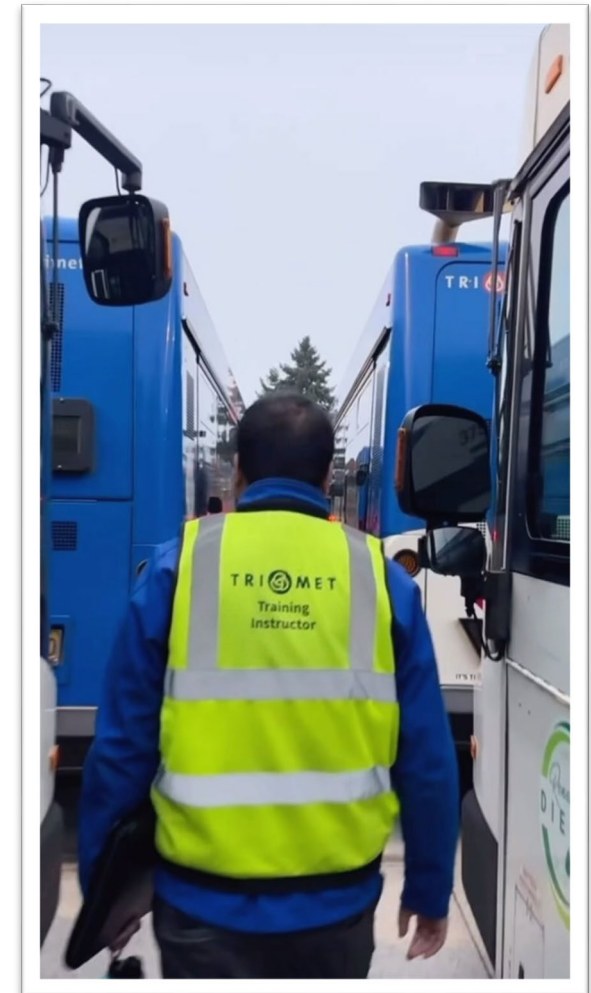
Major Functions

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

Goals and Objectives

People

- Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



Safety & Environmental Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,519,042	1,716,212	2,059,167	2,092,007	2,361,734
Fringe	694,498	692,572	732,693	729,985	877,986
Capitalized Labor-Fringe	-234,628	-116,160		-38,072	
Total	\$1,978,912	\$2,292,624	\$2,791,860	\$2,783,920	\$3,239,720

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	715,692	94,034	371,500	270,520	100,000
Drug & Alcohol Testing	258,199	165,319	300,000	252,257	443,700
Safety Occupational Regulatory		1,220,129	3,015,000	2,661,346	3,602,900
Environmental Consulting	152,848	104,252	110,000	120,869	105,200
Copier & Printer Usage and Maintenance		996		1,614	
Contracted Maint - Environmental	1,013,267	515,612	783,000	562,804	582,300
Other Services- Gen & Adm	2,807	54,694	5,000	4,840	46,500
Waste Disposal Services	421,433	323,581	100,000	259,773	275,900
Office Supplies	231			499	
Other Materials- Gen & Adm	91,242	26,846	20,000	23,304	49,900
Unreconciled P-Card Expense				1,450	
Computer Equip under \$5,000	8,404	6,545	15,000	18,054	49,300
Safety Supplies- Gen & Adm	150				
Telephone	5,525	6,907		3,909	
NU-Dues & Subscriptions	1,398				
NU-Local Travel & Meetings				22,352	
NU-Education & Training - Gen & Adm	1,866				
NU-Out-Of-Town Travel	656				
Total	\$2,673,718	\$2,518,915	\$4,719,500	\$4,203,591	\$5,255,700

Security & Emergency Management Department (SEM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	6,082,419	9,376,165	10,191,633	11,061,763	11,047,683	-	-
M&S	21,818,426	34,540,048	60,224,400	50,221,030	57,019,200	-	-
Total	\$27,900,845	\$43,916,213	\$70,416,033	\$61,282,793	\$68,066,883	-	-

Table 7. Security & Emergency Management Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- 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. Timeline through June 30, 2026.
- 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. Timeline through June 30, 2026.

Internal Business Practices

- Work with partners and service providers to address needs of vulnerable populations and those in need of services. Timeline through June 30, 2026.

People

- Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline through June 30, 2026.

Security & Emergency Management Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	4,605,121	6,983,838	7,375,142	8,279,488	7,943,487
Fringe	1,861,916	2,395,173	2,816,491	2,782,275	3,104,196
Capitalized Labor-Fringe	-384,618	-2,846			
Total	\$6,082,419	\$9,376,165	\$10,191,633	\$11,061,763	\$11,047,683

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal				884	
Professional & Technical-Gen & Adm	108,825	38,082	22,500	11,391	33,300
Temporary Help-Trans Adm	12,524	32,234	15,000	43,089	24,800
Copier & Printer Usage and Maintenance		3,499		3,035	
Transit Police Services	4,178,860	6,010,137	12,926,300	9,493,170	12,548,000
Deputy DA Contract	137,642	666,073	969,800	918,139	1,025,700
Security Services	12,295,993	24,519,670	43,582,200	36,541,978	41,293,800
Building Security Maintenance	398,781	358,934	200,000	230,452	197,000
Exclusion & Tow Hearings	9	337			
Transit Police Services - Canine Unit	1,108,132	500,445	1,699,100	1,205,310	692,700
Security Services - Gang Outreach	165,992	-16,739	138,500	69,250	650,000
Community Safety Workers				324,996	
Other Services- Gen & Adm	426,408	1,402,464	350,000	844,959	233,900
Uniforms- Rev Veh Op	22,828	28,892	15,000	13,793	15,000
Office Supplies	1,487				
Other Materials- Gen & Adm	2,472,057	858,994	286,000	437,835	270,500
Unreconciled P-Card Expense	130	3,082		3,302	
Computer Equip under \$5,000	426,072	35,716	20,000	20,898	34,500
Community Outreach				1,125	
Telephone	58,818	98,228		57,424	
NU-Local Travel & Meetings	648				
NU-Education & Training - Gen & Adm	3,220				
Total	\$21,818,426	\$34,540,048	\$60,224,400	\$50,221,030	\$57,019,200

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Safety & Security Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Safety & Security	1.00	NU	FT	-	252,501	24	195,178	292,769
Administrator, Senior, Safety & Security Programs	1.00	NU	FT	-	107,070	14	86,095	129,143
Assistant, Executive Administrative	1.00	NU	FT	-	90,524	12	72,421	108,629
Assistant, Senior Administrative	2.00	NU	FT	-	135,901	9	55,551	83,325
Total	5.00				\$585,996			

Table 8. Safety & Security Administration Department Personnel Profile

Safety & Environmental Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Safety Mgmt Systems & Environmental Svs	1.00	NU	FT	-	198,205	21	153,939	230,910
Manager, Construction Safety Systems	1.00	NU	FT	-	154,757	17	110,957	166,434
Manager, Project Management	1.00	NU	FT	-	138,697	17	110,957	166,434
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT	-	159,396	17	110,957	166,434
Manager, Environmental Services	1.00	NU	FT	-	138,251	16	102,036	153,055

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Safety Systems	1.00	NU	FT	-	126,423	16	102,036	153,055
Administrator, Senior, MOW Safety	1.00	NU	FT	-	133,597	15	93,779	140,669
Administrator, Senior, Transportation Operations Safety	1.00	NU	FT	-	117,224	15	93,779	140,669
Coordinator, Senior, Safety Systems	4.00	NU	FT	-	452,871	14	86,095	129,143
Administrator, Senior, Drug & Alcohol Program	1.00	NU	FT	-	99,791	13	78,990	118,485
Coordinator, Safety Systems	3.00	NU	FT	-	308,069	13	78,990	118,485
Analyst, Safety & Security Data Management	1.00	NU	FT	-	90,524	12	72,421	108,629
Coordinator, Environmental	1.00	NU	FT	-	104,118	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	69,083	9	55,551	83,325
Specialist, Senior, Drug & Alcohol Program	1.00	NU	FT	-	70,727	9	55,551	83,325
Total	20.00				\$2,361,734			

Table 9. Safety & Environmental Services Department Personnel Profile

Security & Emergency Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Security & Emergency Management	1.00	NU	FT	-	200,000	20	141,996	212,993
Manager, Project Management	1.00	NU	FT	-	158,407	17	110,957	166,434
Manager, Security and Emergency Management	1.00	NU	FT	-	143,628	17	110,957	166,434
Manager, Public Safety Operations	2.00	NU	FT	-	285,898	16	102,036	153,055
Manager, Safety Response	1.00	NU	FT	-	145,742	16	102,036	153,055
Manager, Security Operations & Investigations	1.00	NU	FT	-	109,372	16	102,036	153,055
Assistant Manager, Public Safety Operations	3.00	NU	FT	-	315,264	14	86,095	129,143
Coordinator, Senior, Public Safety Training & Development	1.00	NU	FT	-	108,757	14	86,095	129,143
Coordinator, Senior, Security & Emergency Management	1.00	NU	FT	-	107,070	14	86,095	129,143
Analyst, Investigations	2.00	NU	FT	-	186,491	13	78,990	118,485
Assistant Manager, Safety Response	2.00	NU	FT	-	218,490	13	78,990	118,485
Coordinator, Senior, Vulnerable Populations	1.00	NU	FT	-	93,319	13	78,990	118,485
Coordinator, Security Access Control	1.00	NU	FT	-	98,238	12	72,421	108,629

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT	-	90,307	437	75,254	100,346
Security Dispatcher	7.00	U	FT	-	720,804	343	78,358	104,462
Customer Safety Supervisor	42.00	U	FT	-	4,344,609	342	78,358	104,462
Lead Customer Safety Supervisor	5.00	U	FT	-	548,359	341	82,253	109,679
Total	73.00				\$7,874,754			

Table 10. Security & Emergency Management Department Personnel Profile



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Finance & Administration Services Division

Overview

Departments

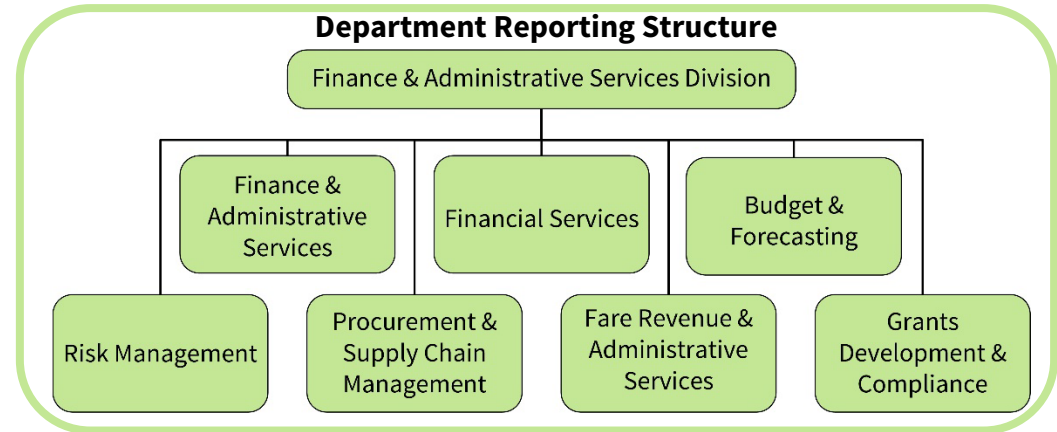
- Finance & Administrative Services (FAS) 236
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- Risk Management (RM) 242
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- Fare Revenue & Administrative Services (FRAS)..... 246
- Grants Development & Compliance (GDC) 249

Major Priorities of the Division

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

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).
- 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 220 million taps on the system and over \$320 million in revenue.



Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Meet the six Strategic Financial Plan guidelines through complex strategic financial planning, forecasting and analysis, and budgeting.		X		FAS	100%	100%	100%
Publish annual audited financial statements and single audit within six months of fiscal year-end.		X		FS	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		FS	95%	95%	95%
Develop and publish the Monthly Performance Report (MPR) and Dashboard within one week of month end close.	X			BF	100%	100%	100%
Develop and publish all three public versions of the annual Budget on time.		X		BF	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		BF	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		BF	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		RM	90%	95%	90%
Operationalize the Materials Management Center on the Columbia Bus Base property to transition the materials management operation to a hub and spoke model.			X	PSCM	50%	75%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Implement cross departmental and cross agency strategic and capability roadmap for fare collection. This includes public pilots of Fare Vending Machines Fareboxes and rollout of a new inspection solution..			X	FRAS	N/A	N/A	100%
Implement cross departmental and cross agency strategic and capability roadmap for fare collection. This includes Final System Acceptance of Fare Vending Machines and Fareboxes and launch of new Hop® Account Management Applications in FY26.			X	FRAS	N/A	N/A	FY26
Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects.		X		GDC	50%	75%	100%

Table 1. Finance & Administrative Services Division Performance Metrics

Division Summary

Finance & Administrative Services Division Budget

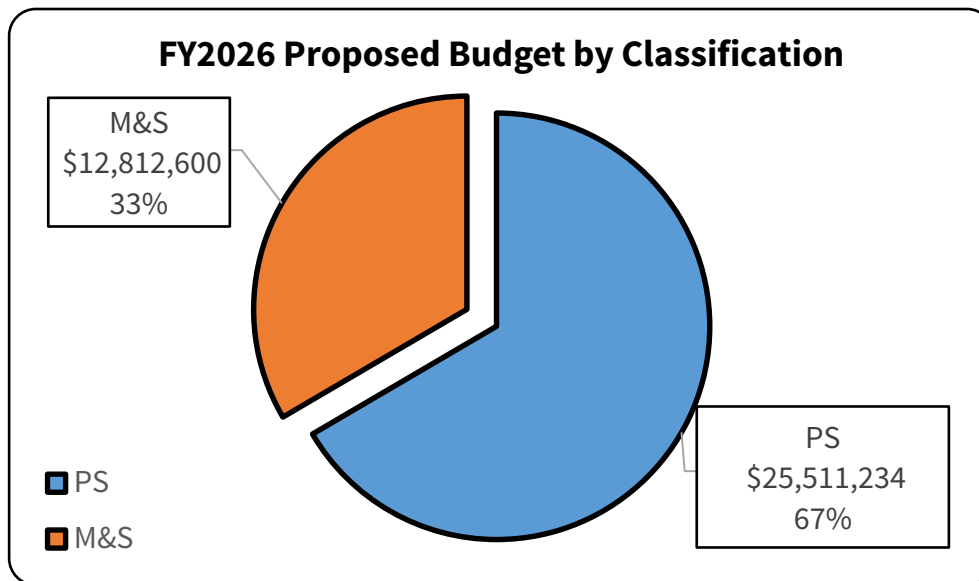
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	18,286,017	20,254,318	24,192,734	23,124,353	25,511,234	-	-
M&S	10,028,245	10,853,851	11,761,700	10,776,078	12,812,600	-	-
Total	\$28,314,262	\$31,108,169	35,954,434	33,900,431	\$38,323,834	-	-

Table 2. Finance & Administrative Services Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Finance & Administrative Services Division, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$2.37 million (+6.6%), with PS increasing by \$1.32 million (+5.5%), and M&S increasing by \$1.05 million (+8.9%).

For the FY2026 Proposed Budget, PS comprises 67% (\$25.51M) of the total budget, while M&S accounts for 33% (\$12.81M).



1. Finance and Admin Services FY2026 Proposed Budget by Classification
Pie Chart

Finance & Administrative Services Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	142.00	157.00	166.30	166.30	167.30	-	-

Table 3. Finance & Administrative Services Division FY2026 Proposed Budget Count of Full Time Equivalents

Finance & Administrative Services Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
FAS	915,336	1,002,464	2,327,563	1,425,476	1,845,275	-	-
FS	3,801,426	4,410,678	4,515,102	4,558,290	4,829,189	-	-
BF	1,294,244	1,333,824	2,056,294	1,922,495	2,153,267	-	-
RM	5,477,979	5,777,625	6,179,959	6,209,027	7,144,296	-	-
PSCM	6,337,501	7,021,861	7,560,030	7,326,894	8,107,584	-	-
FRAS	10,487,776	10,808,365	11,982,547	11,183,486	12,837,479	-	-
GDC	-	753,352	1,332,939	1,274,763	1,406,744	-	-
Total	\$28,314,262	\$31,108,169	35,954,434	33,900,431	\$38,323,834	-	-

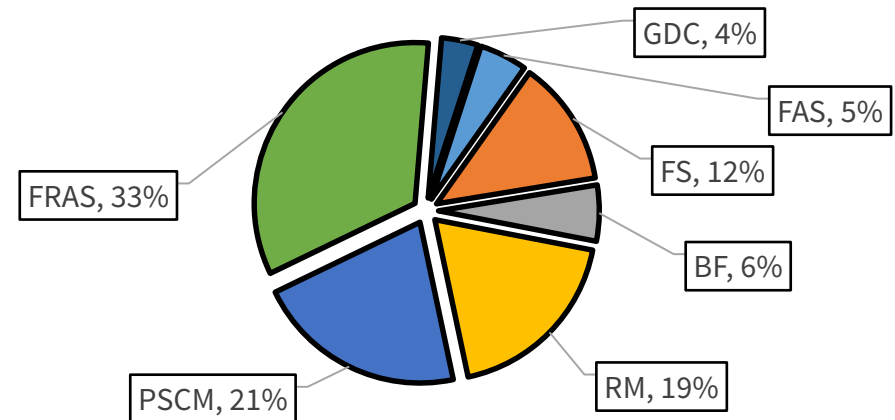
Table 4. Finance & Administrative Services Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Finance & Administrative Services Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$2.37 million (+6.6%), with the largest allocations going to Fare Revenue & Administrative Services (FRAS) at 33% (\$12.84M) and Procurement & Supply Chain Management (PSCM) at 21% (\$8.11M). Risk Management (RM) receives 19% (\$7.14M), Financial Services (FS) 12% (\$4.83M), and Budget & Forecasting (BF) 6% (\$2.15M).

Other allocations include Finance & Administrative Services (FAS) at 5% (\$1.85M) and Grants Development & Compliance (GDC) at 4% (\$1.41M).

FY2026 Proposed Budget by Department



2. Finance and Admin Services FY2026 Proposed Budget by Department Pie Chart

Finance & Administrative Department (FAS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	734,827	680,416	1,590,463	926,331	1,347,675	-	-
M&S	180,509	322,048	737,100	499,145	497,600	-	-
Total	\$915,336	\$1,002,464	\$2,327,563	\$1,425,476	\$1,845,275	-	-

Table 5. Finance & Administrative Department FY2026 Proposed Budget

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.

Goals and Objectives

Financial

- Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.
- 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). Timeline through June 30, 2026.
- Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.

Finance & Administrative Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	378,177	487,836	1,192,719	589,817	1,003,603
Fringe	356,650	192,580	397,744	336,514	349,948
Capitalized Labor-Fringe					-5,876
Total	\$734,827	\$680,416	\$1,590,463	\$926,331	\$1,347,675

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal			42,800	21,400	42,800
Professional & Technical-Gen & Adm	37,220	18,785	333,500	190,405	66,200
Recruitment Expense	39	12,147	3,000	1,500	3,000
Temporary Help-Gen & Adm		39,786			
Copier & Printer Usage and Maintenance		2,426		711	
Other Services- Gen & Adm	12,473	9,721	12,000	10,074	12,000
Office Supplies	12,984	21,730	124,000	68,406	131,900
Equip/Furn < \$5,000-Gen & Adm			12,000	6,000	12,200
Other Materials- Gen & Adm	3,985	565	2,500	1,250	2,500
Telephone	6,662	30,924	52,300	36,470	64,100
NU-Dues & Subscriptions	4,873	8,751	21,000	16,060	25,000
NU-Local Travel & Meetings	638	2,042	4,000	4,664	7,500
NU-Education & Training - Gen & Adm	42,007	63,543	30,000	35,998	30,500
NU-Out-Of-Town Travel	57,247	107,392	90,000	96,520	91,400
Employee Recognition	2,381	4,236	10,000	9,687	8,500
Total	\$180,509	\$322,048	\$737,100	\$499,145	\$497,600

Financial Services Department (FS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,275,093	3,874,530	3,987,102	4,001,195	4,272,189	-	-
M&S	526,333	536,148	528,000	557,095	557,000	-	-
Total	\$3,801,426	\$4,410,678	\$4,515,102	\$4,558,290	\$4,829,189	-	-

Table 6. Financial Services Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.

Financial

- Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.



Financial Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,359,452	2,857,746	2,903,621	2,970,918	3,082,709
Fringe	915,641	1,016,784	1,083,481	1,030,277	1,189,480
Total	\$3,275,093	\$3,874,530	\$3,987,102	\$4,001,195	\$4,272,189

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal		1,043	12,000	6,000	12,000
Audits	236,856	243,991	245,000	291,681	260,000
Professional & Technical-Gen & Adm	12,841	46,100	30,000	30,585	30,000
Banking Charges	172,094	183,592	195,000	171,861	211,000
Temporary Help-Gen & Adm		10,947		10,814	
Copier & Printer Usage and Maintenance		164		3,165	
Software Hosting/Subscription Services	14,245	15,540	12,000	12,475	12,000
Other Services- Gen & Adm	29,504	4,332	24,000	17,517	24,000
Office Supplies	23,130	6,983		1,729	
Equip/Furn < \$5,000-Gen & Adm	10,470	735	4,000	2,000	4,000
Other Materials- Gen & Adm	8,172	808	4,000	2,000	4,000
Postage - Gen & Admin		10			
Computer Equip under \$5,000			2,000	1,000	
Telephone	5,119	7,335		2,888	
NU-Dues & Subscriptions	7,761	3,895			
NU-Education & Training - Gen & Adm	6,001	3,662		1,080	
Fines and Penalties - Payroll		361		-290	
Employee Recognition	140				
Software License Fees		6,650		2,590	
Total	\$526,333	\$536,148	\$528,000	\$557,095	\$557,000

Budget & Forecasting Department (BF)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,235,695	1,277,664	1,773,894	1,746,062	1,878,367	-	-
M&S	58,549	56,160	282,400	176,433	274,900	-	-
Total	\$1,294,244	\$1,333,824	\$2,056,294	\$1,922,495	\$2,153,267	-	-

Table 7. Budget & Forecasting Department FY2026 Proposed Budget

Department Description & Responsibilities

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. The department ensures budgetary actions are processed and completed in accordance with Oregon Local Budget Law ORS 294.100. In addition, for transparency and accuracy the department closely adheres to Government Finance Officers Association (GFOA) best practices for building a budget document.

Goals and Objectives

Infrastructure

- Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.

Financial

- Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.
- 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. Timeline through June 30, 2026.
- Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand. Timeline through June 30, 2026.
- Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.

Budget & Forecasting Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	936,958	925,765	1,323,326	1,332,974	1,380,708
Fringe	298,737	351,899	450,568	413,088	497,659
Total	\$1,235,695	\$1,277,664	\$1,773,894	\$1,746,062	\$1,878,367

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	1,744		202,300	101,230	215,900
Economic Forecasts	36,659	42,450	40,000	50,510	50,000
Ridership Counts/Surveys			15,000	7,500	
Copier & Printer Usage and Maintenance		472		586	1,000
Other Services- Gen & Adm	11,481	1,186	15,000	7,500	1,500
Office Supplies	1,397	720			
Other Materials- Gen & Adm		5,135	2,600	1,300	5,000
Computer Equip under \$5,000		1,388	7,500	7,807	1,500
NU-Dues & Subscriptions	2,435	2,132			
NU-Education & Training - Gen & Adm	4,383	2,677			
NU-Out-Of-Town Travel	450				
Total	\$58,549	\$56,160	\$282,400	\$176,433	\$274,900

Risk Management Department (RM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	851,832	879,623	1,060,559	1,025,063	1,135,496	-	-
M&S	4,626,147	4,898,002	5,119,400	5,183,964	6,008,800	-	-
Total	\$5,477,979	\$5,777,625	\$6,179,959	\$6,209,027	\$7,144,296	-	-

Table 8. Risk Management Department FY2026 Proposed Budget

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.

Goals and Objectives

Financial

- Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.



Risk Management Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	613,977	665,584	759,785	768,185	802,552
Fringe	237,855	214,039	300,774	256,878	332,944
Total	\$851,832	\$879,623	\$1,060,559	\$1,025,063	\$1,135,496

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Claims Services	2,219	2,056	35,000	34,790	103,600
Copier & Printer Usage and Maintenance		378		442	
Software Hosting/Subscription Services			66,000	33,000	
Other Services- Gen & Adm	33,813	1,710	8,100	6,078	102,000
Office Supplies	1,843	1,660		28	
Other Materials- Gen & Adm	2,971	4,116	1,000	2,282	6,500
Unreconciled P-Card Expense	6			7	
Computer Equip under \$5,000			2,000	1,000	
Telephone	2,021				
Phys Damage Ins - B,G &Eq	1,336,278	1,464,904	1,358,300	1,499,079	1,695,000
Railroad Protective Ins	108,111	122,983	219,800	172,522	159,000
Cyber Security Insurance			82,900	81,206	91,400
PMLR Insurance Costs	564,865	593,972		254,126	584,500
WES Insurance Costs	2,573,275	2,705,873	2,809,300	2,562,337	2,649,200
Public Entity Liability Insurance	470		537,000	537,017	617,600
NU-Dues & Subscriptions	275				
NU-Education & Training - Gen & Adm		350		50	
Total	\$4,626,147	\$4,898,002	\$5,119,400	\$5,183,964	\$6,008,800

Procurement & Supply Chain Management Department (PSCM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	5,928,361	6,503,309	7,234,030	7,081,034	7,781,584	-	-
M&S	409,140	518,552	326,000	245,860	326,000	-	-
Total	\$6,337,501	\$7,021,861	\$7,560,030	\$7,326,894	\$8,107,584	-	-

Table 9. Procurement & Supply Chain Management Department FY2026 Proposed Budget

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.

Goals and Objectives

Internal Business Practices

- Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. Timeline through June 30, 2026.

Infrastructure

- Purchase zero-emissions buses with reliable technology to replace diesel buses as appropriate. Timeline through June 30, 2026.
- Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell buses. Timeline through June 30, 2026.

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	4,199,472	4,775,207	5,308,395	5,222,949	5,685,705
Fringe	1,732,623	1,728,102	2,048,037	1,919,286	2,220,716
Capitalized Labor-Fringe	-3,734		-122,402	-61,201	-124,837
Total	\$5,928,361	\$6,503,309	\$7,234,030	\$7,081,034	\$7,781,584

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	29,232	35,400	70,000	35,723	70,000
Copier & Printer Usage and Maintenance	24,904	3,443	5,000	-35,504	5,000
Laundry		1,585	2,500	2,100	2,500
Other Services- Gen & Adm	36,933	27,234	39,000	45,881	39,000
Procurement Advertising	28,725	10,064	30,000	27,655	30,000
Office Supplies	37,695	11,842		3,832	
Freight	67,223	54,549	40,000	40,306	40,000
Equip/Furn < \$5,000-Rev Eq Maint	3,579		95,000	77,185	95,000
Equip/Furn < \$5,000-Gen & Adm	17,764	18,845		10,935	
Inventory Adjustments	3,282	148,511		-3,792	
Other Materials- Gen & Adm	43,052	22,771	35,000	23,919	35,000
Other Materials- Rev Eq Maint	8,454	11,843	5,000	4,794	5,000
Unreconciled P-Card Expense	2,921	1,933		3,929	
Computer Equip under \$5,000		91,712		284	
Safety Supplies- Gen & Adm	85,884	-33,066	3,500	3,063	3,500
Obsolete Inventory	5,340	99,727			
Invoice Price Variance		-357			
Telephone	6,506	10,179		4,934	
OR Corporate Activity Tax (CAT)	44	93		8	
NU-Dues & Subscriptions	5,150				
NU-Education & Training - Gen & Adm	2,204	1,380			
CDL Renewals			1,000	500	1,000
Employee Recognition	248	864		108	
Total	\$409,140	\$518,552	\$326,000	\$245,860	\$326,000

Fare Revenue & Administrative Services Department (FRAS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	6,260,209	6,293,441	7,233,747	7,080,073	7,709,179	-	-
M&S	4,227,567	4,514,924	4,748,800	4,103,413	5,128,300	-	-
Total	\$10,487,776	\$10,808,365	\$11,982,547	\$11,183,486	\$12,837,479	-	-

Table 10. Fare Revenue & Administrative Services Department FY2026 Proposed Budget

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 Fare Vending Machines and all fare and communication equipment on light rail platforms.

Goals and Objectives

Customer

- Replace fareboxes for better customer service. Timeline through January 31, 2026.
- Fare Vending Machine replacement for improved Hop card distribution and sales. Timeline through January 31, 2026.

Financial

- Implement plans to decrease fare evasion. Timeline through January 31, 2026.



Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	4,575,005	4,678,618	5,373,428	5,310,471	5,800,143
Fringe	1,702,586	1,618,057	1,860,319	1,769,602	1,909,036
Capitalized Labor-Fringe	-17,382	-3,234			
Total	\$6,260,209	\$6,293,441	\$7,233,747	\$7,080,073	\$7,709,179

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	45,690		200,000	100,219	445,600
Banking Charges	991,151	1,148,108	1,400,000	1,413,130	1,800,000
Money Transport	36,727	43,350	36,200	39,281	50,000
Ticket Vend & Servicing	348,478	245,296	240,000	245,681	250,000
Equipment Repair & Mtc - Gen & Adm			9,000	4,500	9,100
Copier & Printer Usage and Maintenance		1,531		2,133	
Photo Copier Maint-Doc Svcs	53,039	44,969	35,000	20,718	45,000
Cont ROW Mtc Comm	18,110				
Contracted Mtc-Fare Eq	210	4,608	2,000	2,725	5,000
Office Maint Custodial		33	15,000	7,500	15,200
Laundry	1,109	1,139	1,400	1,280	1,400
Other Services- Gen & Adm	196,064	162,584	163,000	114,051	183,200
Other Services-Transp Adm			1,000	500	
Payment Card Processing Fee	3,830				
Retail Network Commissions	438,859	437,975	513,000	467,198	520,700
Uniforms - Veh Ops	1,717	1,276	2,900	2,958	2,900
Tickets, Passes & Fare Media Cards	1,449,264	1,710,972	1,400,000	871,987	800,000
Office Supplies	37,096	32,093		15,059	
Freight			1,000	514	1,000
Equip/Furn < \$5,000-Gen & Adm	781	4,565	6,000	3,000	6,100
Small Hand Tools-Fac/Eq Maint	3,061	1,809	3,000	2,199	3,000
Other Materials- Gen & Adm	32,954	49,847	54,000	43,205	70,200
Other Materials- Transp Adm					1,000
Other Materials- Fac/Eq Maint	-9,887	281	14,000	8,723	14,200

Fare Revenue & Administrative Services Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Unreconciled P-Card Expense	811	1,004		25	
Postage - Gen & Admin	113,613	153,957	172,000	146,136	174,600
Computer Equip under \$5,000	4,042	4,311	2,500	1,250	3,000
Doc Svcs Supplies	3,418	1,848	15,000	9,957	15,200
Safety Supplies - Fac/Eq Maint	9,078	21,035	15,500	15,121	25,000
Obsolete Inventory	35,715	47,093		161,337	240,000
Maint Matl Fare Equip	201,612	174,928	190,000	162,180	192,900
Maint - eFare Equipment	73	366		50	
Maint Materials Comm/Video	169,065	181,186	255,000	217,164	251,700
Telephone	34,318	33,128		18,748	
NU-Dues & Subscriptions	2,310	2,100		2,100	
NU-Local Travel & Meetings		3,500		1,530	
NU-Education & Training - Gen & Adm	461				
CDL Renewals			1,000	604	1,000
Employee Recognition		32			
Rental	4,798		1,300	650	1,300
Total	\$4,227,567	\$4,514,924	\$4,748,800	\$4,103,413	\$5,128,300

Grants Development & Compliance Department (GDC)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	745,335	1,312,939	1,264,595	1,386,744	-	-
M&S	-	8,017	20,000	10,168	20,000	-	-
Total	-	\$753,352	\$1,332,939	\$1,274,763	\$1,406,744	-	-

Table 11. Grants Development & Compliance Department FY2026 Proposed Budget

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 well as funds passed through to other organizations.

Goals and Objectives

Financial

- Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan and other initiatives to identify and apply for funding. Timeline through June 30, 2026.
- Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants. Timeline through June 30, 2026.



Grants Development & Compliance Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		577,261	972,484	970,921	1,014,345
Fringe		168,074	340,455	293,674	372,399
Total		\$745,335	\$1,312,939	\$1,264,595	\$1,386,744

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		6,063	11,500	5,750	9,200
Copier & Printer Usage and Maintenance		136		168	
Other Services- Gen & Adm		495	3,500	1,750	3,500
Office Supplies		268			
Equip/Furn < \$5,000-Gen & Adm		300	5,000	2,500	7,300
NU-Dues & Subscriptions		755			
Total		\$8,017	\$20,000	\$10,168	\$20,000

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Finance & Administrative Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Financial Officer	1.00	NU	FT	-	360,547	27	247,575	371,363
Executive Assistant, Administrative Services	1.00	NU	FT	-	120,609	13	78,990	118,485
Clerk II, Administrative	2.00	NU	FT	-	135,060	7	46,369	69,554
Total	4.00				\$616,216			

Table 12. Finance & Administrative Services Department Personnel Profile

Financial Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Financial Services	1.00	NU	FT	-	212,890	21	153,939	230,910
Manager, Senior, Financial Services	1.00	NU	FT	-	177,075	19	130,894	196,343
Manager, Debt and Treasury	1.00	NU	FT	-	148,200	18	120,556	180,835
Manager, Financial Systems	1.00	NU	FT	-	175,568	18	120,556	180,835
Manager, Accounting	1.00	NU	FT	-	142,700	17	110,957	166,434
Manager, Payroll	1.00	NU	FT	-	157,600	17	110,957	166,434

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Accountant, Senior, Financial	2.00	NU	FT	-	191,200	14	86,095	129,143
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT	-	104,000	14	86,095	129,143
Accountant, Senior, Revenue	1.00	NU	FT	-	114,100	14	86,095	129,143
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT	-	104,730	14	86,095	129,143
Analyst, Business (Financial Systems)	1.00	NU	FT	-	120,291	14	86,095	129,143
Assistant Manager, Payroll	1.00	NU	FT	-	100,829	14	86,095	129,143
Accountant, Revenue	1.00	NU	FT	-	75,500	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	67,059	9	55,551	83,325
Specialist, Senior, Accounts Receivable	1.00	NU	FT	-	79,500	9	55,551	83,325
Senior Payroll Clerk	3.00	U	FT	-	293,206	340	73,295	97,727
Timekeeper	1.00	U	FT	-	109,672	336	109,679	109,679
Timekeeper	0.50	U	PT	-	54,836	336	109,679	109,679
Finance Clerk (Accounting)	3.00	U	FT	-	248,867	323	65,481	87,316
Finance Clerk (Payroll)	3.00	U	FT	-	242,307	323	65,481	87,316
Senior Accounts Payable Clerk	1.00	U	FT	-	97,735	322	73,295	97,727
Total	27.50				\$3,017,865			

Table 13. Financial Services Department Personnel Profile

Budget & Forecasting

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Budget & Forecasting	1.00	NU	FT	-	197,000	21	153,939	230,910
Manager, Budget & Forecasting	1.00	NU	FT	-	150,695	18	120,556	180,835
Manager, Finance Capital Improvement Program	1.00	NU	FT	-	130,728	17	110,957	166,434
Program Manager, Financial Systems	1.00	NU	FT	-	161,586	17	110,957	166,434
Assistant Manager, Budget	1.00	NU	FT	-	138,424	16	102,036	153,055
Analyst, Senior, Financial	1.00	NU	FT	-	108,150	15	93,779	140,669
Analyst, Budget	4.00	NU	FT	-	392,620	13	78,990	118,485
Analyst, Financial	1.00	NU	FT	-	101,505	13	78,990	118,485
Total	11.00				\$1,380,708			

Table 14. Budget & Forecasting Department Personnel Profile

Risk Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Risk Management	1.00	NU	FT	-	192,764	20	141,996	212,993
Adjuster, Senior, Claims	1.00	NU	FT	-	115,034	13	78,990	118,485
Administrator, NRV Driver Compliance Program	1.00	NU	FT	-	97,465	12	72,421	108,629
Administrator, Worker's Compensation	1.00	NU	FT	-	105,465	12	72,421	108,629
Adjuster, Claims	1.00	NU	FT	-	91,594	11	66,341	99,513
Specialist, Senior, Claims Investigation	1.00	NU	FT	-	66,500	10	60,740	91,108
Specialist, Senior, Claims Recovery	1.00	NU	FT	-	75,530	9	55,551	83,325
Assistant, Administrative	1.00	NU	FT	-	58,200	7	46,369	69,554
Total	8.00				\$802,552			

Table 15. Risk Management Department Personnel Profile

Procurement & Supply Chain Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Procurement & Supply Chain Management	1.00	NU	FT	-	175,112	21	153,939	230,910
Manager, Contracts	1.00	NU	FT	-	150,150	18	120,556	180,835
Manager, Purchasing	1.00	NU	FT	-	146,200	17	110,957	166,434
Manager, Stores & Warranty Programs	1.00	NU	FT	-	151,400	17	110,957	166,434
Administrator, Senior, Contracts	1.00	NU	FT	X	107,620	14	86,095	129,143
Administrator, Senior, Contracts	4.00	NU	FT	-	468,410	14	86,095	129,143
Administrator, Senior, Contracts & Equity	1.00	NU	FT	-	93,200	14	86,095	129,143
Assistant Manager, Supply Chain	4.00	NU	FT	-	455,133	14	86,095	129,143
Analyst, Business (Stores)	1.00	NU	FT	-	91,405	13	78,990	118,485
Administrator, Contracts	2.00	NU	FT	-	167,100	12	72,421	108,629
Coordinator, Warranty Programs	1.00	NU	FT	-	93,500	11	66,341	99,513
Assistant, Senior Administrative	1.00	NU	FT	-	62,100	9	55,551	83,325
Buyer	2.00	U	FT	-	195,640	432	73,361	97,815
Partsman (Bus)	15.00	U	FT	-	1,241,755	376	82,804	88,703
Partsman (Rail)	1.00	U	FT	-	85,503	376	82,804	88,703

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Buyer	4.00	U	FT	-	409,904	373	102,481	102,481
Senior Partsman (Rail)	7.00	U	FT	-	620,888	372	88,703	88,703
Assist Storekeeper Inventory Control	2.00	U	FT	-	204,021	371	93,149	93,149
Assistant Storekeeper (Bus)	4.00	U	FT	-	408,042	371	93,149	93,149
Assistant Storekeeper (Rail)	2.00	U	FT	-	204,021	371	93,149	93,149
Total	56.00				\$5,531,102			

Table 16. Procurement & Supply Chain Management Department Personnel Profile

Fare Revenue & Administrative Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Fare Revenue & Administrative Services	1.00	NU	FT	-	184,078	21	153,939	230,910
Project Manager, IT	1.00	NU	FT	-	146,306	18	120,556	180,835
Manager, Fare & Communication Equipment	1.00	NU	FT	-	161,586	17	110,957	166,434
Manager, Fare Systems (Operations)	1.00	NU	FT	-	132,700	17	110,957	166,434
Manager, Fare Systems (Projects)	1.00	NU	FT	-	138,697	17	110,957	166,434
Manager, Fare Revenue	1.00	NU	FT	-	139,800	16	102,036	153,055
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT	-	239,400	15	93,779	140,669
Analyst, Fare Systems	3.00	NU	FT	-	299,265	14	86,095	129,143
Assistant Manager, Fare Revenue Controls	1.00	NU	FT	-	112,500	14	86,095	129,143
Analyst, Business (Fare Revenue)	1.00	NU	FT	-	105,465	12	72,421	108,629
Assistant Manager, Document Services	1.00	NU	FT	-	78,500	9	55,551	83,325
Fare Revenue Assistant Supervisor	1.00	U	FT	-	95,069	736	71,292	95,064
Fare Revenue Specialist	8.00	U	FT	-	682,158	733	65,173	86,898
Fare Revenue Supervisor	1.00	U	FT	-	102,603	716	76,971	102,613
Field Technician	22.00	U	FT	-	2,139,003	591	97,221	97,221
Assistant Supervisor, Field Technician	2.00	U	FT	-	223,619	590	111,814	111,814
Mail Services Clerk	1.00	U	FT	-	73,185	356	54,894	73,185
Moneyroom Clerk	2.00	U	FT	-	208,931	331	78,358	104,462
Moneyroom Clerk (pt)	0.80	U	PT	-	79,626	331	78,358	104,462

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Moneyroom Supervisor	1.00	U	FT	-	107,704	330	80,779	107,698
Total	52.80				\$5,450,193			

Table 17. Fare Revenue & Administrative Services Department Personnel Profile

Grants Development & Compliance

Position Title	FTE	U/NU	F/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Grants	1.00	NU	FT	-	200,621	21	153,939	230,910
Manager, Grants	1.00	NU	FT	-	148,100	17	110,957	166,434
Analyst, Senior, Grants Compliance	2.00	NU	FT	-	241,800	15	93,779	140,669
Accountant, Senior, Grants	2.00	NU	FT	-	219,000	14	86,095	129,143
Specialist, Senior, Grant Development	1.00	NU	FT	-	114,300	14	86,095	129,143
Specialist, Grant Development	1.00	NU	FT	-	90,524	12	72,421	108,629
Total	8.00				\$1,014,345			

Table 18. Grants Development & Compliance Department Personnel Profile

Information Technology Division

Overview

Departments

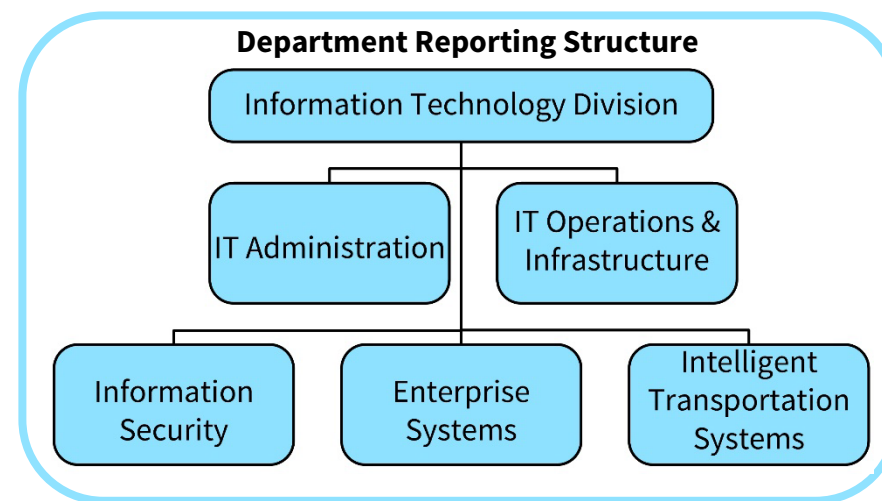
- IT Administration (ITA) 260
- IT Operations & Infrastructure (IOI) 262
- Information Security (IS) 264
- Enterprise Systems (ES) 266
- Intelligent Transportation Systems (ITS) 268

Priorities of the Division

- (ITA) Provide vision, direction, governance, and strategic planning for Agency IT. Provide 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) Design, implement, and operate 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 U.S. transit agency to adopt Apple Pay and the first regional agency to implement Google Pay for fares.
- The technical services team supports 1,300+ PCs, 2,400+ mobile devices, and 350+ network printers/TVs.
- TriMet receives about 1.9 million emails monthly, with 80%+ flagged as spam or malware.
- The Information Security Department handles 1,700+ security alerts monthly, monitors 2,400+ devices, and processes 15 million+ potential threat events.



Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
CIO will engage in at least six highly visible events that include participants from beyond IT.	X	X		ITA	8 ea.	8 ea.	6 ea.
Expand training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet.		X		ITA	25% increase	25% increase	25% increase
Ensure that infrastructure systems are functioning as intended with minimal avoidable downtime.	X	X		IOI	4 events	4 events	2 events
Replace 250 PC's on the 5-year replacement cycle.	X	X		IOI	250 ea.	250 ea.	250 ea.
Replace 56 out of support network Switches.	X	X		IOI	56 ea.	56 ea.	56 ea.
Establish information asset inventory for regulated information types.			X	IS	N/A	N/A	0.25 points
Complete the two projects to retire technical debt. Propose an additional two projects for FY2027.		X		ES	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		ITS	100%	100%	100%
Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.		X		ITS	100%	99.9%	99.9%

Table 1. Information Technology Division Performance Metrics

Division Summary

Information Technology Division Budget

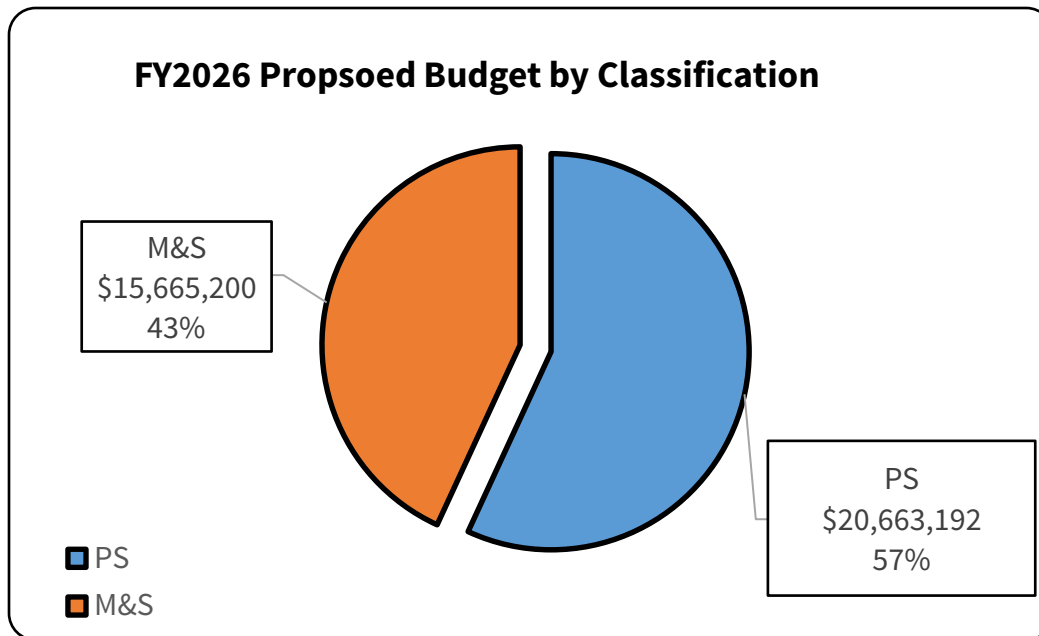
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	15,692,471	17,061,736	20,702,678	19,196,501	20,663,192	-	-
M&S	13,573,444	12,660,442	14,670,500	13,695,650	15,665,200	-	-
Total	\$29,265,915	\$29,722,178	\$35,373,178	\$32,892,151	\$36,328,392	-	-

Table 2. Information Technology Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Information Technology Division, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$955,214 (+2.7%), with PS decreasing slightly by \$39,486 (-0.2%), while M&S increases by \$994,700 (+6.8%).

In the FY2026 Proposed Budget, PS comprises 57% (\$20.66M) of the total budget, while M&S accounts for 43% (\$15.67M).



1. Information Technology FY2026 Proposed Budget by Classification Pie Chart



Information Technology Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	92.00	102.00	112.00	112.00	101.00		

Table 3. Information Technology Division FY2026 Proposed Budget Count of Full Time Equivalents

Information Technology Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
ITA	14,547,959	15,074,886	19,250,887	16,810,895	18,945,018	-	-
IOI	4,687,733	4,732,784	5,194,763	5,294,461	6,338,688	-	-
IS	1,111,798	1,011,502	1,162,385	1,236,306	1,241,913	-	-
ES	5,123,679	4,931,510	5,396,963	5,118,909	5,375,434	-	-
ITS	3,794,746	3,971,496	4,368,180	4,431,580	4,427,339	-	-
Total	\$29,265,915	\$29,722,178	\$35,373,178	\$32,892,151	\$36,328,392	-	-

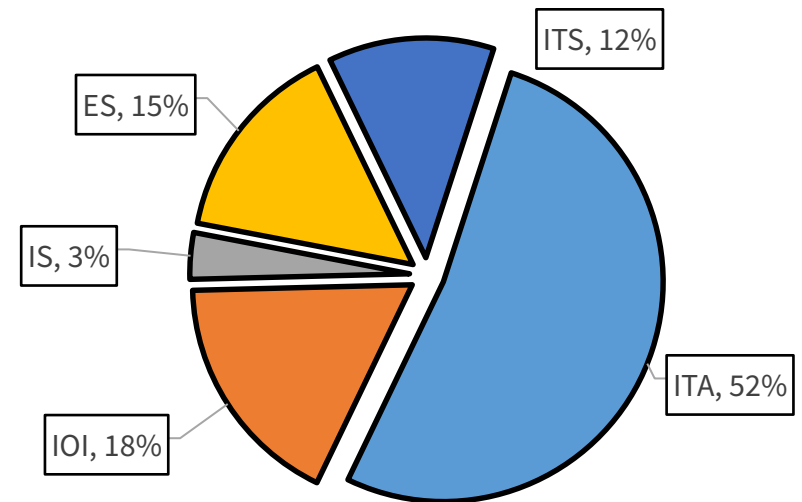
Table 4. Information Technology Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Information Technology Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$955,214 (+2.7%), with the largest increase in IT Operations & Infrastructure (IOI), rising by \$1.14M (+22.0%). IT Administration (ITA) decreases by \$305,869 (-1.6%), while Information Security (IS) increases slightly by \$79,528 (+6.8%). Enterprise Systems (ES) remains relatively stable, decreasing by \$21,529 (-0.4%), and Intelligent Transportation Systems (ITS) increases by \$59,159 (1.4%).

For the FY2026 Proposed Budget, ITA comprises 52% (\$18.95M) of the total budget, IOI accounts for 18% (\$6.34M), ES represents 15% (\$5.38M), ITS makes up 12% (\$4.43M), and IS accounts for 3% (\$1.24M).

FY2026 Proposed Budget by Department



2. Information Technology FY2026 Proposed Budget by Department Pie Chart

IT Administration Department (ITA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,791,061	3,227,063	5,645,287	4,282,354	5,227,918	-	-
M&S	11,756,898	11,847,823	13,605,600	12,528,541	13,717,100	-	-
Total	\$14,547,959	\$15,074,886	\$19,250,887	\$16,810,895	\$18,945,018	-	-

Table 5. IT Administration Department FY2026 Proposed Budget

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.

Goals and Objectives

Infrastructure

- Expand the Information Technology Governance process to define service objectives and establish key performance indicators for ongoing monitoring. Timeline through June 30, 2026.
- Implement modern workforce management software for Transportation to enhance operational efficiency and workforce planning. Timeline through June 30, 2026.
- Continue reducing technical debt through a dual approach: (1) executing business-driven projects that align with operational needs while also minimizing technical debt, and (2) initiating IT-led modernization projects to enhance core architecture for future improvements. Timeline through June 30, 2026.
- Expand the use of Microsoft 365 collaboration tools to improve resiliency, efficiency, and cybersecurity across the agency. Timeline through June 30, 2026.



IT Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,036,547	3,171,139	4,766,904	3,709,774	4,138,405
Fringe	839,595	944,782	1,420,416	1,221,283	1,305,393
Capitalized Labor-Fringe	-85,081	-888,858	-542,033	-648,703	-215,880
Total	\$2,791,061	\$3,227,063	\$5,645,287	\$4,282,354	\$5,227,918

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	1,184,828	625,266	496,600	594,632	176,600
Temporary Help-Gen & Adm	302,513	354,851	169,800	394,052	169,800
Copier & Printer Usage and Maintenance		438		575	
Software Maintenance	320,802	615,221		833,677	
Warranty Costs	386				
Vehicle Control Sys Maint		352,000			
Other Services- Gen & Adm	57,298	54,023	5,000	33,246	5,000
Office Supplies	2,453	4,709	1,000	4,352	1,000
Equip/Furn < \$5,000-Gen & Adm		1,594		2,951	
Other Materials- Gen & Adm	6,491	566,380	10,000	8,600	10,000
Unreconciled P-Card Expense	4,774	492		138	
Microcomputer Software	943	380,533	2,000	1,000	2,000
Computer Equip under \$5,000	4,596	24,319		12,638	
Telephone	46,666	129,412	34,000	57,217	34,000
NU-Dues & Subscriptions	68,936	41,868	73,500	36,750	73,500
NU-Local Travel & Meetings	430	45,843	1,000	2,408	1,000
NU-Education & Training - Gen & Adm	161,542	30,140	70,000	58,272	70,000
NU-Out-Of-Town Travel	31,766	47,029	25,000	51,931	25,000
Employee Recognition	912	718	1,000	2,787	1,000
Software License Fees	9,561,562	8,572,987	12,716,700	10,433,315	13,148,200
Total	\$11,756,898	\$11,847,823	\$13,605,600	\$12,528,541	\$13,717,100

IT Operations & Infrastructure Department (IOI)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	4,081,059	4,444,267	4,534,063	4,588,668	4,672,488	-	-
M&S	606,674	288,517	660,700	705,793	1,666,200	-	-
Total	\$4,687,733	\$4,732,784	\$5,194,763	\$5,294,461	\$6,338,688	-	-

Table 6. IT Operations & Infrastructure Department FY2026 Proposed Budget

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.

Goals and Objectives

Infrastructure

- Implement modern workforce management software for Transportation. Timeline through June 30, 2026.
- Continue the strategic reduction of technical debt through a two-pronged approach: (1) executing business-driven projects that address operational needs while concurrently minimizing technical debt, and (2) launching IT-led modernization initiatives. Timeline through June 30, 2026.



IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	3,014,929	3,408,330	3,624,897	3,649,143	3,706,748
Fringe	1,115,790	1,071,733	1,202,131	1,095,499	1,274,504
Capitalized Labor-Fringe	-49,660	-35,796	-292,965	-155,974	-308,764
Total	\$4,081,059	\$4,444,267	\$4,534,063	\$4,588,668	\$4,672,488

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	20,888	52,567	9,400	126,591	9,400
Temporary Help-Gen & Adm	450,391	148,891		56,491	
Copier & Printer Usage and Maintenance		332		113	
Communication Systems Maintenance	1,425	1,425			
Computer Hardware Maint-Fac Maint	62,193	5,367	20,000	16,459	20,000
Other Services- Gen & Adm	821	2,500		1,530	
Equip/Furn < \$5,000-Gen & Adm	3,337				
Other Materials- Gen & Adm	152		6,400	151,774	6,400
Unreconciled P-Card Expense	3,499	1,612		87	
Communications System Materials			547,900	276,481	1,553,400
Microcomputer Mtc Mat'l	9		2,000	1,000	2,000
Network Access Services	63,959	68,823	75,000	73,737	75,000
NU-Local Travel & Meetings		7,000		1,530	
Total	\$606,674	\$288,517	\$660,700	\$705,793	\$1,666,200

Information Security Department (IS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	677,082	893,570	992,585	1,051,124	1,072,113	-	-
M&S	434,716	117,932	169,800	185,182	169,800	-	-
Total	\$1,111,798	\$1,011,502	\$1,162,385	\$1,236,306	\$1,241,913	-	-

Table 7. Information Security Department FY2026 Proposed Budget

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.

Goals and Objectives

Infrastructure

- Establish an information asset inventory to classify and manage regulated information types. Timeline through June 30, 2026.
- Implement Zscaler with initial users in IT to enhance network security. Timeline through June 30, 2026.



Information Security Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	483,900	681,292	755,647	819,341	810,339
Fringe	193,182	212,278	236,938	231,783	261,774
Total	\$677,082	\$893,570	\$992,585	\$1,051,124	\$1,072,113

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PCI Compliance Audit	117,435	81,744	110,000	134,839	110,000
Professional & Technical-Gen & Adm	241,245	34,782	59,800	50,140	59,800
Copier & Printer Usage and Maintenance		193		203	
Other Services- Gen & Adm	80	1,213			
Other Materials- Gen & Adm	75,956				
Total	\$434,716	\$117,932	\$169,800	\$185,182	\$169,800

Enterprise Systems Department (ES)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	4,662,777	4,533,074	5,196,063	4,875,470	5,296,834	-	-
M&S	460,902	398,436	200,900	243,439	78,600	-	-
Total	\$5,123,679	\$4,931,510	\$5,396,963	\$5,118,909	\$5,375,434	-	-

Table 8. Enterprise Systems Department FY2026 Proposed Budget

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.

Goals and Objectives

Infrastructure

- 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. Timeline through June 30, 2026.
- Extend implementation of Microsoft 365 collaboration software to improve resiliency, efficiency, and cybersecurity across the organization. Timeline through June 30, 2026.



Enterprise Systems Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	3,550,694	3,770,569	4,275,389	4,145,480	3,982,646
Fringe	1,172,654	1,264,854	1,356,831	1,271,119	1,314,188
Capitalized Labor-Fringe	-60,571	-502,349	-436,157	-541,129	
Total	\$4,662,777	\$4,533,074	\$5,196,063	\$4,875,470	\$5,296,834

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			146,900	73,450	24,600
Temporary Help-Gen & Adm	450,875	383,961	50,000	162,343	50,000
Copier & Printer Usage and Maintenance		36		33	
Other Services- Gen & Adm	302				
Other Materials- Gen & Adm			4,000	2,000	4,000
Unreconciled P-Card Expense	3,197	4,597		5,613	
Computer Equip under \$5,000	6,528	9,842			
Total	\$460,902	\$398,436	\$200,900	\$243,439	\$78,600

Intelligent Transportation Systems Department (ITS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,480,492	3,963,762	4,334,680	4,398,885	4,393,839	-	-
M&S	314,254	7,734	33,500	32,695	33,500	-	-
Total	\$3,794,746	\$3,971,496	\$4,368,180	\$4,431,580	\$4,427,339	-	-

Table 9. Intelligent Transportation Systems Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Complete the FHWA/ODOT TSP Grant. Timeline through June 30, 2026.
- Initiate and advance the project to enable real-time GPS and cloud connectivity for Light Rail Vehicles (LRVs). Timeline through June 30, 2026.



Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,561,460	3,210,999	3,392,448	3,507,064	3,329,351
Fringe	954,749	945,128	1,050,481	1,064,730	1,064,488
Capitalized Labor-Fringe	-35,717	-192,365	-108,249	-172,909	
Total	\$3,480,492	\$3,963,762	\$4,334,680	\$4,398,885	\$4,393,839

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	288,588	4,608	28,000	29,120	28,000
Copier & Printer Usage and Maintenance		76		79	
Other Services- Gen & Adm	46				
Equip/Furn < \$5,000-Gen & Adm				674	
Other Materials- Gen & Adm	24,777	3,017	5,500	2,819	5,500
Unreconciled P-Card Expense	843			3	
Computer Equip under \$5,000		33			
Total	\$314,254	\$7,734	\$33,500	\$32,695	\$33,500

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

IT Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Information Officer	1.00	NU	FT	-	294,218	26	227,655	341,483
Director, Project & Portfolio Management	1.00	NU	FT	-	229,948	22	166,733	250,101
Manager, IT Project Management Office	1.00	NU	FT	-	153,730	20	141,996	212,993
Manager, Mobility & Location Based Services	1.00	NU	FT	-	189,717	19	130,894	196,343
Manager, Service Desk	1.00	NU	FT	-	165,093	18	120,556	180,835
Project Manager, IT	1.00	NU	FT	X	160,342	18	120,556	180,835
Project Manager, IT	5.00	NU	FT	-	823,735	18	120,556	180,835
Analyst, Senior, Geospatial Systems	1.00	NU	FT	-	108,658	16	102,036	153,055
Analyst, Senior, IT Business Systems	5.00	NU	FT	-	635,970	16	102,036	153,055
Engineer, Senior, Geospatial Data	1.00	NU	FT	-	145,770	16	102,036	153,055
Analyst, Senior, Geospatial Data	2.00	NU	FT	-	237,858	15	93,779	140,669
Analyst, IT Finance & Planning	1.00	NU	FT	-	117,917	14	86,095	129,143
Assistant, Executive Administrative	1.00	NU	FT	-	100,334	12	72,421	108,629
Specialist, Senior, Technical Support	2.00	NU	FT	-	160,982	12	72,421	108,629
Total	24.00				\$3,524,271			

Table 10. IT Administration Department Personnel Profile

IT Operations & Infrastructure

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, IT Operations & Infrastructure	1.00	NU	FT	-	234,848	22	166,733	250,101
Manager, Network Communications	1.00	NU	FT	-	169,697	19	130,894	196,343
Manager, Physical Infrastructure	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Technical Services	1.00	NU	FT	-	163,562	18	120,556	180,835
Engineer, Senior, Network (Communications)	3.00	NU	FT	-	494,449	17	110,957	166,434
Engineer, Senior, Network (Fiber)	3.00	NU	FT	-	451,147	17	110,957	166,434
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT	-	605,763	17	110,957	166,434
Engineer, Senior, Mobile Device	1.00	NU	FT	-	134,302	16	102,036	153,055
Engineer, Senior, Telecommunications	2.00	NU	FT	-	274,752	16	102,036	153,055
Engineer, Senior, Virtual Desktop	1.00	NU	FT	-	132,551	16	102,036	153,055
Engineer, Network Communications	1.00	NU	FT	-	137,862	15	93,779	140,669
Engineer, Systems (Server Administration)	2.00	NU	FT	-	238,837	15	93,779	140,669
Specialist, Senior, Technical Support	5.00	NU	FT	-	478,354	12	72,421	108,629
Total	26.00				\$3,706,748			

Table 11. Operations & Infrastructure Department Personnel Profile

Information Security

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Information Security	1.00	NU	FT	-	242,817	22	166,733	250,101
Analyst, Senior, Network Ops & Cybersecurity	3.00	NU	FT	-	445,039	17	110,957	166,434
Analyst, Network Operations & Cybersecurity	1.00	NU	FT	-	122,484	14	86,095	129,143
Total	5.00				\$810,339			

Table 12. Information Security Department Personnel Profile

Enterprise Systems

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Enterprise Systems	1.00	NU	FT	-	252,406	23	180,471	270,709
Manager, Enterprise Architecture	1.00	NU	FT	-	188,676	20	141,996	212,993

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Enterprise Systems Development	1.00	NU	FT	-	197,431	20	141,996	212,993
Manager, Oracle Technology	1.00	NU	FT	-	204,405	20	141,996	212,993
Developer Analyst, Principal, Oracle	2.00	NU	FT	-	320,501	19	130,894	196,343
Database Architect, Senior	1.00	NU	FT	-	162,379	18	120,556	180,835
DBA, Senior, Oracle Applications	3.00	NU	FT	-	509,092	18	120,556	180,835
Engineer, Senior, Software	6.00	NU	FT	-	921,478	18	120,556	180,835
Developer, Senior, Oracle	1.00	NU	FT	-	153,564	17	110,957	166,434
Analyst, Senior, IT Systems	2.00	NU	FT	-	271,055	16	102,036	153,055
Engineer, Software	6.00	NU	FT	-	801,659	16	102,036	153,055
Total	25.00				\$3,982,646			

Table 13. Enterprise Systems Department Personnel Profile

Intelligent Transportation Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Intelligent Transportation Systems	1.00	NU	FT	-	231,654	22	166,733	250,101
Manager, ITS Systems	2.00	NU	FT	-	360,345	20	141,996	212,993
Engineer, Senior, Intelligent Transp Systems	11.00	NU	FT	-	1,693,255	18	120,556	180,835
Engineer, Senior, Software	4.00	NU	FT	-	690,643	18	120,556	180,835
Engineer, Intelligent Transportation Systems	2.00	NU	FT	-	265,276	16	102,036	153,055
Engineer, Associate, Intelligent Transp Systems	1.00	NU	FT	-	88,177	14	86,095	129,143
Total	21.00				\$3,329,351			

Table 14. Intelligent Transportation Services Department Personnel Profile



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Labor Relations & Human Resources Division

Overview

Departments

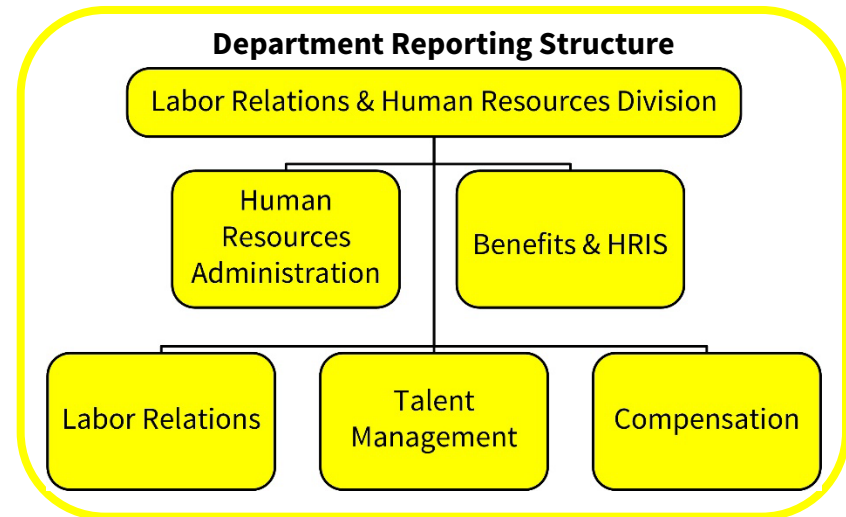
- Human Resources Administration (HRA) 280
- Benefits & HRIS (BH)..... 282
- Talent Management (TM)..... 285
- Labor Relations (LR)..... 287
- Compensation (C)..... 289

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) Manages the agency's benefits and programs ensuring a competitive benefits package, including employee wellness initiatives, enhancing HR technology solutions, and manages administration of HR policies, collective bargaining agreement, and procedures
- (TM) Talent acquisition, talent development, performance management, succession planning, employee engagement and recognition, 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 for the union workforce.
- (C) Manages the agency's pay, recognition and performance management programs.

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.
- Labor Relations and ATU 757 successfully reached agreement on a new four year Working and Wage Agreement that runs through November 30, 2028 and includes a new district-wide attendance policy, a new Extra Board system to improve Operator schedules, and a new tuition reimbursement program.



- The Learning Management System team launched a series of skills-based eLearning courses entitled Neurodiversity in the Workplace to help employees increase their understanding and help support neurodiverse colleagues to perform at their full potential in the workplace.
- TriMet's Engage, Empower, and Expand (E3) Learning Program continues to offer all employees access to a library of 40,000 eLearning courses. In 2023, employees completed over 4,300 courses.
- The Benefits Department partnered with each of its Benefits carriers to successfully hold 24 participant Open Enrollment events; including two retiree meetings.



Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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			HRA	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			HRA	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		BH	100%	100%	100%
Focus will be on increasing women in the workforce by 5%.			X	TM	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	TM	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		LR	2 ea.	2 ea.	2 ea.

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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			LR	100%	100%	100%
Close out Annual OPM administration for merit on a timely basis.		X		C	100%	100%	100%

Table 1. Labor Relations & Human Resources Division Performance Metrics



Division Summary

Labor Relations & Human Resources Division Budget

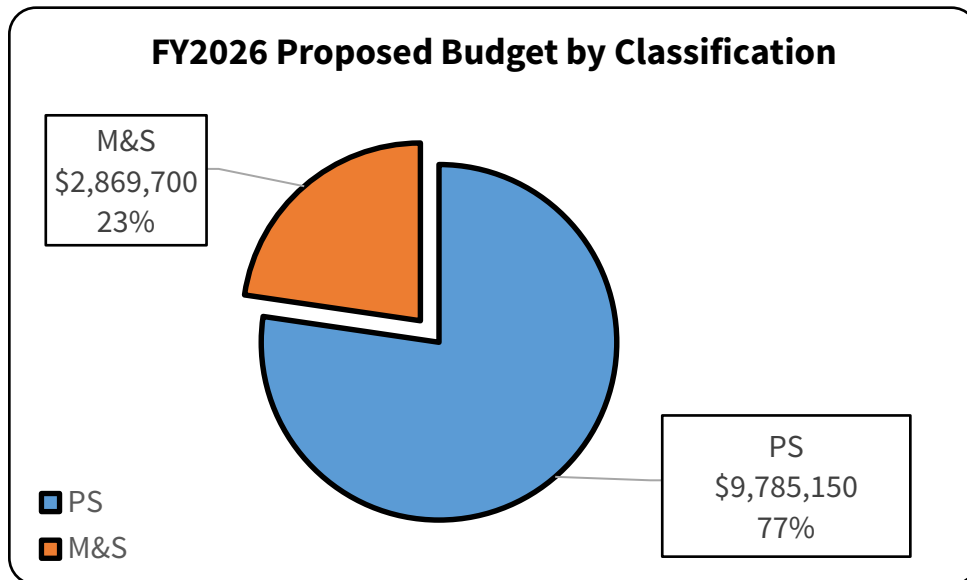
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	5,352,051	6,337,382	8,305,879	7,854,141	9,785,150	-	-
M&S	2,375,214	2,791,705	3,169,700	3,167,355	2,869,700	-	-
Total	\$7,727,265	\$9,129,087	\$11,475,579	\$11,021,496	\$12,654,850	-	-

Table 2. Labor Relations & Human Resources Division FY2026 Proposed Budget

The table presents the FY2026 Proposed Budget for the Labor Relations & Human Resources Division by Classification, alongside FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$1.18 million (+10.3%), driven by a \$1.48 million (+17.8%) increase in Personal Services (PS), while Materials & Services (M&S) decreases by \$300,000 (-9.5%).

In the FY2026 Proposed Budget, PS comprises 77% (\$9.79M) of the total budget, while M&S accounts for 23% (\$2.87M).



1. Labor Relations & Human Resources FY2026 Proposed Budget by Classification Pie Chart

Labor Relations & Human Resources Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	38.80	47.80	54.80	54.80	62.80	-	-

Table 3. Labor Relations & Human Resources Division FY2026 Proposed Budget Count of Full Time Equivalents

Labor Relations & Human Resources Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
HRA	964,404	1,312,009	1,816,449	1,306,805	1,641,469	-	-
BH	1,798,036	2,063,933	2,156,187	2,257,122	2,668,498	-	-
TM	3,179,554	3,888,793	4,580,484	4,720,375	5,750,629	-	-
LR	1,053,072	1,215,469	1,360,231	1,321,617	1,444,042	-	-
C	732,199	648,883	1,562,228	1,415,577	1,150,212	-	-
Total	\$7,727,265	\$9,129,087	\$11,475,579	\$11,021,496	\$12,654,850	-	-

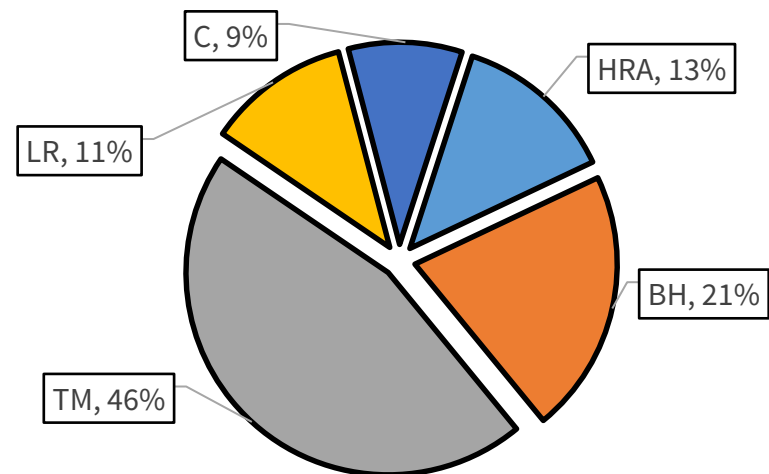
Table 4. Labor Relations & Human Resources Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Labor Relations & Human Resources Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$1.18 million (+10.3%), with the largest growth in Talent Management (TM), increasing by \$1.17 million (+25.5%), and Benefits & HRIS (BH), rising by \$512,311 (+23.8%). Labor Relations (LR) sees a moderate increase of \$83,811 (+6.2%), while Human Resources Administration (HRA) decreases by \$174,980 (-9.6%), and Compensation (C) declines by \$412,016 (-26.4%).

In the FY2026 Proposed Budget, Talent Management (TM) comprises 45.4% (\$5.75M) of the total budget, followed by Benefits & HRIS (BH) at 21.1% (\$2.67M), Human Resources Administration (HRA) at 13.0% (\$1.64M), Labor Relations (LR) at 11.4% (\$1.44M), and Compensation (C) at 9.1% (\$1.15M).

FY2026 Proposed Budget by Department



2. Labor Relations & Human Resources FY2026 Proposed Budget by Department Pie Chart

Human Resources Administration Department (HRA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	425,160	448,784	984,849	550,160	809,869	-	-
M&S	539,244	863,225	831,600	756,645	831,600	-	-
Total	\$964,404	\$1,312,009	\$1,816,449	\$1,306,805	\$1,641,469	-	-

Table 5. Human Resources Administration Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2026.
- Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2026.
- Support leadership and skills development in transportation and maintenance management positions. Timeline through June 30, 2026.



Human Resources Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	338,927	371,243	810,932	431,272	676,275
Fringe	86,233	77,541	173,917	118,888	133,594
Total	\$425,160	\$448,784	\$984,849	\$550,160	\$809,869

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	10,402	8,675	110,000	63,989	110,000
Professional & Technical-Gen & Adm	17,325	141,500	128,500	158,177	128,500
Recruitment Expense		30,311			
Copier & Printer Usage and Maintenance		31		47	
Other Services- Gen & Adm	138,393	90,163	5,000	5,063	5,000
Office Supplies	1,786	2,131	3,000	5,887	3,000
Other Materials- Gen & Adm	5,503	9,183	5,000	4,613	5,000
Unreconciled P-Card Expense				1,055	
Postage - Gen & Admin			1,000	500	1,000
Telephone	25,272	23,359	7,000	15,033	7,000
NU-Dues & Subscriptions	9,276	3,685	3,500	1,965	3,500
NU-Local Travel & Meetings	4,946	5,395	5,000	4,119	5,000
NU-Education & Training - Gen & Adm	49,281	49,141	73,000	59,901	73,000
NU-Out-Of-Town Travel	14,175	19,686	15,000	24,393	15,000
Union Contractual Services	54,904	123,911	465,600	349,988	465,600
Employee Recognition	194,567	344,764		45,320	
Employee Awards	13,414	11,290	10,000	16,595	10,000
Total	\$539,244	\$863,225	\$831,600	\$756,645	\$831,600

Benefits & HRIS Department (BH)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,098,246	1,124,192	1,258,087	1,298,800	1,820,398	-	-
M&S	699,790	939,741	898,100	958,322	848,100	-	-
Total	\$1,798,036	\$2,063,933	\$2,156,187	\$2,257,122	\$2,668,498	-	-

Table 6. Benefits & HRIS Department FY2026 Proposed Budget

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.

Goals and Objectives

Internal Business Practices

- Use the equity lens framework in support of TriMet projects and programs. Timeline through June 30, 2026.

People

- Conduct and act on results from the employee engagement survey. Timeline through June 30, 2026.
- Regularly conduct employee surveys and collaborate with employee communications for awareness and engagement. Timeline through June 30, 2026.
- Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2026.
- Engage with employees based on results from the engagement survey and develop initiatives accordingly. Timeline through June 30, 2026.
- Continue recruiting activities appropriate for vacant positions. Timeline through June 30, 2026.
- Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2026.
- Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.
- Develop and implement a succession program. Timeline through June 30, 2026.

- Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- Implement process improvements and tracking enhancements to simplify employee leave opportunities and reduce absenteeism. Timeline through June 30, 2026.



Benefits & HRIS Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	771,885	829,722	913,758	977,560	1,290,006
Fringe	326,361	294,470	344,329	321,240	530,392
Total	\$1,098,246	\$1,124,192	\$1,258,087	\$1,298,800	\$1,820,398

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	569	2,193	12,000	7,916	12,000
DOTS Renewal Medical Svcs		492		1,624	
Union Long Term Disab. Program			7,000	3,500	
Health Benefit Consultant	66,387	245,316	253,100	272,093	310,600
BenefitHelp Solutions FSA 3rd Party Administrator	12,161	10,132	30,000	19,477	12,000
FMLA/OFLA 3rd Party Administrator	300,001	313,824	300,000	322,063	300,000
Copier & Printer Usage and Maintenance		1,515		2,524	
Compensation Survey Services	44,600	-16,205			
Other Services- Gen & Adm	113,239	207,020	212,500	216,602	80,000
Office Supplies	360	107		58	
Equip/Furn < \$5,000-Gen & Adm		482			
Other Materials- Gen & Adm	39,668	42,899	35,000	19,050	35,000
Postage - Gen & Admin	24,206	20,477	30,000	18,374	30,000
NU-Education & Training - Gen & Adm	244				
Employee Relations	98,355	111,489	18,500	75,041	68,500
Total	\$699,790	\$939,741	\$898,100	\$958,322	\$848,100

Talent Management Department (TM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,250,009	3,011,552	3,796,084	3,890,517	4,666,229	-	-
M&S	929,545	877,241	784,400	829,858	1,084,400	-	-
Total	\$3,179,554	\$3,888,793	\$4,580,484	\$4,720,375	\$5,750,629	-	-

Table 7. Talent Management Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.
- Develop and implement a succession program. Timeline through June 30, 2026.
- Support leadership and skills development in transportation and maintenance management positions. Timeline through June 30, 2026.



Talent Management Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,600,662	2,216,251	2,713,520	2,882,924	3,295,369
Fringe	649,347	795,301	1,082,564	1,007,593	1,370,860
Total	\$2,250,009	\$3,011,552	\$3,796,084	\$3,890,517	\$4,666,229

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	72,594	248,351	98,600	103,162	39,600
Recruitment Expense	210,351	123,022	221,200	266,084	196,200
Temporary Help-Gen & Adm		503			
Copier & Printer Usage and Maintenance		1,564		1,883	
Other Services- Gen & Adm	25,749	2,114	40,000	34,252	40,000
Office Supplies		190		410	
Equip/Furn < \$5,000-Gen & Adm		549			
Other Materials- Gen & Adm	49				
Unreconciled P-Card Expense	2,994	12,972		8,928	
NU-Dues & Subscriptions		299			
NU-Education & Training - Gen & Adm	31,819	4,839		81	
UNION-Education Reimbursement	63,563	66,960	67,000	45,397	67,000
MGMT-Education Reimbursement	76,977	60,781	107,600	74,863	107,600
Agency Training	445,449	355,097	250,000	294,481	250,000
NU-Out-Of-Town Travel				317	
Employee Recognition					384,000
Total	\$929,545	\$877,241	\$784,400	\$829,858	\$1,084,400

Labor Relations Department (LR)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,041,565	1,203,097	1,350,231	1,298,450	1,434,042	-	-
M&S	11,507	12,372	10,000	23,167	10,000	-	-
Total	\$1,053,072	\$1,215,469	\$1,360,231	\$1,321,617	\$1,444,042	-	-

Table 8. Labor Relations Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.



Labor Relations Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	752,466	918,110	1,014,925	982,429	1,051,403
Fringe	289,099	284,987	335,306	316,021	382,639
Total	\$1,041,565	\$1,203,097	\$1,350,231	\$1,298,450	\$1,434,042

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm				254	
Copier & Printer Usage and Maintenance		538		398	
Other Services- Gen & Adm	2,826	1,960	10,000	8,336	10,000
Office Supplies		813			
Unreconciled P-Card Expense		7			
Telephone	8,681	9,054		5,059	
NU-Dues & Subscriptions				345	
NU-Out-Of-Town Travel				8,775	
Total	\$11,507	\$12,372	\$10,000	\$23,167	\$10,000

Compensation Department (C)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	537,071	549,757	916,628	816,214	1,054,612	-	-
M&S	195,128	99,126	645,600	599,363	95,600	-	-
Total	\$732,199	\$648,883	1,562,228	\$1,415,577	\$1,150,212	-	-

Table 9. Compensation Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Hire and retain service workers and mechanics to preserve and expand service. Timeline through June 30, 2026.

People

- Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2026.
- Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2026.



Compensation Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	393,979	415,001	672,202	611,203	754,967
Fringe	143,092	134,756	244,426	205,011	299,645
Total	\$537,071	\$549,757	\$916,628	\$816,214	\$1,054,612

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	64,963	5,235	172,100	86,323	6,100
Copier & Printer Usage and Maintenance		167		262	
Compensation Survey Services	122,294	88,090	87,600	109,085	87,600
Other Materials- Gen & Adm	7,813	2,124	1,900	1,325	1,900
Unreconciled P-Card Expense	58	3,510		104	
Employee Recognition			384,000	402,264	
Total	\$195,128	\$99,126	\$645,600	\$599,363	\$95,600

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Human Resource Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	NU	FT	-	313,529	27	247,575	371,363
Assistant, Executive Administrative	1.00	NU	FT	-	91,030	12	72,421	108,629
Total	2.00				\$404,559			

Table 10. Human Resource Administration Department Personnel Profile

Benefits & HRIS

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Benefits & HRIS	1.00	NU	FT	-	186,240	20	141,996	212,993
Program Manager, HRIS	1.00	NU	FT	-	144,071	16	102,036	153,055
Administrator, Senior, Benefits	1.00	NU	FT	-	114,768	14	86,095	129,143
Administrator, Senior, Pension & Retirement	1.00	NU	FT	-	111,176	14	86,095	129,143
Analyst, Senior, Leave & Disability	1.00	NU	FT	-	107,492	14	86,095	129,143
Program Coordinator, Wellness	1.00	NU	FT	-	64,409	11	66,341	99,513
Specialist, Senior, Benefits	3.00	NU	FT	-	267,880	11	66,341	99,513
Specialist, Senior, Benefits (pt)	0.80	NU	PT	-	78,148	11	66,341	99,513
Specialist, Leave & Disability	1.00	NU	FT	-	78,604	10	60,740	91,108

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Specialist, Pension and Retirement	1.00	NU	FT	-	75,925	10	60,740	91,108
Clerk, Benefits Customer Service	1.00	NU	FT	-	61,294	8	50,777	76,164
Director, Benefits & HRIS	1.00	NU	FT	-	186,240	20	141,996	212,993
Total	12.80				\$1,290,006			

Table 11. Benefits & HRIS Department Personnel Profile

Talent Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Talent Management	1.00	NU	FT	-	237,163	22	166,733	250,101
Director, Talent Acquisition	1.00	NU	FT	-	161,460	20	141,996	212,993
Director, Learning & Development	1.00	NU	FT	-	176,052	19	130,894	196,343
HR Business Partner	2.00	NU	FT	-	268,881	17	110,957	166,434
HR Investigator	1.00	NU	FT	-	135,477	17	110,957	166,434
Manager, Employee Engagement & Retention	1.00	NU	FT	-	124,980	17	110,957	166,434
Manager, Talent Acquisition	1.00	NU	FT	-	135,058	17	110,957	166,434
Talent Development Partner	1.00	NU	FT	-	137,150	17	110,957	166,434
Assistant Manager, Recruiting	1.00	NU	FT	-	118,970	15	93,779	140,669
Program Manager, Learning Management System	1.00	NU	FT	-	118,333	15	93,779	140,669
Coordinator, Senior, Training & Development	3.00	NU	FT	-	305,086	14	86,095	129,143
Senior Human Resource Generalist	1.00	NU	FT	-	89,002	14	86,095	129,143
Candidate Sourcer	1.00	NU	FT	-	95,407	12	72,421	108,629
Project Manager	1.00	NU	FT	-	90,524	12	72,421	108,629
Recruiter	1.00	NU	FT	-	76,216	12	72,421	108,629
Coordinator, Training & Development	2.00	NU	FT	-	147,459	11	66,341	99,513
Coordinator, Employee Recognition	1.00	NU	FT	-	67,483	10	60,740	91,108
Recruiter, Associate	1.00	NU	FT	X	64,751	10	60,740	91,108
Recruiter, Associate	6.00	NU	FT	-	424,499	10	60,740	91,108
Specialist, Senior, Recruiting	1.00	NU	FT	X	77,854	9	55,551	83,325
Specialist, Senior, Recruiting	1.00	NU	FT	-	60,341	9	55,551	83,325
Specialist, Senior, Training and Development	1.00	NU	FT	X	69,438	9	55,551	83,325
Specialist, Senior, Training and Development	1.00	NU	FT	-	71,906	9	55,551	83,325

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant, Administrative	1.00	NU	FT	-	65,798	7	46,369	69,554
Total	33.00				\$3,319,289			

Table 12. Talent Management Department Personnel Profile

Labor Relations

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Labor Relations	1.00	NU	FT	-	192,333	21	153,939	230,910
Deputy General Counsel, Senior, Emp Law & LR	1.00	NU	FT	-	172,722	20	141,996	212,993
Manager, Labor Relations	1.00	NU	FT	-	166,167	19	130,894	196,343
Program Manager, Labor Relations	2.00	NU	FT	-	269,338	17	110,957	166,434
Representative, Senior, Labor Relations	1.00	NU	FT	-	104,585	15	93,779	140,669
Assistant, Senior Administrative	1.00	NU	FT	-	72,024	9	55,551	83,325
Specialist, Senior, Absence	1.00	NU	FT	-	74,234	9	55,551	83,325
Total	8.00				\$1,051,403			

Table 13. Labor Relations Department Personnel Profile

Compensation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Compensation	1.00	NU	FT	-	197,395	20	141,996	212,993
Program Manager, Human Capital Systems	1.00	NU	FT	-	120,757	16	102,036	153,055
Analyst, Senior, Compensation	2.00	NU	FT	-	205,084	15	93,779	140,669
Analyst, Human Resources Data	1.00	NU	FT	-	83,011	13	78,990	118,485
HR Generalist	1.00	NU	FT	-	79,281	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	69,438	9	55,551	83,325
Total	7.00				\$754,967			

Table 14. Compensation Department Personnel Profile

Inclusion, Diversity, Equity, & Accessibility Division

Overview

Departments

- Inclusion, Diversity, Equity, & Accessibility (IDEA) 298

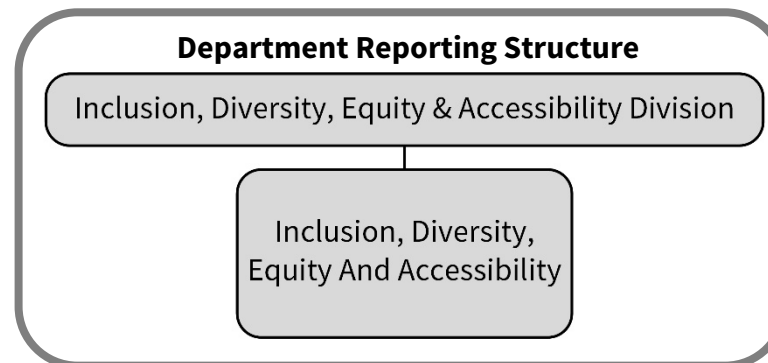
Major Priorities of the Division

(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.

Divisional Fun Facts

FY2025 will mark the first full fiscal year of TriMet's first-ever Inclusion, Diversity, Equity, & 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 Manager, 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

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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			IDEA	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			IDEA	N/A	100%	100%
Support Access Transit Program & expansion with STIF funds by investing in 125 Community Based Organizations.	x			IDEA	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			IDEA	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		IDEA	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		IDEA	N/A	50%	100%

Table 1. Inclusion, Diversity, Equity, & Accessibility Division Performance Metrics

Division Summary

Inclusion, Diversity, Equity, & Accessibility Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	2,177,774	1,869,152	2,252,889	-	-
M&S	-	-	662,200	678,019	462,200	-	-
Total	-	-	\$2,839,974	\$2,547,171	\$2,715,089	-	-

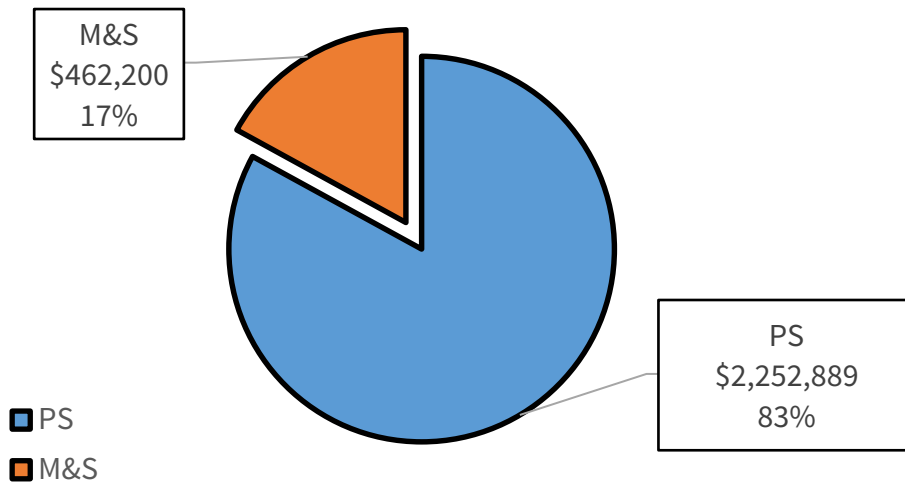
Table 2. Inclusion, Diversity, Equity, & Accessibility Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Inclusion, Diversity, Equity, & Accessibility (IDEA) Division, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$124,883 (-4.4%), with PS increasing by \$75,117 (+3.4%) and M&S decreasing by \$200,000 (-30.2%).

In the FY2026 Proposed Budget, PS comprises 83% (\$2.25M) of the total budget, while M&S accounts for 17% (\$462.2K).

FY2026 Proposed Budget by Classification



1. Inclusion, Diversity, Equity, & Accessibility Division FY2026 Proposed Budget by Classification Pie Chart

Inclusion, Diversity, Equity, & Accessibility Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	-	-	13.00	13.00	13.00	-	-

Table 3. Inclusion, Diversity, Equity, & Accessibility Division FY2026 Proposed Budget Count of Full Time Equivalents

Inclusion, Diversity, Equity, & Accessibility Division Budget by Department

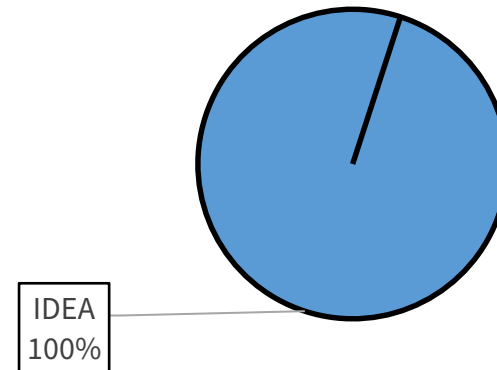
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
IDEA	-	-	2,839,974	2,547,171	2,715,089	-	-
Total	-	-	\$2,839,974	\$2,547,171	\$2,715,089	-	-

Table 4. Inclusion, Diversity, Equity, & Accessibility Division FY2026 Proposed Budget by Department

The table presents the FY2026 Proposed Budget for the Inclusion, Diversity, Equity, & Accessibility (IDEA) Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$124,883 (-4.4%). Personal Services (PS) increases by \$75,117 (+3.4%), while Materials & Services (M&S) decreases by \$200,000 (-30.2%).

As the IDEA Division consists of a single department, this budget reflects all associated costs and priorities.

FY2026 Proposed Budget by Department

2. Inclusion, Diversity, Equity, & Accessibility Division FY2026 Proposed Budget by Department Pie Chart

Inclusion, Diversity, Equity, & Accessibility Department

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	2,177,774	1,869,152	2,252,889	-	-
M&S	-	-	662,200	678,019	462,200	-	-
Total	-	-	\$2,839,974	\$2,547,171	\$2,715,089	-	-

Table 5. Inclusion, Diversity, Equity, and Accessibility Department FY2026 Proposed Budget

IDEA 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.



Goals and Objectives

Internal Business Practices

- Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. This initiative aims to strengthen relationships within the community by promoting equitable access and fostering partnerships with certified firms. Timeline through June 30, 2026.

People

- Continue to develop the Affirmative Action Plan, track performance, and implement actions as appropriate. This objective supports fostering an inclusive and equitable workplace by establishing a comprehensive plan, monitoring progress, and taking action to ensure diversity and fairness. Timeline through June 30, 2026.

Financial

- Explore additional fare mitigation resources to allow greater subsidies for low-income riders. This involves partnering with external organizations that serve overlapping vulnerable communities, such as TANF, DHS, VA, Medicare, and public housing programs. By addressing affordability and accessibility, this objective seeks to enhance the quality of life for low-income riders. Timeline through June 30, 2026.



Inclusion, Diversity, Equity & Accessibility Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor			1,618,740	1,410,587	1,649,500
Fringe			559,034	459,563	603,389
Capitalized Labor-Fringe				-998	
Total			\$2,177,774	\$1,869,152	\$2,252,889

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
First Step Youth			73,200	36,600	73,200
Copier & Printer Usage and Maintenance				4,671	
Other Services- Gen & Adm			465,000	431,041	265,000
Office Supplies			5,000	9,873	5,000
Other Materials- Gen & Adm				13,063	
Community Outreach			50,000	82,522	50,000
Telephone			2,000	2,560	2,000
NU-Dues & Subscriptions			25,000	29,236	25,000
NU-Local Travel & Meetings			2,000	3,141	2,000
NU-Education & Training - Gen & Adm			20,000	43,018	20,000
NU-Out-Of-Town Travel			20,000	22,294	20,000
Total			\$662,200	\$678,019	\$462,200

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Inclusion, Diversity, Equity, & Accessibility

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Inclusion, Diversity, Equity & Access Off	1.00	NU	FT	-	250,958	23	180,471	270,709
Diversity, Equity & Inclusion Partner	1.00	NU	FT	-	143,573	17	110,957	166,434
Manager, Community Engagement Programs	1.00	NU	FT	-	125,432	16	102,036	153,055
Manager, Title VI & Public Access Programs	1.00	NU	FT	-	127,545	16	102,036	153,055
Analyst, Senior, Research	1.00	NU	FT	-	117,224	15	93,779	140,669
Manager, DBE & Workforce Equity	1.00	NU	FT	-	126,497	15	93,779	140,669
Project Manager, Senior	3.00	NU	FT	-	319,348	14	86,095	129,143
Coordinator, Compliance	1.00	NU	FT	-	98,738	13	78,990	118,485
Coordinator, Senior, Community Engagement	2.00	NU	FT	-	188,740	13	78,990	118,485
Assistant, Executive Administrative	1.00	NU	FT	-	88,005	12	72,421	108,629
Total	13.00				\$1,586,058			

Table 6. Inclusion, Diversity, Equity & Accessibility Department Personnel Profile

Legal Services Division

Overview

Departments

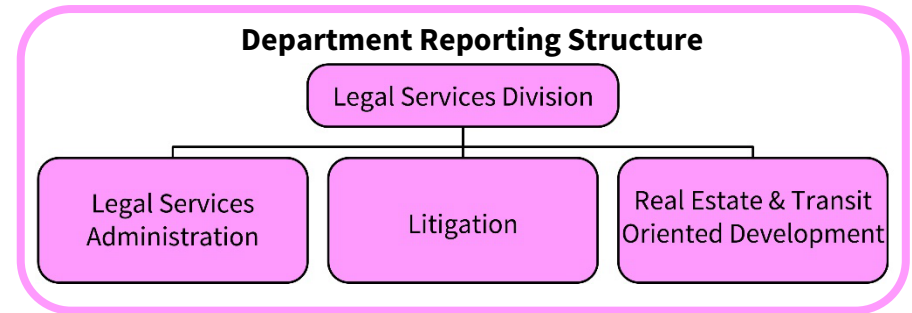
- Legal Services Administration (LSA)306
- Litigation (L).....308
- Real Estate & Transit Oriented Development (RTOD)310

Priorities of the Division

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

Divisional Fun Facts

- TriMet received 701 Public Records requests in 2023. As of mid-December 2024, we have already exceeded 800 requests; the highest volume we have had in well over a decade. 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.
- Since 2015, a total of 718 residential housing units have been constructed on TriMet property that was sold for development, and another 332 are in the development pipeline. Of these 1,050 total units, 809 are affordable housing.
- In July 2024, TriMet officially opened its first-ever dedicated space for public board meetings, located within its downtown Portland administrative office.



Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
General Counsel or Deputy (GC) to attend 100% of all public board meetings, executive sessions, and board education sessions.	X	X		LSA	100%	100%	100%
General Counsel to partner with General Manager to plan at least 2 Executive Team Retreats.		X		LSA	2 ea.	2 ea.	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	LSA	N/A	50%	50%
100% of department staff maintain all professional credentials and certifications.		X		L	100%	100%	100%
Close at least 15 litigation files.		X		L	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		RTOD	90%	90%	90%
Advance FTA Eastside Park & Ride Grant for East 122nd and East 181st for planning future development of these sites.	X	X	X	RTOD	75%	75%	100%
Advance ODOT TGM Grant work for Park & Ride Optimization Study.	X	X		RTOD	N/A	75%	100%

Table 1. Legal Services Division Performance Metrics

Division Summary

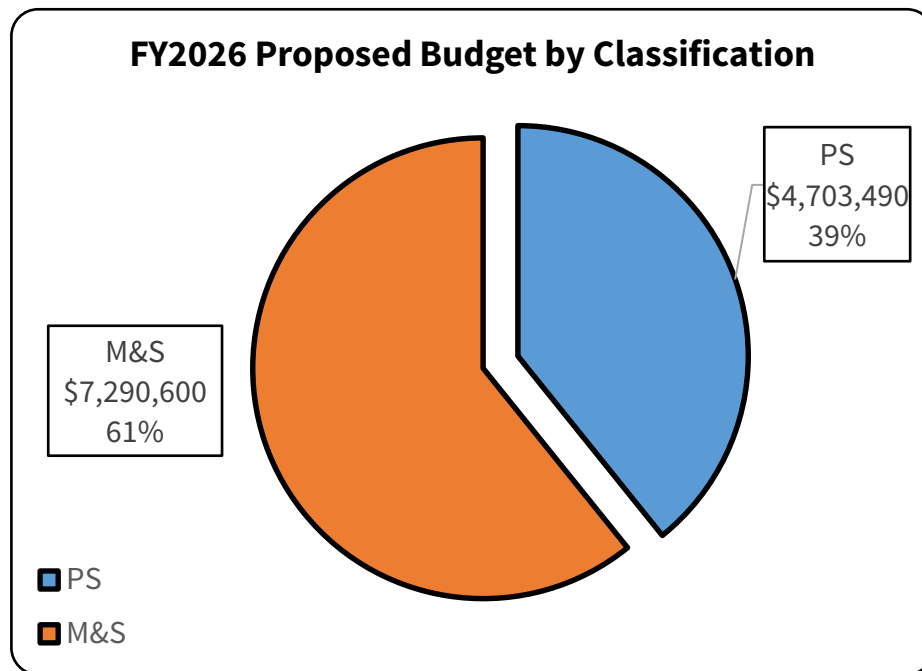
Legal Services Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,974,228	4,383,844	4,574,565	4,465,360	4,703,490	-	-
M&S	2,778,717	1,123,010	5,572,600	4,327,348	7,290,600	-	-
Total	\$6,752,945	\$5,506,854	\$10,147,165	\$8,792,708	\$11,994,090	-	-

Table 2. Legal Services Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Legal Services Division, alongside FY2024 and FY2024 Actuals, and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$1.85 million (18.2%), with PS rising by \$128,925 (2.8%) and M&S increasing significantly by \$1.72 million (30.8%). In the FY2026 Proposed Budget, PS comprises 39% (\$4.7M) of the total budget, while M&S accounts for 61% (\$7.29M).



1. Legal Services FY2026 Proposed Budget by Classification Pie Chart



Legal Services Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2065 Approved	FY2026 Adopted
Total FTE	25.00	26.00	24.00	24.00	24.00	-	-

Table 3. Legal Services Division FY2026 Proposed Budget Count of Full Time Equivalents

Legal Services Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2065 Approved	FY2026 Adopted
LSA	1,677,584	1,684,619	1,978,881	1,671,520	1,942,349	-	-
L	1,150,504	1,295,156	1,374,256	1,411,562	1,458,000	-	-
RTOD	3,924,857	2,527,079	6,794,028	5,709,626	8,593,741	-	-
Total	\$6,752,945	5,506,854	\$10,147,165	\$8,792,708	\$11,994,090	-	-

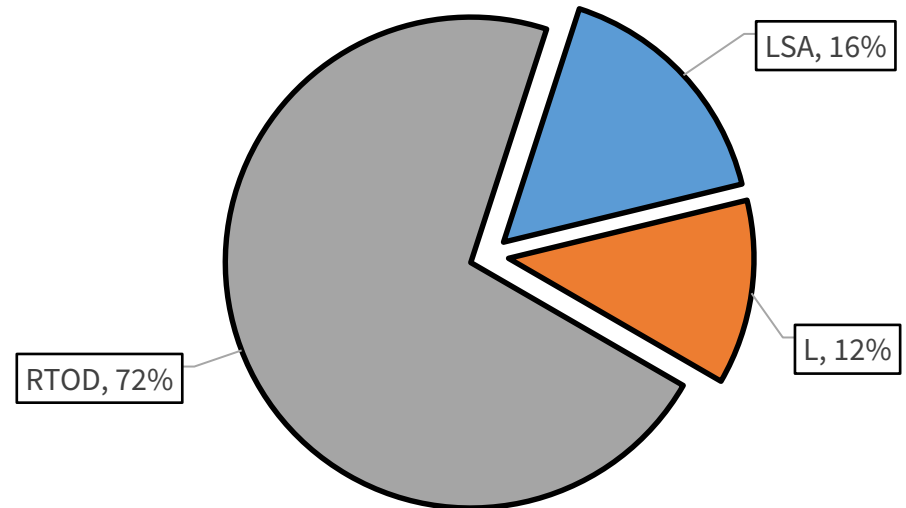
Table 4. Legal Services Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Legal Services Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Proposed, the total budget increases by \$1.85 million (+18.2%), with the largest increase in Real Estate and Real Estate & Transit Oriented Development (RTOD), rising by \$1.8 million (+26.5%). Legal Services Administration (LSA) decreases slightly by \$36,532 (-1.8%), while Litigation (L) increases by \$83,744 (+6.1%).

In the FY2026 Proposed Budget, RTOD comprises 72% (\$8.59M) of the total budget, Legal Services Administration (LSA) accounts for 16% (\$1.94M), and Litigation (L) represents 12% (\$1.46M).

FY2026 Proposed Budget by Department



2. Legal Services FY2026 Proposed Budget by Department Pie Chart

Legal Services Administration Department (LSA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2065 Approved	FY2026 Adopted
PS	1,517,726	1,517,772	1,683,281	1,457,659	1,646,749	-	-
M&S	159,858	166,847	295,600	213,861	295,600	-	-
Total	\$1,677,584	\$1,684,619	\$1,978,881	\$1,671,520	\$1,942,349	-	-

Table 5. Legal Services Administration Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Continue to fully develop and implement strategy and actions to achieve TriMet 2030. This is an ongoing, continuous effort.



Legal Services Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,143,265	1,152,965	1,309,957	1,124,849	1,271,708
Fringe	374,504	364,807	373,324	332,810	386,414
Capitalized Labor-Fringe	-43				-11,373
Total	\$1,517,726	\$1,517,772	\$1,683,281	\$1,457,659	\$1,646,749

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	37,606	26,120	73,700	39,845	73,700
Professional & Technical-Gen & Adm	5,601	4,209	15,000	7,500	15,000
Copier & Printer Usage and Maintenance		850		923	
Other Services- Gen & Adm	5,666	2,217	15,000	8,600	15,000
Office Supplies	518	3,259	3,000	2,317	3,000
Other Materials- Gen & Adm	6,474	11,213	14,000	8,107	14,000
Unreconciled P-Card Expense	9	278			
Computer Equip under \$5,000		5,820			
Telephone	5,580	8,736	5,000	7,452	5,000
NU-Dues & Subscriptions	57,973	54,619	80,900	69,114	80,900
NU-Local Travel & Meetings	1,323	1,853	7,000	5,763	7,000
NU-Education & Training - Gen & Adm	27,234	26,990	27,000	25,609	27,000
NU-Out-Of-Town Travel	11,170	20,101	50,000	33,747	50,000
Employee Recognition	704	582	5,000	4,884	5,000
Total	\$159,858	\$166,847	\$295,600	\$213,861	\$295,600

Litigation Department (L)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2065 Approved	FY2026 Adopted
PS	1,150,456	1,290,178	1,354,256	1,400,072	1,438,000	-	-
M&S	48	4,978	20,000	11,490	20,000	-	-
Total	\$1,150,504	\$1,295,156	\$1,374,256	\$1,411,562	\$1,458,000	-	-

Table 6. Litigation Department FY2026 Proposed Budget

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.

Goals and Objectives

People

- Engage with employees informed by results of engagement survey and initiatives developed as a result. Completion is targeted for June 30, 2026.
- Develop and implement succession program. Timeline through June 30, 2026.



Litigation Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	835,204	957,742	1,026,617	1,081,903	1,080,565
Fringe	315,252	332,436	327,639	318,169	357,435
Total	\$1,150,456	\$1,290,178	\$1,354,256	\$1,400,072	\$1,438,000

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal		3,061	20,000	10,000	20,000
Copier & Printer Usage and Maintenance		964		1,209	
Other Services- Gen & Adm	48				
Unreconciled P-Card Expense		953		281	
Total	\$48	\$4,978	\$20,000	\$11,490	\$20,000

Real Estate & Transit Oriented Development Department (RTOD)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2065 Approved	FY2026 Adopted
PS	1,306,046	1,575,894	1,537,028	1,607,629	1,618,741	-	-
M&S	2,618,811	951,185	5,257,000	4,101,997	6,975,000	-	-
Total	\$3,924,857	\$2,527,079	\$6,794,028	\$5,709,626	\$8,593,741	-	-

Table 7. Real Estate & Transit Oriented Development Department FY2026 Proposed Budget

Department Description & Responsibilities

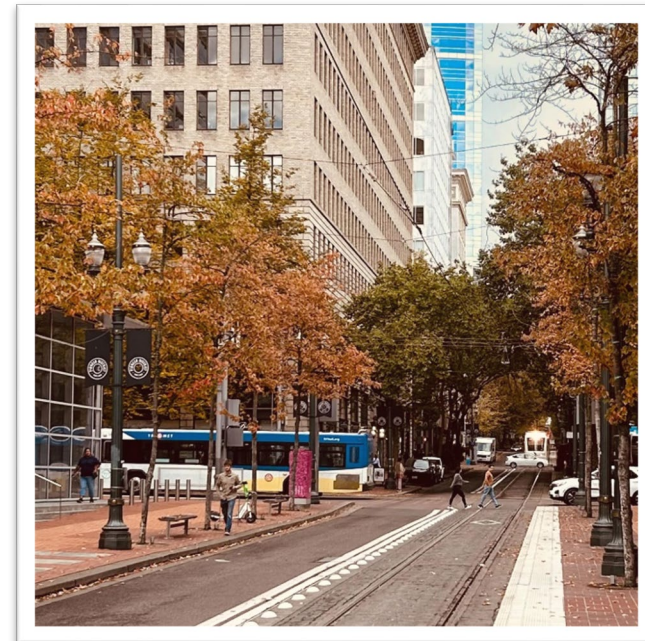
Major Functions

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.

Goals and Objectives

Infrastructure

- Complete project development and construction of the HollywoodHUB project, including TriMet infrastructure changes necessary for the project and affordable housing. Timeline through June 30, 2026.
- Support the delivery of the strategic vision for the re-development of the Gresham City Hall Park & Ride. Timeline through June 30, 2026.



Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,392,937	1,578,055	1,315,752	1,488,828	1,372,876
Fringe	539,112	567,071	444,631	419,650	483,025
Capitalized Labor-Fringe	-626,003	-569,232	-223,355	-300,849	-237,160
Total	\$1,306,046	\$1,575,894	\$1,537,028	\$1,607,629	\$1,618,741

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	19,064	42,423	35,700	21,484	15,700
Professional & Technical-Gen & Adm	347,570	325,467	100,000	76,695	
Copier & Printer Usage and Maintenance		370		363	
Other Services- Gen & Adm	48,259	28,154	46,000	39,868	6,000
Other Materials- Gen & Adm	200	6,900	41,000	20,561	21,000
Unreconciled P-Card Expense		1,195			
Property Taxes	1,247		48,300	-1,528	48,300
Lease Agreements	76,759	70,278		10,710	
Office Leases	2,125,712	476,398	4,986,000	3,933,844	6,884,000
Total	\$2,618,811	\$951,185	\$5,257,000	\$4,101,997	\$6,975,000

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Legal Services Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Exec Dir, Legal Services (General Counsel)	1.00	NU	FT	-	345,726	27	247,575	371,363
Deputy General Counsel, Senior	1.00	NU	FT	-	206,789	20	141,996	212,993
Director, Information Governance	1.00	NU	FT	-	156,142	17	110,957	166,434
Analyst, Senior, ADA and Title VI Compliance	1.00	NU	FT	-	115,124	16	102,036	153,055
Analyst, Senior, Records	1.00	NU	FT	-	117,478	14	86,095	129,143
Analyst, Records	1.00	NU	FT	-	84,613	12	72,421	108,629
Executive Assistant, Legal & Board	1.00	NU	FT	-	102,561	12	72,421	108,629
Total	7.00				\$1,128,433			

Table 8. Legal Services Administration Department Personnel Profile

Litigation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Legal Services	1.00	NU	FT	-	222,354	23	180,471	270,709
Deputy General Counsel, Senior	3.00	NU	FT	-	553,530	20	141,996	212,993
Paralegal Investigator	2.00	NU	FT	-	230,072	14	86,095	129,143
Assistant, Senior, Legal	1.00	NU	FT	-	74,610	12	72,421	108,629
Total	7.00				\$1,080,565			

Table 9. Litigation Department Personnel Profile

Real Estate & Transit Oriented Development

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Real Estate & Transit Oriented Devel	1.00	NU	FT	-	200,279	21	153,939	230,910
Program Manager, TOD Strategy	1.00	NU	FT	-	180,000	19	130,894	196,343
Deputy General Counsel	1.00	NU	FT	-	150,727	18	120,556	180,835
Manager, Real Estate	1.00	NU	FT	-	148,123	17	110,957	166,434
Program Manager, TOD Design	1.00	NU	FT	-	138,324	17	110,957	166,434
Project Manager, Senior, Third-Party Projects	1.00	NU	FT	-	114,895	15	93,779	140,669
Surveyor, Senior, Right-Of-Way	1.00	NU	FT	-	132,500	15	93,779	140,669
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT	-	238,590	14	86,095	129,143
Assistant, Senior Administrative	1.00	NU	FT	-	69,438	9	55,551	83,325
Total	10.00				\$1,372,876			

Table 10. Real Estate & Transit Oriented Development Department Personnel Profile

Strategy & Planning Division

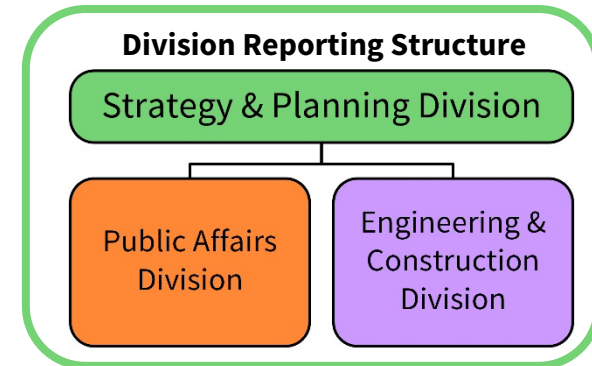
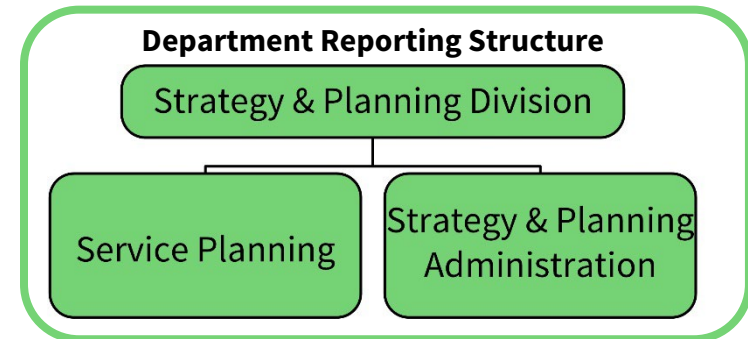
Overview

Departments

- Strategy & Planning Administration (SPA) 318
- Service Planning (SP) 320

Priorities of the Division

- (SPA) Responsible for identifying and implementing agency-wide strategies including the zero emission bus fleet initiatives and TriMet 2030.
 - Responsible for strategic guidance of
 - Engineering & Construction Division
 - Public Affairs Division
 - Service Planning
 - Zero-Emission Programs and Sustainability
 - Strategic Planning including TriMet 2030, Business Plan
- (SP) Responsible for long and short-range planning for bus and rail service, bus stop locations and bus passenger facilities, transit priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth, supporting sustainability planning and actions, and managing external funding processes and TriMet's Business Plan.



Divisional Fun Facts

- The Service Planning Department led one of the largest service changes in TriMet's history which began August 25, 2024 and included 5 new bus lines and changes to many others.
- The Bus Stops team is working towards refurbishing or replacing all shelters over 20 years old.
- TriMet is pursuing both battery electric buses (BEBs) and fuel cell electric buses (FCEBs) to get the right balance of range and reliability from our fleet.
- Continuing to fully develop and implement the strategy and actions to achieve TriMet 2030 is the General Manager's #1 Deliverable

Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Develop and publish annual Business Plan on schedule for each fiscal year.		X		SP	100%	100%	100%
Develop annual service plan for Board review and approval. Engage riders and public, conduct analysis, and develop recommendations for service enhancements.		X		SP	100%	100%	100%
Coordinate actions and provide weekly updates to Executive Team about TriMet 2030.		X		SPA	N/A	N/A	100%
Develop initial integrated roadmap for zero-emission vehicles, technology, and infrastructure in alignment with service plans in time to allow beginning procurement processes on grant-funded fuel cell electric buses and fueling equipment before the end of FY2026.		X		SPA	N/A	N/A	100%

Table 1. Strategy & Planning Division Performance Metrics

Division Summary

Strategy & Planning Division Budget

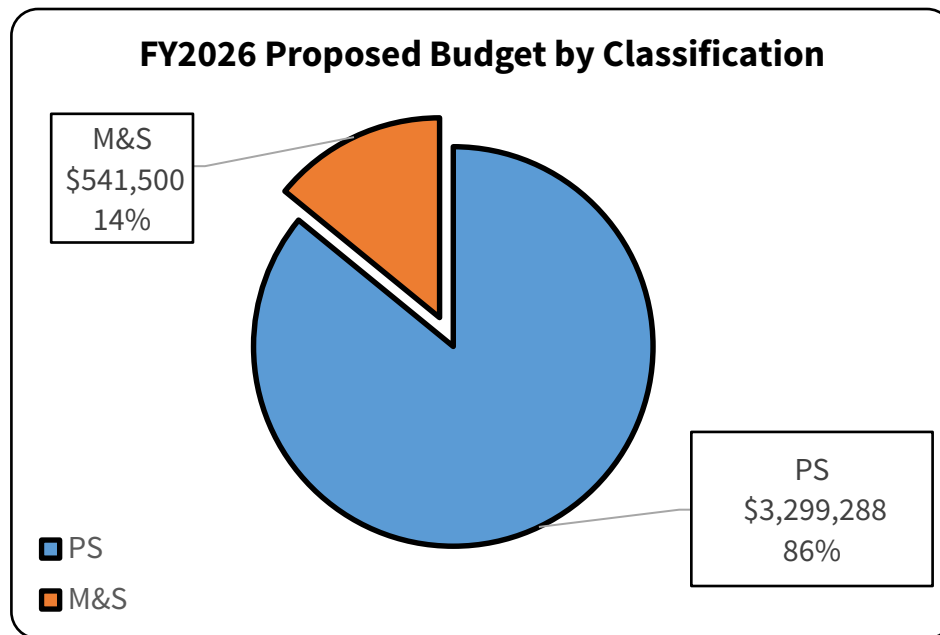
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	3,644,251	3,245,659	3,299,288	-	-
M&S	-	-	1,153,700	881,229	541,500	-	-
Total	-	-	\$4,797,951	\$4,126,888	\$3,840,788	-	-

Table 2. Strategy & Planning Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Strategy & Planning Division, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$957,163 (-19.9%), with PS decreasing by \$344,963 (-9.5%) and M&S decreasing by \$612,200 (-53.1%).

In the FY2026 Proposed Budget, PS comprises 86% (\$3.3M) of the total budget, while M&S accounts for 14% (\$541.5K).



1. Strategy & Planning FY2026 Proposed Budget by Classification Pie Chart

Strategy & Planning Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	-	-	20.00	20.00	17.00	-	-

Table 3. Strategy & Planning Division FY2026 Proposed Budget Count of Full Time Equivalents

Strategy & Planning Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
SPA	-	-	1,375,495	1,025,020	1,395,123	-	-
SP	-	-	3,422,456	3,101,868	2,445,665	-	-
Total	-	-	\$4,797,951	\$4,126,888	\$3,840,788	-	-

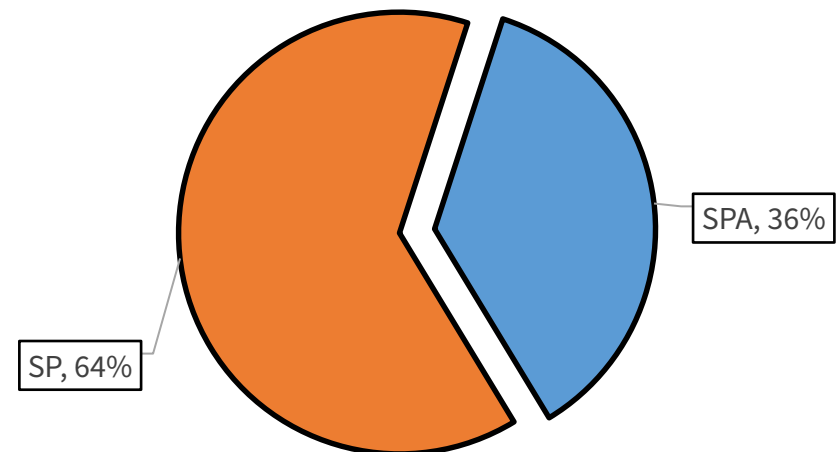
Table 4. Strategy & Planning Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Strategy & Planning Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$957,163 (-19.9%), with Strategic Planning (SP) declining by \$976,791 (-28.5%), while Strategy & Planning Administration (SPA) increases by \$19,628 (+1.4%).

In FY2026 Proposed, Strategic Planning (SP) comprises 64% (\$2.45M) of the total budget, while Strategy & Planning Administration (SPA) accounts for 36% (\$1.40M).

FY2026 Proposed Budget by Department



2. Strategy & Planning FY2026 Proposed Budget by Department Pie Chart

Strategy & Planning Administration Department (SPA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	1,254,995	920,577	1,274,623	-	-
M&S	-	-	120,500	104,443	120,500	-	-
Total	-	-	\$1,375,495	\$1,025,020	\$1,395,123	-	-

Table 5. Strategy & Planning Administration Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Strategy & Planning Administration Department is responsible for identifying and implementing agency-wide strategies and programs and driving the long-term planning and strategic policy of the agency. Responsible for strategic guidance of:

- Engineering & Construction Division
- Public Affairs Division
- Service Planning
- Zero-Emission Programs and Sustainability
- Strategic Planning including TriMet 2030, Business Plan



Goals and Objectives

Customer

- Continue to fully develop and implement strategy and actions to achieve TriMet 2030. Timeline is continuous.
- Develop and deliver to Board TriMet's Business Plan. Timeline through June 30, 2026.

Infrastructure

- Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support zero-emission buses with attainable technology. Timeline through June 30, 2026.

Strategy & Planning Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor			991,978	695,156	997,531
Fringe			263,017	225,421	277,092
Total			\$1,254,995	\$920,577	\$1,274,623

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			10,000	26,638	40,000
Copier & Printer Usage and Maintenance				169	
Other Services- Gen & Adm				15,642	
Office Supplies			3,000	1,500	3,000
Equip/Furn < \$5,000-Gen & Adm					8,000
Other Materials- Gen & Adm			2,000	2,274	2,000
Unreconciled P-Card Expense				1,094	
Computer Equip under \$5,000			8,000	4,000	
Telephone			6,000	3,000	6,000
NU-Dues & Subscriptions			40,000	20,000	10,000
NU-Local Travel & Meetings			4,000	5,060	4,000
NU-Education & Training - Gen & Adm			25,000	12,500	25,000
NU-Out-Of-Town Travel			20,000	11,316	20,000
Employee Recognition			2,500	1,250	2,500
Total			\$120,500	\$104,443	\$120,500

Service Planning Department (SP)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	2,389,256	2,325,082	2,024,665	-	-
M&S	-	-	1,033,200	776,786	421,000	-	-
Total	-	-	\$3,422,456	\$3,101,868	\$2,445,665	-	-

Table 6. Service Planning Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Service Planning Department is responsible for the planning of transit service. This includes planning for bus and MAX service, bus stop locations and bus passenger facilities, transit priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth including the coordinating STIF processes; updating and managing TriMet's Business Plan; and coordinating TriMet's sustainability efforts and Climate Action Plan.

Goals and Objectives

Customer

- Continue to fully develop and implement strategy and actions to achieve TriMet 2030. This is an ongoing, continuous effort.
- Implement annual service plans as developed through engagement with riders, public, and other partners. Timeline through June 30, 2026.
- Develop and deliver to Board TriMet's Business Plan. Timeline through June 30, 2026.



Service Planning Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor			1,789,150	1,830,924	1,501,567
Fringe			600,106	575,776	523,098
Capitalized Labor-Fringe				-81,618	
Total			\$2,389,256	\$2,325,082	\$2,024,665

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			743,700	535,272	123,700
Metro Unified Work Prog			257,500	253,748	265,300
Copier & Printer Usage and Maintenance				189	
Other Services- Gen & Adm			21,000	-30,557	21,000
Other Materials- Gen & Adm			6,000	4,144	6,000
Unreconciled P-Card Expense				1,801	
Computer Equip under \$5,000			5,000	2,605	5,000
Telephone				274	
NU-Local Travel & Meetings				1,530	
NU-Out-Of-Town Travel				7,780	
Total			\$1,033,200	\$776,786	\$421,000

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Strategy & Planning Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Strategy & Planning Officer	1.00	NU	FT	-	299,500	27	247,575	371,363
Senior Director, EW Zero Emission Programs	1.00	NU	FT	-	161,417	21	153,939	230,910
Manager, Zero Emission Buses	1.00	NU	FT	-	173,996	18	120,556	180,835
Program Manager, Senior, Vision 2030	1.00	NU	FT	-	167,761	18	120,556	180,835
Executive Assistant, Senior (CSPO)	1.00	NU	FT	-	98,738	13	78,990	118,485
Total	5.00				\$901,412			

Table 7. Strategy & Planning Administration Department Personnel Profile

Service Planning

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Planning	1.00	NU	FT	-	215,766	21	153,939	230,910
Director, Mobility Planning & Policy	1.00	NU	FT	-	183,943	20	141,996	212,993
Manager, Service Planning & Development	2.00	NU	FT	-	295,702	17	110,957	166,434
Coordinator, Senior, Operating Projects	1.00	NU	FT	-	132,437	15	93,779	140,669
Planner, Senior	1.00	NU	FT	-	123,347	15	93,779	140,669

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT	-	108,588	14	86,095	129,143
Planner	3.00	NU	FT	-	300,711	13	78,990	118,485
Planner, Associate	1.00	NU	FT	-	84,281	11	66,341	99,513
Assistant, Administrative	1.00	NU	FT	-	56,792	7	46,369	69,554
Total	12.00				\$1,501,567			

Table 8. Service Planning Department Personnel Profile

Public Affairs Division

Overview

Departments

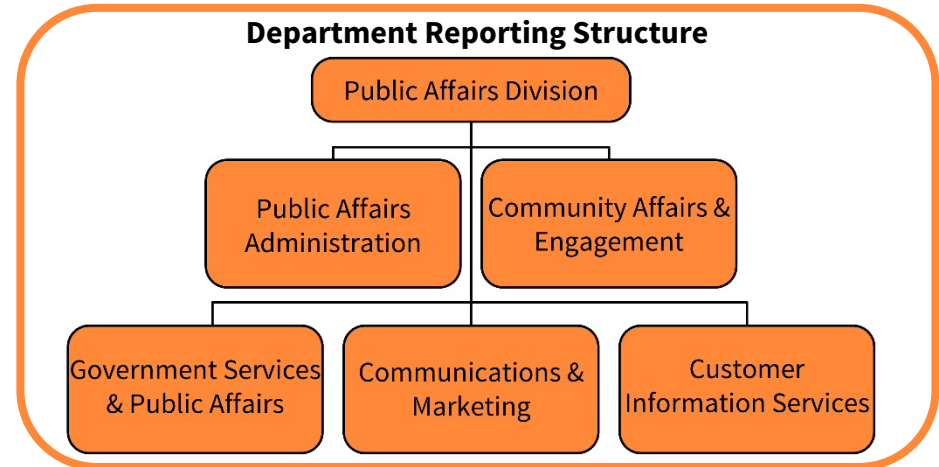
- Public Affairs Administration (PAA) 329
- Community Affairs & Engagement (CAE)..... 331
- Government Services and Public Affairs (GSPA)..... 333
- Communications & Marketing (CM)..... 335
- Customer Information Services (CIS) 337

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) Manages 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 communications and marketing efforts to tell the TriMet story, influence the perception of the agency and make riding easy and convenient.
- (CIS) Supports the agency's business plan creating the best possible experience for our riders.

Divisional Fun Facts

- The Division marked the completion of A Better Red with two celebrations attended by partners and the FTA to herald the investment in TriMet's MAX system.
- TriMet's largest survey, the Attitude & Awareness survey recorded a 73% overall approval rating in 2024, up five points from the prior year, with a 77% approval rating from those who actually ride.
- More digital screens now provide real-time transit updates at 97% of MAX stations and 358 bus stops.
- TriMet's exclusive Riders Club has 66,000 members, who receive communications and surveys, event opportunities and giveaways.
- The Division's Government Affairs staff was integral in securing \$69 million in recent federal funding for agency capital projects.



Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Build ridership to 90% of pre-pandemic levels.			X	PAA	60%	75%	100%
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	CAE	100%	100%	100%
Partner with 10 community based organizations to engage equity priority communities in discussions about service, policy and capital projects.		X		CAE	100%	100%	100%
Maintain ongoing communication, enhance partnerships and build support for TriMet projects and initiatives with all local, regional, state and federal jurisdictions, elected officials, and other TriMet partners at minimum on a monthly basis.	X	X	X	GSPA	N/A	100%	100%
Build and execute strategy to maximize funding support for TriMet service improvements and expansion, capital projects, state of good repair and zero emissions bus transition via local, regional, state and federal programs, grants and appropriations.	X	X		GSPA	N/A	75%	100%
Conduct market research quarterly to enhance communications and outreach that will encourage return and new riders.		X	X	CM	60%	80%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
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	CM	N/A	80%	100%
Provide semi-annual reports on detailed analysis of TriMet rider preferences to support customer friendly initiatives.	X	X		CIS	90%	95%	100%
Integrate, launch, and chat functionality for customer service to full functionality by end of fiscal year.		X		CIS	N/A	N/A	100%

Table 1. Public Affairs Division Performance Metrics



Division Summary

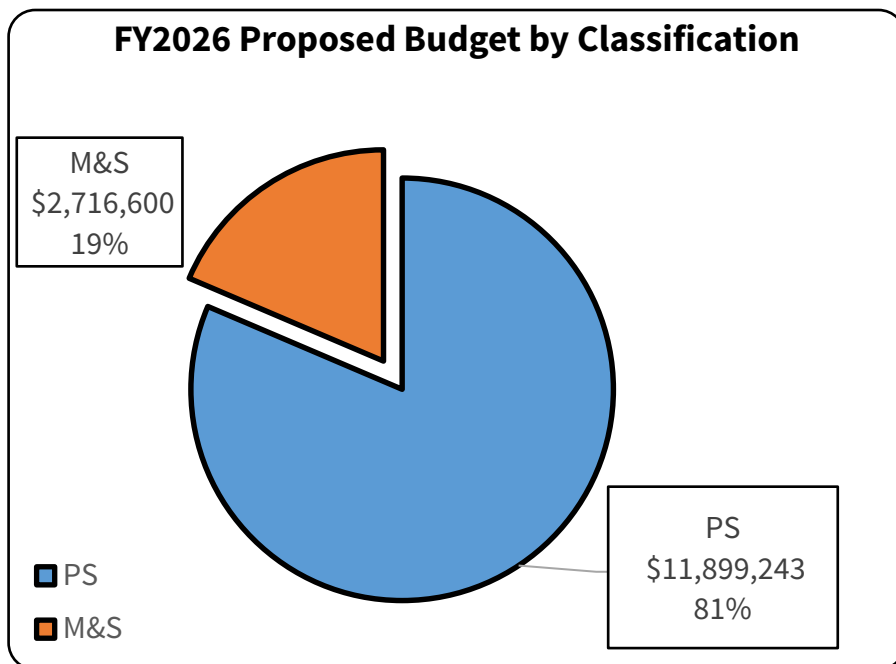
Public Affairs Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	9,605,536	10,852,331	12,940,506	12,362,880	11,899,243	-	-
M&S	4,757,241	6,395,464	7,160,400	7,038,026	2,716,600	-	-
Total	\$14,362,777	\$17,247,795	\$20,100,906	\$19,400,906	\$14,615,843	-	-

Table 2. Public Affairs Division FY2026 Proposed Budget by Classification

The table presents the FY2026 Proposed Budget for the Public Affairs Division, alongside FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From the FY2025 Budget to the FY2026 Proposed Budget, the total budget decreases by \$5.49 million (-27.3%), with PS declining by \$1.04 million (-8.1%) and M&S decreasing significantly by \$4.44 million (-62.1%). In the FY2026 Proposed Budget, PS comprises 81% (\$11.9M) of the total budget, while M&S accounts for 19% (\$2.72M).



1. Public Affairs FY2026 Proposed Budget by Classification Pie Chart



Public Affairs Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTEs	88.00	95.00	107.00	107.00	90.00	-	-

Table 3. Public Affairs Division FY2026 Proposed Budget Count of Full Time Equivalents

Public Affairs Division Budget by Department

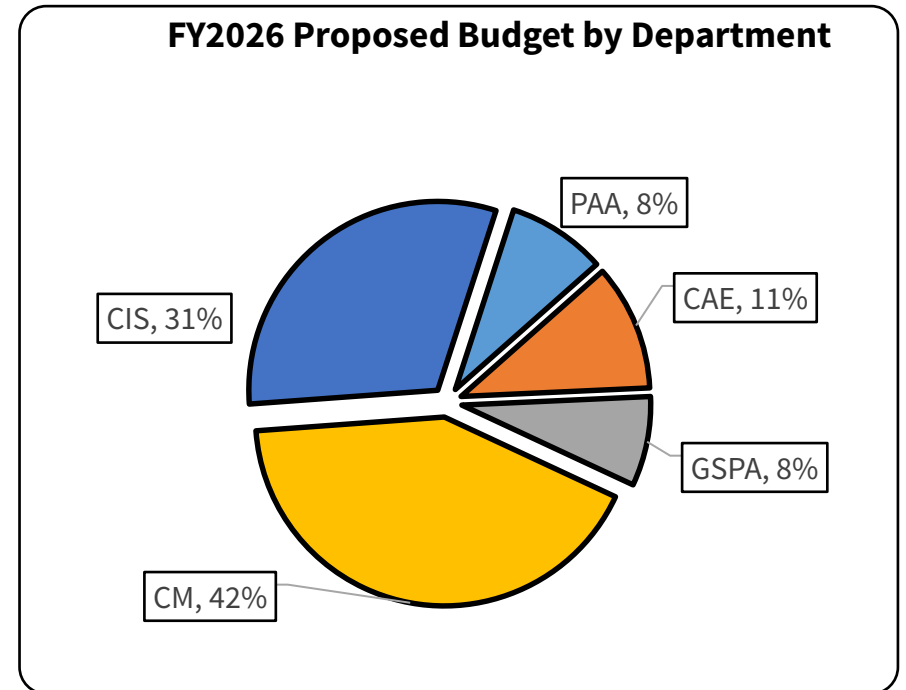
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PAA	858,308	1,010,760	1,341,390	1,118,368	1,237,320	-	-
CAE	2,196,362	1,404,144	1,552,249	1,380,638	1,580,006	-	-
GSPA	1,112,981	1,316,577	1,172,498	1,142,805	1,120,204	-	-
CM	5,924,276	8,849,431	10,070,147	10,131,594	6,123,307	-	-
CIS	4,270,850	4,666,883	5,964,622	5,627,501	4,555,006	-	-
Total	\$14,362,777	\$17,247,795	\$20,100,906	\$19,400,906	\$14,615,843	-	-

Table 4. Public Affairs Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Public Affairs Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

The total budget decreases by \$5.49 million (-27.3%) from FY2025 Budget to FY2026 Proposed, driven by a \$3.95 million (-39.2%) reduction in Communications & Marketing (CM) and a \$1.41 million (-23.6%) decrease in Customer Information Services (CIS). Government & Strategic Partnerships (GSPA) and Public Affairs Administration (PAA) sees a slight decline (-4.5%, and -7.8% expectedly), while Community Affairs & Engagement (CAE) (+1.8%) increases.

In the FY2026 Proposed Budget by Department, CM comprises 42% (\$6.12M) of the total budget, CIS 31% (\$4.56M), CAE 11% (\$1.58M), with PAA and GSPA each at 8% (\$1.24M and \$1.12M).



2. Public Affairs FY2026 Proposed Budget by Department Pie Chart

Public Affairs Administration Department (PAA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	532,752	726,584	1,028,890	812,936	830,220	-	-
M&S	325,556	284,176	312,500	305,432	407,100	-	-
Total	\$858,308	\$1,010,760	\$1,341,390	\$1,118,368	\$1,237,320	-	-

Table 5. Public Affairs Administration Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low income fare, fare policy, 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. Timeline through June 30, 2026.

Infrastructure

- With partners, pursue opportunities for potentially viable transit infrastructure projects. Timeline through June 30, 2027.

Financial

- 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). Timeline through June 30, 2026.



Public Affairs Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	381,810	543,953	786,103	585,119	684,644
Fringe	150,942	182,631	242,787	227,817	195,385
Capitalized Labor-Fringe					-49,809
Total	\$532,752	\$726,584	\$1,028,890	\$812,936	\$830,220

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	5,313	26,688	5,000	2,500	5,000
Professional & Technical-Gen & Adm	59,856	191	94,400	53,119	124,200
Temporary Help-Gen & Adm	3,885		1,500	750	1,500
Copier & Printer Usage and Maintenance		669		195	
Other Services- Gen & Adm	22,881	18,897	18,800	21,817	18,800
Office Supplies	5,062	7,604	7,800	5,592	7,800
Other Materials- Gen & Adm	4,696	3,758	4,800	3,338	4,800
Unreconciled P-Card Expense	3,328	4,969		196	
Safety Supplies- Gen & Adm		170			
Telephone	110,696	110,750	67,500	77,965	67,500
NU-Dues & Subscriptions	38,375	35,879	39,800	88,054	45,700
NU-APTA & OTA Dues					58,900
NU-Local Travel & Meetings	7,244	14,396	18,400	12,240	18,400
NU-Education & Training - Gen & Adm	31,461	36,500	28,000	19,308	28,000
NU-Out-Of-Town Travel	31,331	22,883	19,500	13,292	19,500
Employee Recognition	1,428	822	7,000	7,066	7,000
Total	\$325,556	\$284,176	\$312,500	\$305,432	\$407,100

Community Affairs & Engagement Department (CAE)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,003,301	992,146	937,649	875,617	991,406	-	-
M&S	1,193,061	411,998	614,600	505,021	588,600	-	-
Total	\$2,196,362	\$1,404,144	\$1,552,249	\$1,380,638	\$1,580,006	-	-

Table 6. Community Affairs & Engagement Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Engage riders, stakeholders, and community for Budget, Business Plan, service changes, Equity and Title VI update, low-income fare, fare policy, 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. Timeline through June 30, 2026.

Infrastructure

- Plan for and create more opportunities and venues for the General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies. Timeline through June 30, 2026.
- Provide transit expertise and project support for the light rail component of the Interstate Bridge Replacement program. Timeline through June 30, 2026.
- Develop the 82nd Ave bus project, potentially as a new FX bus rapid transit line. Timeline through June 30, 2026.

Community Affairs & Engagement Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,100,169	1,115,790	1,245,369	1,135,066	1,284,174
Fringe	415,061	434,704	492,415	440,369	543,722
Capitalized Labor-Fringe	-511,929	-558,348	-800,135	-699,818	-836,490
Total	\$1,003,301	\$992,146	\$937,649	\$875,617	\$991,406

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm				378	
Student Pass/BETC Program	308				
Ride Connection Mini Grant Administration				195	
Copier & Printer Usage and Maintenance		575		1,923	
Other Services- Gen & Adm	1,148,524	322,507	508,300	369,308	508,300
Office Supplies	155				
Unreconciled P-Card Expense	2,934	1,355		3,841	
Community Outreach	31,575	82,798	106,300	126,561	80,300
Outreach/Promotions	7,131	5			
Telephone	2,338	955		1,285	
NU-Dues & Subscriptions	96				
NU-Local Travel & Meetings		3,500		1,530	
NU-Out-Of-Town Travel		303			
Total	\$1,193,061	\$411,998	\$614,600	\$505,021	\$588,600

Government Services and Public Affairs Department (GSPA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	703,566	795,002	797,998	782,746	804,604	-	-
M&S	409,415	521,575	374,500	360,059	315,600	-	-
Total	\$1,112,981	\$1,316,577	\$1,172,498	\$1,142,805	\$1,120,204	-	-

Table 7. Government Services and Public Affairs Department FY2026 Proposed Budget

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.

Goals and Objectives

Infrastructure

- Plan for and create more opportunities and venues for the General Manager, Chief Strategy Officer, Executive Director of Public Affairs, and government affairs staff to build relationships and collaborate with local, regional, state, and federal jurisdictions and agencies. Timeline through June 30, 2030.
- With partners, pursue opportunities for potentially viable transit infrastructure projects. Timeline through June 30, 2030.

Financial

- Pursue additional opportunities to maximize funding from local, regional, state, and federal programs, grants, and appropriations. Timeline through June 30, 2030.
- 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). Timeline through June 30, 2027.

Government Services and Public Affairs Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	492,706	602,110	605,706	560,630	598,970
Fringe	210,860	193,187	192,292	222,116	205,634
Capitalized Labor-Fringe		-295			
Total	\$703,566	\$795,002	\$797,998	\$782,746	\$804,604

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	335,625	447,931	308,300	313,730	308,300
Copier & Printer Usage and Maintenance		94		45	
Other Services- Gen & Adm	6,750	2,418	6,300	12,497	6,300
Other Materials- Gen & Adm	200	28	1,000	500	1,000
NU-APTA & OTA Dues	66,840	67,590	58,900	29,450	
NU-Local Travel & Meetings		3,514		2,329	
NU-Out-Of-Town Travel				1,508	
Total	\$409,415	\$521,575	\$374,500	\$360,059	\$315,600

Communication & Marketing Department (CM)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,657,255	4,171,179	4,761,447	4,951,555	5,233,807	-	-
M&S	2,267,021	4,678,252	5,308,700	5,180,039	889,500	-	-
Total	\$5,924,276	\$8,849,431	\$10,070,147	10,131,594	\$6,123,307	-	-

Table 8. Communication & Marketing Department FY2026 Proposed Budget

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 promotes 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.

Goals and Objectives

People

- Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- Regularly conduct employee surveys and work with employee communications for employee awareness and engagement. Timeline through June 30, 2026.

Customer

- Engage riders, partners, and the community about TriMet business and improvement efforts to increase ridership and make riding easier, better, and more convenient. Tell the TriMet story about the vital role we play in the community and share information regarding various projects and projects in development or underway. Timeline through for June 30, 2026.

Communications & Marketing Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,713,571	3,092,055	3,609,764	3,783,290	3,913,926
Fringe	1,082,490	1,177,744	1,361,260	1,308,644	1,544,748
Capitalized Labor-Fringe	-138,806	-98,620	-209,577	-140,379	-224,867
Total	\$3,657,255	\$4,171,179	\$4,761,447	\$4,951,555	\$5,233,807

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Production	146,720	390,084	152,800	165,792	150,800
Professional & Technical-Gen & Adm	126,143	160,949	130,300	93,370	130,300
Student Pass/BETC Program		7,588	19,000	9,661	4,000
Consumer Research & Eval	124,876	186,997	103,500	157,583	103,500
Copier & Printer Usage and Maintenance		1,685		2,964	
Software Hosting/Subscription Services	49,018	92,243		29,244	
Other Services- Gen & Adm	179,664	59,161	36,000	26,301	36,000
Graphics Material	8,223	65,664	8,300	31,050	8,300
Unreconciled P-Card Expense		127,231		5,348	
Computer Equip under \$5,000	9,222	14,324	5,000	10,983	5,000
Community Outreach		752,717	3,732,000	3,474,068	
Promotions	131,540	37,590	85,500	120,945	85,500
Publications	308	764	1,000	963	1,000
Outreach/Promotions	847,911	1,102,993	688,400	511,522	126,300
Sales Programs	9,133	8,621	10,000	6,547	10,000
Telephone	14,220	11,950		6,898	
NU-Dues & Subscriptions	3,500	23			
Chamber Dues & Fees	5,560		5,900	2,950	
NU-Local Travel & Meetings		3,500		1,530	
NU-Out-Of-Town Travel	702			3,383	
Media Fees	197,575	92,450	227,000	166,070	224,800
Conference and Event Coordination		115,945			
Employee Communications	4,796	2,693	4,000	2,210	4,000
Employee Recognition	16,325	7,437		31,208	
Software License Fees				3,906	
Special Event Expenses	391,585	1,435,643	100,000	315,543	
Total	\$2,267,021	\$4,678,252	\$5,308,700	\$5,180,039	\$889,500

Customer Information Services Department (CIS)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,708,662	4,167,420	5,414,522	4,940,026	4,039,206	-	-
M&S	562,188	499,463	550,100	687,475	515,800	-	-
Total	\$4,270,850	\$4,666,883	\$5,964,622	\$5,627,501	\$4,555,006	-	-

Table 9. Customer Information Services Department FY2026 Proposed Budget

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.

Goals and Objectives

Customer

- Enhance customer information systems with upgraded onboard announcements, dynamic video content, and ADA-compliant text-to-speech buttons, alongside e-Paper and LED service signs for real-time updates and improved accessibility. Timeline is continuous.



Customer Information Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,560,502	3,138,955	3,651,035	3,502,714	2,760,940
Fringe	1,148,160	1,198,674	1,763,487	1,446,739	1,278,266
Capitalized Labor-Fringe		-170,209		-9,427	
Total	\$3,708,662	\$4,167,420	\$5,414,522	\$4,940,026	\$4,039,206

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	15,968	577	7,300	3,650	7,300
Copier & Printer Usage and Maintenance		938		1,530	
Other Services- Gen & Adm	904	2,220	2,500	22,591	2,500
Uniforms- Rev Veh Op	1,205	1,151	2,500	3,876	2,500
Schedule & service information	164,761	37,128	185,000	108,623	182,500
Office Supplies	2,310	1,946		334	
Other Materials- Gen & Adm	951	1,125	2,500	1,457	2,500
Unreconciled P-Card Expense	2,635	8,295		8,549	
Schedule Books & Map	2,297	1,415	10,900	6,184	10,900
On Street Customer Service	59,628	14,825	23,700	19,727	23,700
Customer Info Material			11,400	5,700	11,400
Customer information & signage	258,374	257,929	216,600	296,944	184,800
Call Center Operations	28,424	131,905	85,900	198,956	85,900
Telephone	8,226	3,355		3,961	
Data Communication Services	16,505	24,454			
NU-Local Travel & Meetings		10,500		4,590	
Customer Service Training		1,700	1,800	803	1,800
Total	\$562,188	\$499,463	\$550,100	\$687,475	\$515,800

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Public Affairs Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Public Affairs	1.00	NU	FT	-	249,956	24	195,178	292,769
Assistant, Executive Administrative	1.00	NU	FT	-	77,047	12	72,421	108,629
Project Manager	1.00	NU	FT	-	86,770	12	72,421	108,629
Total	3.00				\$413,773			

Table 10. Public Affairs Administration Department Personnel Profile

Community Affairs & Engagement

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Community Affairs & Engagement	1.00	NU	FT	-	159,746	18	120,556	180,835
Manager, Community Affairs	1.00	NU	FT	-	130,004	16	102,036	153,055
Manager, Community Engagement Programs	1.00	NU	FT	-	122,213	16	102,036	153,055
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT	-	101,164	13	78,990	118,485
Coordinator, Community Affairs	3.00	NU	FT	X	276,752	12	72,421	108,629
Coordinator, Community Affairs	1.00	NU	FT	-	97,853	12	72,421	108,629
Coordinator, Outreach Programs & Events	2.00	NU	FT	-	155,489	11	66,341	99,513

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Coordinator, Outreach Services	1.00	NU	FT	-	96,614	11	66,341	99,513
Representative, Community Affairs	1.00	NU	FT	-	67,739	10	60,740	91,108
Assistant, Senior Administrative	1.00	NU	FT	-	76,600	9	55,551	83,325
Total	13.00				\$1,284,174			

Table 11. Community Affairs & Engagement Department Personnel Profile

Government Services & Public Affairs

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Government Relations	1.00	NU	FT	-	186,548	20	141,996	212,993
Program Manager, Government Affairs & Policy	1.00	NU	FT	-	158,588	18	120,556	180,835
Program Manager, Government Relations	1.00	NU	FT	-	119,386	18	120,556	180,835
Program Manager, Local Government Affairs	1.00	NU	FT	-	134,448	18	120,556	180,835
Total	4.00				\$598,970			

Table 12. Government Services & Public Affairs Department Personnel Profile

Communications & Marketing Development

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Marketing & Business Development	1.00	NU	FT	-	215,141	21	153,939	230,910
Director, Communications	1.00	NU	FT	-	197,966	20	141,996	212,993
Manager, Fare Programs	1.00	NU	FT	-	127,039	17	110,957	166,434
Manager, Marketing	1.00	NU	FT	-	142,169	17	110,957	166,434
Manager, Media Relations	1.00	NU	FT	-	146,802	17	110,957	166,434
Manager, Creative Services	1.00	NU	FT	-	128,781	16	102,036	153,055
Manager, Digital Communications	1.00	NU	FT	-	137,703	16	102,036	153,055
Analyst, Senior, Research	2.00	NU	FT	-	238,863	15	93,779	140,669
Manager, Employee Communications	1.00	NU	FT	-	110,156	15	93,779	140,669
Program Manager, Events & Partnerships	1.00	NU	FT	-	133,288	15	93,779	140,669
Coordinator, Senior, Communications	1.00	NU	FT	-	114,939	14	86,095	129,143
Coordinator, Senior, Fare Policy Program	1.00	NU	FT	-	123,019	14	86,095	129,143
Coordinator, Senior, Marketing & Business Develop	1.00	NU	FT	-	120,681	14	86,095	129,143
Developer, UX	1.00	NU	FT	-	111,091	14	86,095	129,143
Public Information Officer	2.00	NU	FT	-	204,830	14	86,095	129,143
Designer, UX	1.00	NU	FT	-	113,545	13	78,990	118,485
Coordinator, Employee Communications	1.00	NU	FT	-	103,229	12	72,421	108,629
Graphic Designer	3.00	NU	FT	-	270,373	12	72,421	108,629
Representative, Transportation Options	2.00	NU	FT	-	185,246	12	72,421	108,629
Coordinator, Marketing Communications	1.00	NU	FT	-	89,580	11	66,341	99,513
Coordinator, Outreach Programs & Events	4.00	NU	FT	-	351,098	11	66,341	99,513
Coordinator, Print Production	1.00	NU	FT	-	96,614	11	66,341	99,513
Coordinator, Transportation Options	1.00	NU	FT	-	96,614	11	66,341	99,513
Copywriter, Senior	1.00	NU	FT	-	71,885	10	60,740	91,108
Assistant, Senior Administrative	1.00	NU	FT	-	71,781	9	55,551	83,325
Specialist, Senior, Transportation Options	2.00	NU	FT	-	135,011	9	55,551	83,325
Specialist, Senior, Video Production	1.00	NU	FT	-	76,484	9	55,551	83,325
Total	36.00				\$3,913,926			

Table 13. Communications & Marketing Development Department Personnel Profile

Customer Information Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Customer Experience	1.00	NU	FT	-	143,101	18	120,556	180,835
Manager, Customer Experience	1.00	NU	FT	-	121,296	15	93,779	140,669
Manager, On-Street Customer Service	1.00	NU	FT	-	125,382	14	86,095	129,143
Project Manager, Senior	1.00	NU	FT	-	115,041	14	86,095	129,143
Assistant, Senior Administrative	1.00	NU	FT	-	56,111	9	55,551	83,325
Coordinator, Operations	2.00	U	FT	-	185,693	876	69,641	92,841
Specialist, Information Development	4.00	U	FT	-	397,883	732	74,594	99,466
Customer Service Representative	7.00	U	FT	-	557,566	731	65,856	87,800
Representative, Field Outreach & Comm. Rels.	7.00	U	FT	-	371,111	715	44,637	55,819
Customer Experience Agent	7.00	U	FT	-	422,095	714	48,973	64,821
Supervisor, Customer Service Center	2.00	U	FT	-	205,206	710	76,971	102,613
Total	34.00				\$2,700,485			

Table 14. Customer Information Services Department Personnel Profile



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Engineering & Construction Division

Overview

Departments

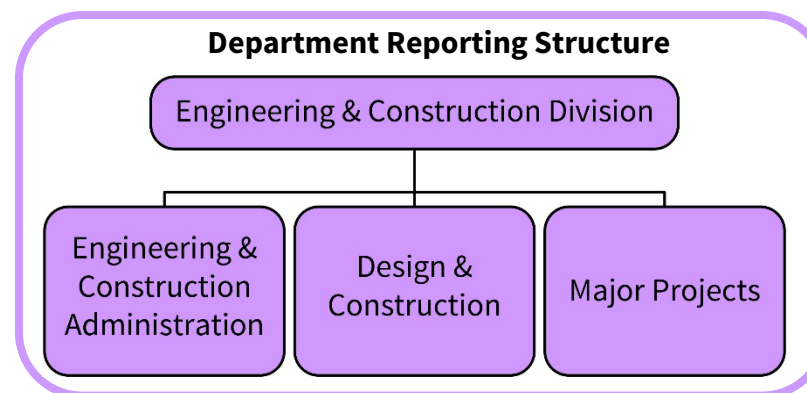
- Engineering & Construction Administration (ECA) 349
- Policy & Planning (P&P) 352
- Design & Construction (DCD) 354
- Major Projects (MP) 356

Major Priorities of the Division

- (ECA) Provides oversight and tracking of project cost and budgets, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports project delivery for the Engineering & Construction Division.
- (DCD) Provides management of assigned capital projects funded in TriMet's Capital Improvement Program (CIP). Also includes Project Development support prior to funding. Projects typically include those that implement enhancements to address safety/security and/or increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and those operations and maintenance facility (OMF) projects associated with implementation of the Zero Emission Bus (ZEB) program.
- (MP) Provides environmental permitting, capital planning, design and construction of federal and/or STIF funded major regional transit projects, consistent with the Regional Transportation Plan and TriMet priorities. Within Major Projects, the IBR Team provides the planning, design, and construction transit expertise to support the multi-state and agency effort to build a new transit supportive bridge across the Columbia River.

Divisional Fun Facts

- The Engineering & Construction Division is delivering new Type 6 Light Rail vehicles which are the first vehicles TriMet has purchased to replace the oldest vehicles in its light rail fleet (Type 1).
- The Engineering & Construction Division is delivering the Columbia Operations facility, which is the first new bus OMF in more than 40 years.



Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Provide independent cost estimates and reconcile with construction projects bi-weekly.	X			ECA	100%	100%	100%
Update and distribute monthly agency-wide project schedules.	X			ECA	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			ECA	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			ECA	100%	100%	100%
Increase transit service reliability and capacity by managing projects and programs in accordance with baseline schedules/budgets.			X	DCD	100%	In process	100%
Improve SGR by managing projects and programs in accordance with their baseline schedules/budgets.			X	DCD	100%	In process	100%
Provide technical support to internal maintenance groups upon request throughout the year.		X		DCD	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 82nd Ave and TV Highway.		X		MP	10%	25%	50%
Improve transit speed & reliability with Better Bus (Enhanced Transit Corridor) investments.			X	MP	100%	100%	100%
Successfully deliver the A Better Red MAX Extension and Reliability Improvements Project. Utilize full extent of project budget to deliver remaining scope.		X	X	MP	85%	95%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Develop a locally preferred alternative on 82nd and TV Highway corridors and advance design.			X	MP	75%	100%	NA
Improve the speed and reliability of our frequent service bus network. Work with partners to identify and implement Better Bus improvements.			X	MP	60%	70%	80%
Complete the FEIS, obtain a Record of Decision, and advance materials to apply for the Engineering Phase in summer 2026 of the I-5 Columbia River Bridge Project.			x	MP	10%	100%	NA

Table 1. Engineering & Construction Division Performance Metrics



Division Summary

Engineering & Construction Division Budget

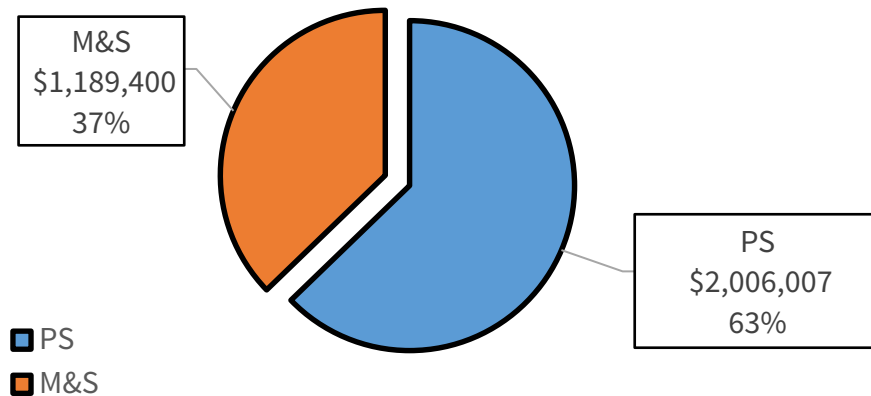
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,738,128	1,516,348	2,063,395	2,134,179	2,006,007	-	-
M&S	4,484,148	722,991	2,394,200	1,731,961	1,189,400	-	-
Total	\$8,222,276	\$2,239,339	\$4,457,595	\$3,866,140	\$3,195,407	-	-

Table 2. Engineering & Construction Division FY2026 Proposed Budget

The table presents the FY2026 Proposed Budget for the Engineering & Construction Division, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate, organized by classification: Personal Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$1.26 million (-28.3%), with PS declining by \$57,388 (-2.8%) and M&S decreasing by \$1.2 million (-50.3%). In the FY2026 Proposed Budget, PS comprises 63% (\$2.01M) of the total budget, while M&S accounts for 37% (\$1.19M).

FY2026 Proposed Budget by Classification



1. Engineering & Construction FY2026 Proposed Budget by Classification
Pie Chart

Engineering & Construction Division Count of Full Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTEs	71.00	82.00	92.00	92.00	88.00	-	-

Table 3. Engineering & Construction Division FY2026 Proposed Budget Count of Full Time Equivalents

Engineering & Construction Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
ECA	1,765,456	1,867,535	1,481,649	1,496,473	921,471	-	-
P&P ¹	5,435,010	-	-	-	-	-	-
DCS	209,023	(45,352)	682,578	718,843	881,030	-	-
MP	812,787	417,156	2,293,368	1,650,824	1,392,906	-	-
Total	\$8,222,276	\$2,239,339	\$4,457,595	\$3,866,140	\$3,195,407	-	-

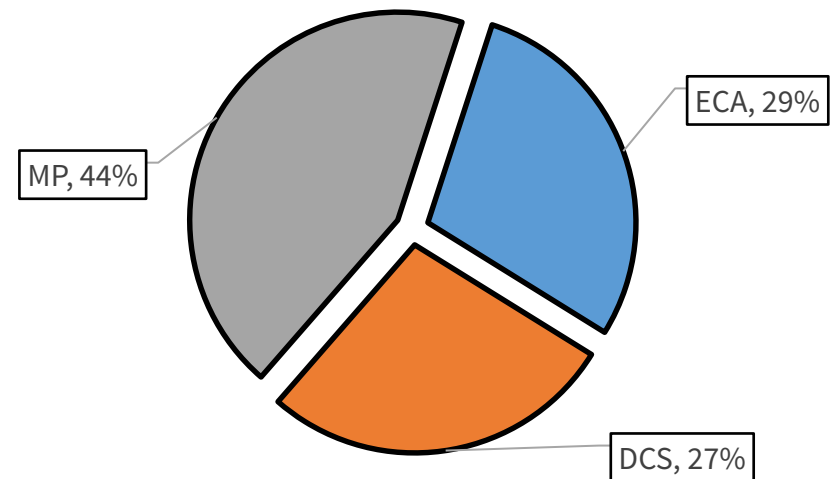
Table 4. Engineering & Construction Division FY2026 Proposed Budget by Departments

The table presents the FY2026 Proposed Budget for the Engineering & Construction Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Proposed, the total budget decreases by \$1.26 million (-28.3%), with reductions in Engineering & Construction Administration (ECA) by \$560,178 (-37.8%) and Major Projects (MP) by \$900,462 (-39.2%). Design & Construction Services (DCS) increases by \$198,452 (+29.1%).

For the FY2026 Proposed Budget, MP comprises 44% (\$1.39M) of the total budget, DCS accounts for 27% (\$881K), and ECA represents 29% (\$921K).

FY2026 Proposed Budget by Department



2. Engineering & Construction FY2026 Proposed Budget by Department Pie Chart

¹ The Policy and Planning (P&P) Department moved to a different division for organizational effectiveness.

Engineering & Construction Administration Department (ECA)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,403,262	1,337,891	1,002,749	972,265	445,771	-	-
M&S	362,194	529,644	478,900	524,208	475,700	-	-
Total	\$1,765,456	\$1,867,535	\$1,481,649	\$1,496,473	\$921,471	-	-

Table 5. Engineering & Construction Administration Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

Provides oversight and tracking of project cost and budgets, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports project delivery for the Engineering & Construction Division.

Goals and Objectives

Customer

- Deliver actions and changes called for in TriMet's Climate Action Plan. Timeline is continuous.

Internal Business Practices

- Use equity lens framework in support of TriMet projects and programs. Timeline is continuous.

People

- Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customer. Timeline is continuous.

Infrastructure

- Enhance project planning, scoping, and cost estimating to support successful future projects. Timeline is through June 30, 2026.
- Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.

Financial

- 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. Timeline is continuous.



Engineering & Construction Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,812,341	3,012,803	3,725,538	3,339,990	3,694,592
Fringe	1,248,746	1,255,743	1,175,031	1,011,150	1,173,296
Capitalized Labor-Fringe	-2,657,825	-2,930,655	-3,897,820	-3,378,875	-4,422,117
Total	\$1,403,262	\$1,337,891	\$1,002,749	\$972,265	\$445,771

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	65,392	192,292	95,000	167,172	93,600
Copier & Printer Usage and Maintenance		798		176	2,700
Contracted Conservation - ROW Art	38,052	110,201	130,000	149,935	113,300
Printing/Bindery Services	1,897	756	1,000	528	1,000
Other Services- Gen & Adm	16,772	12,963	5,000	15,942	9,800
Office Supplies	11,209	1,103	10,000	6,184	7,900
Other Materials- Gen & Adm	40,804	17,422	10,000	8,122	19,700
Unreconciled P-Card Expense	7	1,272			
Computer Equip under \$5,000	22,131	10,442	20,000	12,620	17,700
Safety Supplies- Gen & Adm	1,477	15,880	2,000	3,435	2,500
Telephone	43,869	42,477	40,000	41,076	37,400
NU-Dues & Subscriptions	21,374	36,986	35,000	33,479	43,300
NU-Local Travel & Meetings	11,621	7,000	17,000	13,090	15,300
NU-Education & Training - Gen & Adm	29,274	49,189	56,400	31,801	60,300
NU-Out-Of-Town Travel	55,702	13,395	30,000	19,289	31,500
Employee Recognition	2,613	8,555	7,500	5,559	5,900
Special Event Expenses		8,913	20,000	15,800	13,800
Total	\$362,194	\$529,644	\$478,900	\$524,208	\$475,700

Policy & Planning Department (P&P)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,438,197	-	-	-	-	-	-
M&S	3,996,813	-	-	-	-	-	-
Total	\$5,435,010	-	-	-	-	-	-

Table 6. Policy & Planning Department FY2026 Proposed Budget

Policy & Planning Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,111,396				
Fringe	443,844				
Capitalized Labor-Fringe	-117,043				
Total	\$1,438,197				

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	363,188				
Metro Unified Work Prog	312,499				
Ride Connection Program	1,002,100				
Accessibility Services - State Program (5310)	814,120				
Accessibility Services - Federal (Program)	1,272,900				
Other Services- Gen & Adm	231,881				
Other Materials- Gen & Adm	125				
Total	\$3,996,813				

Design & Construction Department (DCD)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	205,922	(101,203)	677,078	649,410	856,530	-	-
M&S	3,101	55,851	5,500	69,433	24,500	-	-
Total	\$209,023	(\$45,352)	\$682,578	\$718,843	\$881,030	-	-

Table 7. Design & Construction Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

The Design & Construction Department provides management of assigned capital projects funded in TriMet's Capital Improvement Program (CIP). Also includes Project Development support prior to funding. Projects typically include those that implement enhancements to address safety/security and/or to increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and those operations and maintenance facility (OMF) projects associated with implementation of the Zero Emission Bus (ZEB) program.

Goals and Objectives

Internal Business Practices

- Use equity lens framework in support of TriMet projects and programs. Timeline is continuous.

Infrastructure

- 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.
- Enhance project planning, scoping, and cost estimating to support successful future projects. Timeline through June 30, 2026.
- Complete master plan for future Columbia garage site and conduct NEPA review. Timeline through June 30, 2026.
- Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses.
- Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail vehicles.
- Deliver budget-approved state of good repair projects on-time and on-budget.

Design & Construction Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	3,318,014	4,552,140	5,445,212	5,397,461	5,555,442
Fringe	1,174,830	1,395,349	1,820,344	1,659,133	1,949,367
Capitalized Labor-Fringe	-4,286,922	-6,048,692	-6,588,478	-6,407,184	-6,648,279
Total	\$205,922	-\$101,203	\$677,078	\$649,410	\$856,530

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			4,500	40,174	23,500
Copier & Printer Usage and Maintenance		605		728	
Office Supplies	1,244	1,595		512	
Unreconciled P-Card Expense	1,767				
NU-Local Travel & Meetings		7,255		3,060	
NU-Education & Training - Gen & Adm		25,437		6,625	
NU-Out-Of-Town Travel		19,784		7,367	
Fines & Penalties				10,428	
Bid Advertising	90	1,175	1,000	539	1,000
Total	\$3,101	\$55,851	\$5,500	\$69,433	\$24,500

Major Projects Department (MP)

Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	690,747	279,660	383,568	512,504	703,706	-	-
M&S	122,040	137,496	1,909,800	1,138,320	689,200	-	-
Total	\$812,787	\$417,156	\$2,293,368	\$1,650,824	\$1,392,906	-	-

Table 8. Major Projects Department FY2026 Proposed Budget

Department Description & Responsibilities

Major Functions

Provides environmental permitting, capital planning, design and construction of federal and/or STIF funded major regional transit projects , consistent with the Regional Transportation Plan and TriMet priorities including transit expertise to support the multi-state and agency-wide efforts to build a new transit supportive bridge across the Columbia River.

Goals and Objectives

Customer

- Analyze causes of stops and delays in service, develop mitigations, and implement. Timeline is continuous.

Infrastructure

- Continue to seek opportunities with jurisdictions to implement transit priority to reduce delays. Timeline is continuous.
- With partners, pursue opportunities for potentially viable transit infrastructure projects.
- Complete master plan for future Columbia garage site and conduct NEPA (National Environmental Policy Act) review. Timeline through June 30, 2026.
- Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program.
- Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines. Timeline through June 30, 2026.
- Develop 82nd Ave bus project, potentially as a new FX bus rapid transit line.
- Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners.
- Pursue hydrogen technology for future Columbia bus garage and seek to secure grants to purchase initial fleet of hydrogen fuel-cell electric buses. Timeline through June 30, 2026.

Major Projects Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,655,962	3,127,310	3,848,334	3,575,187	4,083,590
Fringe	973,533	990,516	1,257,104	1,081,444	1,378,742
Capitalized Labor-Fringe	-2,938,748	-3,838,166	-4,721,870	-4,144,127	-4,758,626
Total	\$690,747	\$279,660	\$383,568	\$512,504	\$703,706

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Rail Volution Conference	16,819	15,000	15,000	7,500	14,800
Professional & Technical-Gen & Adm	55,895	38,925	1,864,800	1,072,141	644,900
Willamette Shore Line	30,000	30,000	30,000	45,000	29,500
Copier & Printer Usage and Maintenance		545		411	
Other Services- Gen & Adm		867			
Other Materials- Gen & Adm	28			67	
Unreconciled P-Card Expense	1,835				
Computer Equip under \$5,000	3,283				
NU-Education & Training - Gen & Adm		25,959		1,625	
NU-Out-Of-Town Travel		26,200		11,576	
Special Event Expenses	14,180				
Total	\$122,040	\$137,496	\$1,909,800	\$1,138,320	\$689,200

Personnel Profile by Department

The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **Position Title** lists the job title.
- **FTE** (Full-Time Equivalent) indicates the total number of positions for that title.
- **U/NU** (Union/Non-Union) designates whether the position is part of a union (U) or non-union (NU).
- **FT/PT** (Full-Time/Part-Time) specifies if the position is Full-Time (FT) or Part-Time (PT).
- **LT** (Limited Term) indicates if the position has a set expiration date.
- **Base Salary** reflects the expected salary for the position.
- **Pay Code/Grade** represents the formal pay classification, with Pay Code applying to union positions and Grade for non-union roles.
- **Min** and **Max** columns shows the salary range for the position.

Engineering & Construction Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Engineering & Construction	1.00	NU	FT	-	284,570	26	227,655	341,483
Director, Program Management	1.00	NU	FT	-	215,726	22	166,733	250,101
Engineer, Principal, Structural	1.00	NU	FT	-	188,571	19	130,894	196,343
Manager, Cost Estimating & Value Engineering	1.00	NU	FT	-	165,397	19	130,894	196,343
Manager, Engineering and Construction	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Project Programs	1.00	NU	FT	-	189,109	19	130,894	196,343
Manager, Quality Program	1.00	NU	FT	-	171,085	19	130,894	196,343
Inspector, Principal	1.00	NU	FT	-	164,044	18	120,556	180,835
Cost Estimator, Senior	1.00	NU	FT	-	130,352	17	110,957	166,434
Inspector, Senior	1.00	NU	FT	-	139,649	17	110,957	166,434
Program Scheduler, Senior	1.00	NU	FT	-	138,697	17	110,957	166,434
Project Manager, Senior, Eng & Const	1.00	NU	FT	-	149,401	17	110,957	166,434
Coordinator, Senior, Quality Assurance	1.00	NU	FT	-	113,793	16	102,036	153,055
Program Manager, CADD	1.00	NU	FT	-	137,530	16	102,036	153,055
Analyst, Senior, Cost Control	1.00	NU	FT	-	136,572	15	93,779	140,669
Cost Estimator	1.00	NU	FT	-	118,015	15	93,779	140,669

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Program Scheduler	1.00	NU	FT	-	104,068	15	93,779	140,669
Administrator, Public Art	1.00	NU	FT	-	124,507	14	86,095	129,143
Coordinator, Compliance	1.00	NU	FT	-	109,612	13	78,990	118,485
Assistant, Executive Administrative	1.00	NU	FT	-	104,855	12	72,421	108,629
Specialist, Senior, Project Control	1.00	NU	FT	-	102,980	12	72,421	108,629
Total	21.00				\$3,179,157			

Table 9. Engineering & Construction Administration Department Personnel Profile

Design & Construction

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Design and Construction	1.00	NU	FT	-	226,588	22	166,733	250,101
Manager, Vehicle Engineering	1.00	NU	FT	-	195,111	21	153,939	230,910
Manager, Eng & Const Rail Systems	1.00	NU	FT	-	168,050	20	141,996	212,993
Manager, Engineering and Construction	3.00	NU	FT	-	495,019	19	130,894	196,343
Project Manager, Principal, Eng & Const	3.00	NU	FT	X	465,185	18	120,556	180,835
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	X	173,227	18	120,556	180,835
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	-	171,757	18	120,556	180,835
Project Manager, Senior, Eng & Const	4.00	NU	FT	X	574,598	17	110,957	166,434
Project Manager, Senior, Eng & Const	7.00	NU	FT	-	935,919	17	110,957	166,434
Project Manager, Senior, Eng & Const Systems	3.00	NU	FT	-	445,920	17	110,957	166,434
Project Manager, Senior, Vehicle Engineering	1.00	NU	FT	-	157,376	17	110,957	166,434
Project Manager, Eng & Const	2.00	NU	FT	-	259,331	16	102,036	153,055
Project Manager, Eng & Const Systems	3.00	NU	FT	-	394,982	16	102,036	153,055
Project Manager, Vehicle Engineering	3.00	NU	FT	-	380,873	16	102,036	153,055
Project Manager, Associate, Eng & Const	1.00	NU	FT	X	106,057	13	78,990	118,485
Project Manager, Associate, Eng & Const	1.00	NU	FT	-	108,930	13	78,990	118,485
Project Manager, Associate, Vehicle Engineering	1.00	NU	FT	X	88,092	13	78,990	118,485
Assistant, Senior Administrative	3.00	NU	FT	-	208,427	9	55,551	83,325

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Design and Construction	1.00	NU	FT	-	226,588	22	166,733	250,101
Manager, Vehicle Engineering	1.00	NU	FT	-	195,111	21	153,939	230,910
Manager, Eng & Const Rail Systems	1.00	NU	FT	-	168,050	20	141,996	212,993
Total	40.00				\$5,555,442			

Table 10. Design & Construction Department Personnel Profile

Major Projects

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Design and Construction	1.00	NU	FT	-	226,588	22	166,733	250,101
Manager, Vehicle Engineering	1.00	NU	FT	-	195,111	21	153,939	230,910
Manager, Eng & Const Rail Systems	1.00	NU	FT	-	168,050	20	141,996	212,993
Manager, Engineering and Construction	3.00	NU	FT	-	495,019	19	130,894	196,343
Project Manager, Principal, Eng & Const	3.00	NU	FT	X	465,185	18	120,556	180,835
Director, Major Projects	1.00	NU	FT	-	214,633	22	166,733	250,101
Project Director, IBR Program	1.00	NU	FT	X	216,539	21	153,939	230,910
Manager, Small Starts Projects	3.00	NU	FT	-	543,105	20	141,996	212,993
Manager, Capital Planning	1.00	NU	FT	-	170,911	18	120,556	180,835
Project Manager, Principal, Eng & Const	5.00	NU	FT	X	810,311	18	120,556	180,835
Project Manager, Principal, Eng & Const	3.00	NU	FT	-	498,449	18	120,556	180,835
Project Manager, Senior, Eng & Const	3.00	NU	FT	X	436,152	17	110,957	166,434
Project Manager, Senior, Eng & Const	4.00	NU	FT	-	599,892	17	110,957	166,434
Project Manager, Senior, Transit Design	1.00	NU	FT	-	123,754	17	110,957	166,434
Project Manager, Eng & Const	1.00	NU	FT	X	111,844	16	102,036	153,055
Coordinator, Senior, Environmental Permits	1.00	NU	FT	-	121,997	14	86,095	129,143
Project Manager, Associate, Eng & Const	1.00	NU	FT	X	98,738	13	78,990	118,485
Assistant, Senior Administrative	1.00	NU	FT	-	76,675	9	55,551	83,325
Assistant, Administrative	1.00	NU	FT	-	60,590	7	46,369	69,554
Total	27.00				\$4,083,590			

Table 11. Major Projects Department Personnel Profile



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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. Capital expenditures are defined as the acquisition or construction of a major capital asset that has a useful life of greater than one year. Capital assets and equipment includes machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

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 Project Portfolio, 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.

Agency Classification

Groups the projects in one of five categories as listed in the chart to the right.

- 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.

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 |

1. TriMet CIP Classifications Chart

- 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

MODA 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 the following agency values:

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.

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

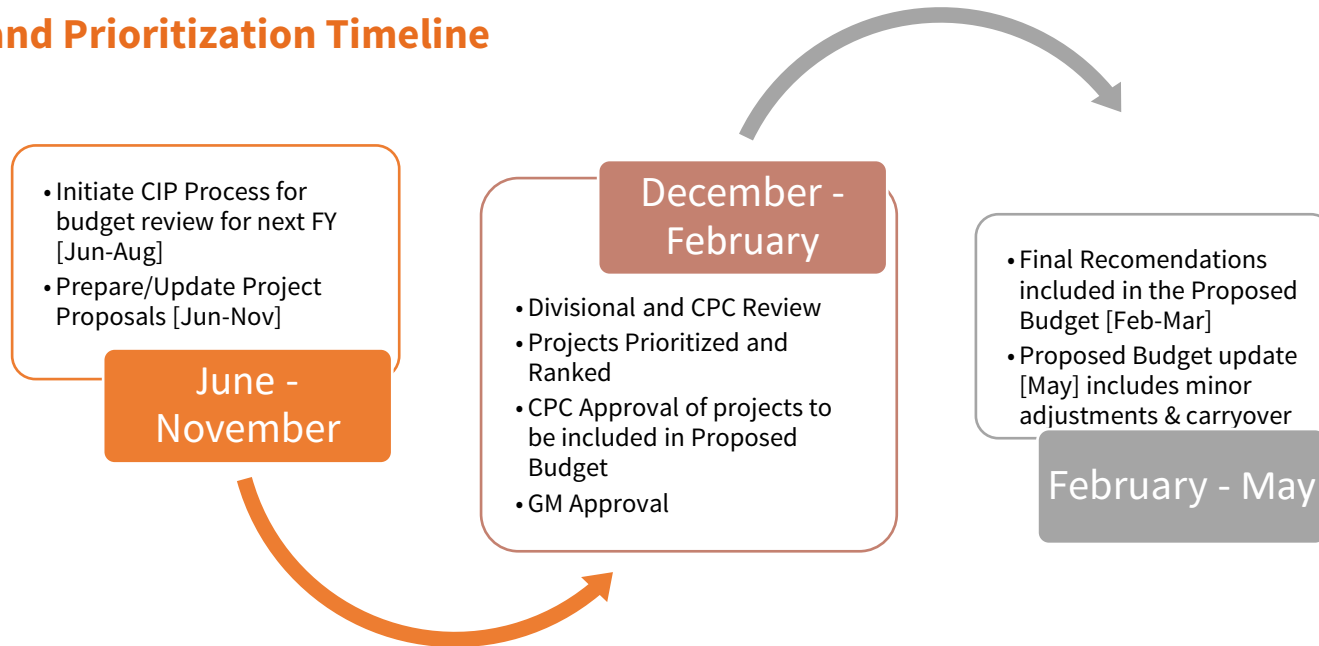
2. MODA Prioritization Criteria Chart

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 Project Portfolio.

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 Project Portfolio is included in the agency's budget for the upcoming year which is approved 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 Review and Prioritization Timeline



3. CIP Review and Prioritization Timeline Diagram

June through November

- Initiate CIP Process for budget review for next FY [Jun-Aug]
- Prepare/Update Project Proposals [Jun-Nov]

December through February

- Divisional and CPC Review
- Projects Prioritized and Ranked
- CPC Approval of projects to be included in Proposed Budget
- GM Approval

February through May

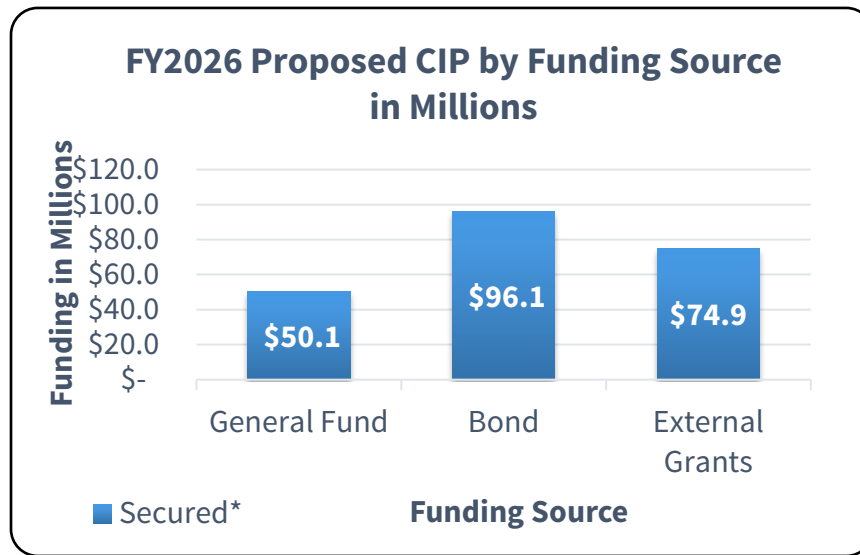
- Final Recommendations included in the Proposed Budget [Feb-Mar]
- Adopted Budget update [May] includes minor adjustments & carryover

CIP Funding

The FY2026 CIP Proposed Budget totals \$221.1 million with a mix of general fund contributions, bond proceeds, federal, state and local funding.

- Bond proceeds total \$96.1 million reflect the greatest funding source for the agency, which stems from bond issuances in 2021, and a new bond issuance planned in FY2026.
- External funding totals over \$74.9 million and consists of federal, state, and local funding.
- The General Fund adds the final \$50.1 million to the FY2026 CIP.
- The majority of the federal spending is attributable to the Columbia Bus Base project, a new site development project that will be TriMet's fourth bus operations and maintenance facility, supporting future service expansion and alternative fuels.
- State & Local funding from other agencies in the region fully or partially fund 5 projects, accounting for \$13.1 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, 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.



4. FY2026 Proposed Budget CIP Funding Source Bar Chart

State of Good Repair & Other Projects

State of Good Repair Projects

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 FY2026 Proposed Budget dedicates \$123.2 million towards SGR projects, which is 56% 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:

- **Maintenance Infrastructure:** The FY2026 Proposed Budget includes \$25.2 million for various projects including bus shop equipment, platform updates, facility upgrades, light rail track, light rail electrification and signaling, substation and storage facilities. There is an additional \$66.1 million in light rail vehicle replacements.
- **IT Infrastructure:** The FY2026 Proposed Budget includes \$10.4 million to replace aging IT equipment, including servers, communications towers, CCTV updates, real-time tracking and rail control systems.
- **Fare Infrastructure:** The FY2026 Proposed Budget includes \$6.0 million for two projects that involve fare collections (farebox replacements and ticket vending machine replacements).
- **Other Infrastructure:** The FY2026 Proposed Budget includes \$15.2 million for multiple other projects include layover upgrades, improvements to rail crossings, transit tracker displays, and LIFT vehicles.

Vehicle Purchases

- **Light Rail Vehicles (LRV):** The FY2026 Proposed Budget includes \$66.1 million for the construction of the new Type 6 LRVs to replace the original Type 1 LRVs purchased in the early 1980's, as well as Type 2 LRVs. New vehicles will continue to be delivered through FY2026.
- **Electric Buses:** The FY2026 Proposed Budget includes \$5.7 million for ongoing purchases of Battery Electric Buses (BEB).

Other Projects

- **Safety Enhancements:** In addition to spending dedicated funds to safety and security embedded in the other projects, the FY2026 Proposed Budget includes \$10.9 million for nine projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.

- **Columbia Bus Base:** \$26.8 million has been proposed to develop a fourth bus operations site that supports future service expansion and alternative fuels. The budget in FY2026 will continue to support ongoing site preparation.
- **Garage, Layover & Transit Center Expansion:** There is \$14.1 million in the FY2026 Proposed Budget to advance key transit center projects, including construction at Beaverton and Oregon City Transit Centers, design process at Gateway and Parkrose Transit Centers, and restroom installations to support bus operations.



Major Investments in FY2026

Expansion Projects

- **TV Highway Improvements:** This project enhances transit and safety along TV Highway, addressing high crash rates, heavy Line 57 ridership, poor stop conditions, and slow bus travel times. \$10.3 million is proposed in FY2026 to continue with design and project development.
- **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. \$9.6 million is proposed in FY2026 to continue with design and permitting processes.
- **Montgomery Park:** This project expands Portland's streetcar network by expanding the North/South Streetcar line to Montgomery Park, improving transit accessibility in the NW Portland area. TriMet will support the City of Portland, the grant recipient, by providing grant management, FTA coordination, NEPA compliance, and project oversight. This investment enhances regional mobility, supports economic development, and aligns with broader transit expansion goals.
- **Interstate Bridge Project:** This project enhances regional connectivity by replacing the aging I-5 bridge with modern, seismically resilient, multimodal structures. It will improve transportation infrastructure while expanding the MAX Yellow Line 1.9 miles into downtown Vancouver, rebuilding the Expo Center station, and adding three new stations. This includes the procurement of 19 new Type 7 LRV's and potential facility expansions at Ruby Junction and near the Expo Center.



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 following table shows the expected operating impacts for all CIP projects funded in the FY2026 budget. Each project is identified by division, project number, and project name, detailing whether it increases or reduces future operating costs, whether the cost is one-time-only (OTO) or continuing (CE), and the estimated financial impact for FY2026. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

FY2026 CIP Impacts on Operations

Div	PN	Project Name	Impact on Operating Costs	OTO or CE?	Estimated Impact	Notes
SS	1130	Vehicle Borne CCTV	Increases FY2026+ Operational Cost	CE	\$850k	Software maintenance costs; offset by op efficiencies
EC	1146	Division Transit Project	Increases FY2026+ Operational Cost	CE	\$12.7M	Continued operational costs of new service
LS	1147	ECM Implementation Project	Increases FY2026+ Operational Cost	CE	\$100k	Software maintenance cost increase
EC	1161	PMIS Replacement	Increases FY2026+ Operational Cost	CE	\$100k	Software maintenance costs; offset by op efficiencies
IT	1174	NextGen Transit Signal Priority	Increases FY2026+ Operational Cost	CE	\$100k	Software licensing cost increase
FA	1175	Fixed Route Farebox Replacement	Increases FY2026+ Operational Cost	CE	\$180k	Maintenance Costs
IT	1180	Regional Mobility Planner	Increases FY2026+ Operational Cost	CE	\$260k	Maintenance Costs
SS	1182	Security Software	Increases FY2026+ Operational Cost	CE	\$300k	Software maintenance cost increase
IT	1184	Bus CCTV upgrade	Increases FY2026+ Operational Cost	CE	\$120k	Software maintenance cost increase

Div	PN	Project Name	Impact on Operating Costs	OTO or CE?	Estimated Impact	Notes
IT	1186	LRV CAD-AVL	Increases FY2026+ Operational Cost	CE	\$10K-\$50K	Software maintenance cost increase
EC	2045	MAX Station Optimization	Reduces FY2026+ Operational Cost	CE	\$80k	Reduced facility maintenance
EC	2048	Garage, Layover, & TC Expansion	Increases FY2026+ Operational Cost	CE	\$10-50k	Additional facility maintenance costs
EC	3651	Portland-Milwaukie Light Rail	Increases FY2026+ Operational Cost	CE	\$10-50k	Park & Ride additional maintenance
TR	4079	ATP Technology Grant	Increases FY2026+ Operational Cost	CE	\$75k	Software maintenance cost increase
EC	4638	Red Line Extension & Reliability Improvements	Increases FY2029+ Operational Cost	CE	\$1.6M	New service cost, net of fares
MT	6035	NRV EV Charging Infrastructure	Reduces FY2026+ Operational Cost	CE	\$250k	Savings from electric charging vs. fuel
EC	7219	82nd Avenue Transit Improvements	Increases FY2029+ Operational Cost	CE	\$9.4M	Increased operational costs for FX line
MT	7504	Rail Equipment Maint. Equipment Acquisition	Increases FY2026+ Operational Cost	CE	\$10K-\$50K	Increased maintenance and replacement costs
EC	7591	Columbia Bus Base	Reduces FY2026-2029 Operational Cost	OTO	\$360k	Reduced facility maintenance and utility cost
LS	7595	Hollywood TC TOD & Substation Replacement	Reduces FY2026+ Operational Cost	CE	\$10K-\$50K	Reduced facility maintenance

Table 1. FY2026 Proposed Budget CIP Impacts on Operations

Five Year CIP Forecast Summary

The five-year CIP forecast for the agency totals \$1.57 billion for fiscal years 2026 to 2030, 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 FY2027 to FY2030 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 Funding by Source

The following table and included summary demonstrates the resource request for CIP projects over the next five years.

State of Good Repair, Major Investments & Other Projects¹

Resource	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
General Fund	\$50,072,059	\$52,000,000	\$54,100,000	\$56,200,000	\$58,500,000	\$270,872,059
Bond	\$96,104,806	\$41,870,000	\$70,040,000	\$91,710,000	\$24,100,000	\$323,824,806
Federal	\$57,837,537	\$94,120,000	\$111,760,000	\$154,810,000	\$71,340,000	\$489,867,537
State	\$2,962,280	\$23,350,000	\$25,640,000	\$17,600,000	\$25,830,000	\$95,382,280
Local	\$14,169,808	\$51,280,000	\$56,880,000	\$163,270,000	\$105,910,000	\$391,509,808
Total	\$221,146,490	\$262,620,000	\$318,420,000	\$483,590,000	\$285,680,000	\$1,571,456,490

Table 2. FY2026 Proposed Budget State of Good Repair, Major Investments & Other Projects 5 Year Funding Forecast by Source

TriMet's State of Good Repair, major projects, and other capital initiatives are supported through a diversified mix of General Fund, bond proceeds, and federal, state, and local sources, totaling \$1.57 billion over the five-year period. These investments are critical for maintaining and improving infrastructure, ensuring long-term system reliability, and advancing key transit improvements across the region.

The General Fund provides a stable funding source, contributing \$270.9 million over the five-year period. Annual contributions grow at a steady 4%, increasing from \$50 million in FY2026 to \$58.5 million in FY2030. Bond proceeds play a significant role, with \$323.8 million requested, peaking at \$96.1 million in FY2026. Federal funding provides \$489.8 million, with significant growth in later years as projects

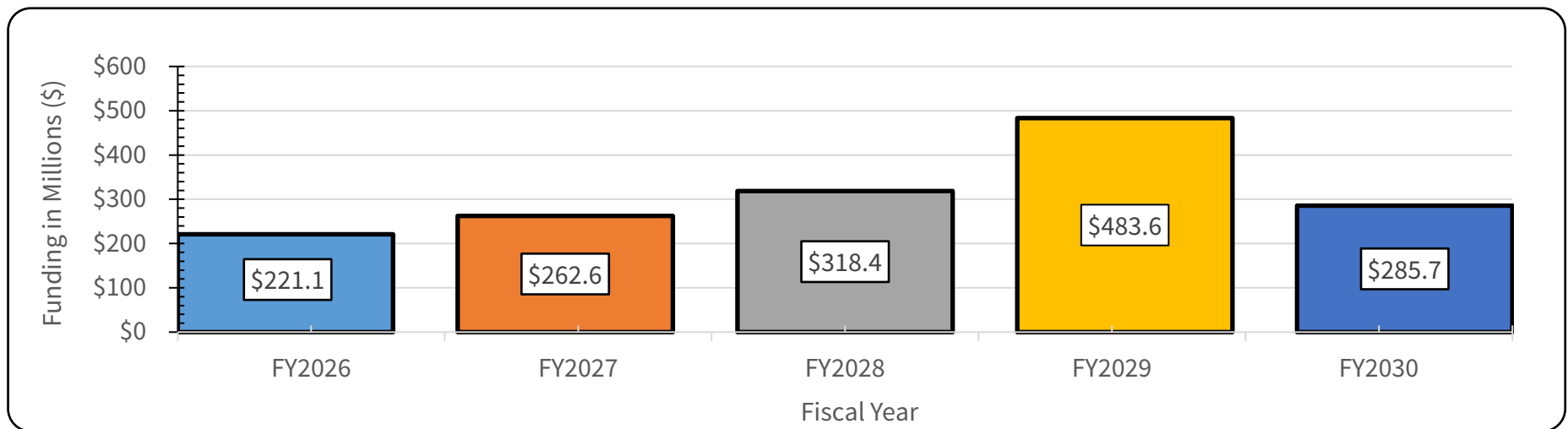
¹ Per internal policy, TriMet limits the Capital Improvement Program (CIP) to \$250 million or less annually, except in years with significant capital activity requiring higher levels of investment.

ramp up, particularly for initiatives such as TV Highway Improvements, 82nd Avenue Transit Improvements, Montgomery Park, and the Interstate Bridge Replacement (IBR) project. Local contributions total \$391.5 million, reflecting strong regional support for critical infrastructure investments, while state funding remains steady, reaching \$25.8 million in FY2030.

Federal funding increases significantly, from \$57.8 million in FY2026 to over \$154.8 million in FY2029, reflecting the phased rollout of major projects. Local funding follows a similar trajectory, reaching \$163.2 million in FY2029. Bond funding supports both state of good repair efforts and the later phases of major projects, with \$161.7 million allocated in FY2028 and FY2029.

FY2026 Proposed Budget Five Year CIP Funding in Millions

The following bar chart visualizes the Five-Year Capital Improvement Program (CIP) Funding Forecast from FY2026 to FY2030, showing the projected funding levels in millions of dollars. The CIP budget is expected to fluctuate over this period, starting at \$221.1 million in FY2026, increasing to \$262.6 million in FY2027, and then increasing to \$318.4 million in FY2028. A significant increase is projected in FY2029, reaching \$483.6 million, before declining to \$285.7 million in FY2030. This increase is attributed to the phased construction of major projects such as the 82nd Avenue Project, TV Highway and the Columbia Bus Base, along with vehicle procurements.



5. FY2026 Proposed Budget Five Year Capital Improvement Program Funding by Fiscal Year in Millions Bar Chart

CIP Resources

Revenue Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
State, Local Government & Private Contributions	14,198,069	23,297,697	55,487,872	40,723,406	17,132,088		
Federal Transit Administration Grants	48,170,739	49,856,925	38,843,316	31,656,918	57,837,537		
Revenue Bond Proceeds	90,449,753	90,449,754	70,567,596	66,696,101	96,104,806		
Operating Resources Dedicated for Capital*	42,517,265	82,070,231	35,053,446	43,013,310	50,072,059		
Total CIP Resources	\$195,335,826	\$245,674,607	\$199,952,230	\$182,089,735	\$221,146,490		

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

CIP Requirements

Division	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division	-410	1,957,425					
Transportation Division	3,145,867	16,717,545	13,550,272	13,128,403	10,276,883		
Maintenance Division	67,841,450	89,584,094	74,546,549	66,999,385	101,804,201		
Transit System & Asset Support Division		320,732					
Safety & Security Division	6,618,621	3,583,083	7,014,861	7,014,861	8,466,455		
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,529,151	6,018,383		
Information Technology Division	11,882,426	14,509,348	10,887,708	8,766,999	10,393,594		
Legal Services Division	10,738,539	13,399,683	1,500,000	600,000	400,000		
Strategy & Planning Division			1,754,409	1,029,734	616,278		
Public Affairs Division	1,766,402	1,504,265	1,200,000	1,200,000	1,450,000		
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	70,821,202	81,720,696		
Total CIP Requirements	\$195,335,826	\$245,674,607	\$199,952,230	\$182,089,735	\$221,146,490		

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2026	Comments
Transportation Division					
PRJ_1183 Operator Workforce Management Systems Upgrade		3,754,524		3,754,524	
PRJ_4049 ATP Fleet Expansion / Replacement	2,962,280	2,500,000		5,462,280	State STP/5310, 5339(a), STF
PRJ_4079 ATP Technology Grant	250,000	50,000		300,000	State 5310
PRJ_4713 WES Vehicle CCTV			460,079	460,079	2021 Bond
PRJ_7581 WES DMU Fleet		300,000		300,000	
Total Transportation Division	\$3,212,280	\$6,604,524	\$460,079	\$10,276,883	
Maintenance Division					
PRJ_1178 Downtown Admin Relocation		225,000		225,000	
PRJ_2054 FCEB Upgrade - Powell	823,200	205,800		1,029,000	FTA 5339(c)
PRJ_3687 LRV Fleet Replacement/Expansion			7,468,201	7,468,201	2021 Bond, Future Bond
PRJ_3689 Type 2 LRV Replacement			58,643,631	58,643,631	2021 Bond, Future Bond
PRJ_4001 Non-Revenue Vehicle Replacement		196,000		196,000	
PRJ_4006 Bus Shop Equipment - Center		449,478		449,478	
PRJ_4075 Blue Line Station Rehab	1,449,516	2,260,004		3,709,520	FTA Comm Proj
PRJ_4078 Emergency Back-up Power		618,294		618,294	
PRJ_4604 HVAC Systems		660,000		660,000	
PRJ_4613 Type 1 Substation Replacement		2,600,769		2,600,769	
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_5025 Rail Reliability		1,540,080		1,540,080	
PRJ_5508 Bus Stop Development	400,000	522,874		922,874	STIF Formula
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	1,454,272		775,817	2,230,089	Fed 5307, Future Bond
PRJ_5626 Electric Bus Purchases	3,262,016		2,488,827	5,750,843	Fed Sec 5339, FHWA, Future Bond
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	2,042,400	510,600		2,553,000	FTA Comm Proj
PRJ_6035 NRV EV Charging Infrastructure		160,098		160,098	
PRJ_6402 Signal System Relay to PLC		166,184		166,184	
PRJ_7503 Light Rail Shop Equipment Repl.		149,250		149,250	
PRJ_7504 Rail Maintenance Equipment		519,463		519,463	
PRJ_7508 Type 1 LRV Decommissioning		311,739		311,739	
PRJ_7535 Light Rail Electrification & Signaling Systems		2,600,000		2,600,000	
PRJ_7559 Light Rail Track and Structures		2,931,500		2,931,500	
PRJ_7587 Rail MOW Equipment Acquisition		910,000		910,000	

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2026	Comments
PRJ_7595 Hollywood TC TOD & Substation Replacement			1,066,057	1,066,057	2021 Bond
PRJ_7597 Ruby Bogie Shed		3,280,631		3,280,631	
Total Maintenance Division	\$9,431,404	\$21,930,264	\$70,442,533	\$101,804,201	
Safety & Security Division					
PRJ_1130 Vehicle Borne CCTV Systems			3,614,200	3,614,200	2021 Bond
PRJ_1151 Security Funds for Transit Enhancement		950,000		950,000	
PRJ_1181 Blue Light Phone program & Security Operations Center		850,000		850,000	
PRJ_2052 Access Cont - Elevator		1,803,266		1,803,266	
PRJ_2053 Access Cont - Grade Station		178,509		178,509	
PRJ_5606 Rail Crossing Safety Enhancements		1,070,480		1,070,480	
Total Safety & Security Division		\$4,852,255	3,614,200	8,466,455	
Finance & Administrative Services Division					
PRJ_1166 TVM Refurbishment or Replacement			398,532	398,532	2021 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement		4,496,349		4,496,349	
PRJ_6207 Hop Mobile and Web		1,123,502		1,123,502	
Total Finance & Administrative Services Division		\$5,619,851	\$398,532	\$6,018,383	
Information Technology Division					
PRJ_1070 Servers Replacement		1,077,216		1,077,216	2021 Bond FHWA ATTAIN
PRJ_1180 Regional Mobility Planner		1,283,778		1,283,778	
PRJ_1184 Bus CCTV Upgrade			4,820,000	4,820,000	
PRJ_1186 LRV CAD-AVL	1,880,000	370,000		2,250,000	
PRJ_2051 Rail Control System Upgrade		962,600		962,600	
Total Information Technology Division	\$1,880,000	\$3,693,594	\$4,820,000	\$10,393,594	
Legal Services Division					
PRJ_4711 Gresham City Hall - Civic Hub Improvements		400,000		400,000	
Total Legal Services Division		\$400,000		\$400,000	
Strategy & Planning Division					
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		190,432		190,432	FHWA STBG, Local
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	382,112	43,734		425,846	
Total Strategy & Planning Division	\$382,112	\$234,166		\$616,278	

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2026	Comments
Public Affairs Division					
PRJ_6021 Transit Tracker Project		1,450,000		1,450,000	
Total Public Affairs Division		\$1,450,000		\$1,450,000	
Engineering & Construction Division					
PRJ_1146 Division Transit Project	253,780		161,220	415,000	Fed Sec 5309 CIG, 2019 Bond
PRJ_2045 MAX Station Optimization		55,000		55,000	
PRJ_2048 Garage, Layover, and TC Expansion	9,321,713	4,777,827		14,099,540	FTA Comm Proj, Fed Sec 5339(b)
PRJ_3651 Portland-Milwaukie Light Rail Project			46,000	46,000	2021 Bond
PRJ_3674 Interstate Bridge Replacement	4,970,575			4,970,575	Local
PRJ_4638 Red Line Extension and Reliability Improvements	2,626,755		2,758,875	5,385,630	Fed Sec 5309 CIG, 2021 Bond
PRJ_5581 Willamette Shore Trolley	160,000	40,000		200,000	FTA Comm Proj
PRJ_5597 TV Highway Transit Improvements	9,875,000		467,156	10,342,156	FTA 5307, Local, Future Bond
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only	1,831,553			1,831,553	FTA Corr ID, Local
PRJ_7201 Third Party Recovery	1,410,642			1,410,642	Local
PRJ_7215 Better Bus	6,169,488	414,578		6,584,066	Fed Carbon Reduction, Local
PRJ_7219 82nd Avenue Transit Improvements	3,579,747		6,010,067	9,589,814	Fed Carbon Reduction, FTA 5339(c)
PRJ_7591 Columbia Bus Base	19,864,576		6,926,144	26,790,720	2021/New Bond, FTA Comm Proj/RAISE
Total Engineering & Construction Division	\$60,063,829	\$5,287,405	\$16,369,462	\$81,720,696	
Total Capital Improvement Program (CIP) Requirements	\$74,969,625	\$50,072,059	\$96,104,806	\$221,146,490	

CIP - Chief Operating Officer

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1139 Operator Training Equipment	-410				
PRJ_1183 Operator Workforce Management Systems Upgrade		1,516,726			
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		85,684			
PRJ_5623 Powell-Division Corridor Safety & Access to Transit		355,015			
Total Chief Operating Officer	-\$410	\$1,957,425			

CIP - Transportation

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1183 Operator Workforce Management Systems Upgrade			6,504,782	3,569,166	3,754,524
PRJ_3614 Cross-Mall Turnback Connector	195,631	1,814,010			
PRJ_4049 ATP Fleet Expansion / Replacement	2,921,623	14,109,448	1,744,000	5,518,000	5,462,280
PRJ_4079 ATP Technology Grant		429,766	1,905,253	645,000	300,000
PRJ_4713 WES Vehicle CCTV		36,209	2,780,345	2,780,345	460,079
PRJ_7581 WES DMU Fleet	22,249	205,236			300,000
PRJ_7585 WES Vehicle & Shop Equipment Replacement		22,677			
PRJ_7596 WES Bumping Post Replacement	6,364	100,199	615,892	615,892	
Total Transportation	\$3,145,867	\$16,717,545	\$13,550,272	\$13,128,403	\$10,276,883

CIP - Maintenance

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1178 Downtown Admin Relocation				3,677,889	225,000
PRJ_2054 FCEB Upgrade - Powell					1,029,000
PRJ_2507 Bus Operator Protective Shields		2,434,488			
PRJ_3687 LRV Fleet Replacement/Expansion	24,737,054	28,138,904	15,715,744	11,764,253	7,468,201
PRJ_3689 Type 2 LRV Replacement		6,731	62,700	62,700	58,643,631
PRJ_4001 Non-Revenue Vehicle Replacement	2,327,621	4,455,227		249,000	196,000
PRJ_4006 Bus Shop Equipment - Center	95,892	45,039	460,230	584,503	449,478
PRJ_4058 Diesel Bus Purchases	18,948	-201			
PRJ_4060 Bus Refurbishments - Diesel to Electric	-1,484,970				
PRJ_4075 Blue Line Station Rehab		459,015	3,462,199	3,462,199	3,709,520
PRJ_4076 Powell Maintenance Facility	20,498,664	1,146,697			
PRJ_4078 Emergency Back-up Power	1,049,662	1,897,851	600,285	600,285	618,294
PRJ_4604 HVAC Systems	919,151	538,667	660,000	660,000	660,000
PRJ_4613 Type 1 Substation Replacement	665,855	1,616,576	5,912,120	6,208,701	2,600,769
PRJ_4639 Steel Bridge Transit Improvements	139,783				
PRJ_4649 TEI & Master Plan - New Construction (Powell)					
PRJ_4652 Building Area/Components Replacement	333,502	234,154	350,000	350,000	350,000
PRJ_4653 Electrical Equipment & Systems Replacement	2,874,065	1,972,736			
PRJ_4654 Lifting Equipment & Systems Replacement	734,902	466,771	700,000	638,076	700,000
PRJ_4655 Other Building Systems & Equipment	150,093	139,348	62,500	50,577	62,500
PRJ_4657 Bldg. Area & Components - Layover	32,888	25,930			
PRJ_4658 Safety-Hazmat Systems	145,141	110,408			
PRJ_4659 Site-Property Systems	292,991	343,955			
PRJ_4662 Elevator End of Life Replacement/Refurbishment		42,041			
PRJ_4676 Cleveland Crew Room Renovation	3,555				
PRJ_4683 Asphalt Pavement Maintenance Program	278,568	1,345,745			
PRJ_4712 New Center St Fuel and Wash Facility		172,586	1,000,000	120,042	
PRJ_4805 Facilities System Masterplan	206,754	115,813			
PRJ_5025 Rail Reliability		831,121			1,540,080
PRJ_5028 Tree Grate Replacement Program (5 years)		203,056			
PRJ_5508 Bus Stop Development	400,503	2,123,512	1,986,012	4,307,012	922,874
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	4,336,517	670,836	6,915,000	7,760,739	2,230,089
PRJ_5626 Electric Bus Purchases	24,558	18,416,384	21,262,759	6,441,759	5,750,843
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo		222,040	1,534,000	1,534,000	2,553,000

CIP - Maintenance

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_5635 STC Elevator Hoistway Water Intrusion		123,932			
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base	120,062				
PRJ_6033 OCS Climate Resiliency Retrofit		88,549	235,794	235,794	
PRJ_6034 Fugman Building Classroom Build		186,670			
PRJ_6035 NRV EV Charging Infrastructure		8,724	195,312	47,500	160,098
PRJ_6204 Washington Park ECS	296,487	296,331		337,241	
PRJ_6205 LRV Overhaul - Travel Only	15,380	23,513			
PRJ_6402 Signal System Relay to PLC	133,002	196,886	192,927	192,927	166,184
PRJ_6403 Track Rehab Program	3,569,060	3,025,492		200,000	
PRJ_6404 Arc Flash Implementation Program	125,823	621,046			
PRJ_7503 Light Rail Shop Equipment Repl.	1,116,820	1,465,264	1,768,168	1,704,607	149,250
PRJ_7504 Rail Maintenance Equipment	258,698	347,165	55,000	100,444	519,463
PRJ_7508 Type 1 LRV Decommissioning	27,528	83,998		122,774	311,739
PRJ_7535 Light Rail Electrification & Signaling Systems	2,634,974	2,754,134	1,300,000	2,375,938	2,600,000
PRJ_7559 Light Rail Track and Structures	2,094,010	13,484,065	2,315,000	2,496,780	2,931,500
PRJ_7561 MOW Equipment Replacement	322	8,188			
PRJ_7586 Rail & Track Annual Testing	113,731	481,377			
PRJ_7587 Rail MOW Equipment Acquisition	164,687	971,151	1,530,000	1,037,095	910,000
PRJ_7592 Ruby Junction Expansion	116,089	1,627			
PRJ_7595 Hollywood TC TOD & Substation Replacement			6,270,799	9,676,550	1,066,057
PRJ_7597 Ruby Bogie Shed		338,931			3,280,631
PRJ_9998 Spare Parts on Operating Project Clearing	-1,726,920	-3,098,379			
Total Maintenance	\$67,841,450	\$89,584,094	\$74,546,549	\$66,999,385	\$101,804,201

CIP - Transit System & Asset Support

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1500 Enterprise Asset Management System		320,732			
Total Transit System & Asset Support		\$320,732			

CIP - Safety & Security

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1023 Safety Equipment		39,494			
PRJ_1112 Security Fencing	118,423	257,748			
PRJ_1124 Operator Safety & Rider Awareness	171,564	563			
PRJ_1130 Vehicle Borne CCTV Systems	131,665	421,893	3,052,642	3,052,642	3,614,200
PRJ_1133 CCTV & Intrusion Detection	123,119	468,083	445,000	445,000	
PRJ_1151 Security Funds for Transit Enhancement	616,454	639,120	588,997	588,997	950,000
PRJ_1181 Blue Light Phone program & Security Operations Center		559,348	1,000,000	1,000,000	850,000
PRJ_1182 Security Software		259,288	130,000	130,000	
PRJ_2052 Access Cont - Elevator					1,803,266
PRJ_2053 Access Cont - Grade Station					178,509
PRJ_2504 Safety & Security Facility Relocation		2,641			
PRJ_2507 Bus Operator Protective Shields	9,787				
PRJ_4077 Transit Police NRV's	572,831	404,104	364,330	364,330	
PRJ_4548 Master Key Schema, Development & Implementation	4,906	56,510			
PRJ_5606 Rail Crossing Safety Enhancements	574,923	459,752	1,433,892	1,433,892	1,070,480
PRJ_7589 Vehicle Intrusions	264				
PRJ_9110 Reimagine Public Safety	4,294,685	14,540			
Total Safety & Security	\$6,618,621	\$3,583,083	\$7,014,861	\$7,014,861	\$8,466,455

CIP - Finance & Administrative Services

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1166 TVM Refurbishment or Replacement	165,799	3,326,742	8,542,954	9,439,314	398,532
PRJ_1175 Fixed Route Bus Farebox Replacement	78,747	3,772,576	2,215,906	2,221,803	4,496,349
PRJ_1176 Hop Fastpass 2.0	130,800	893,253	438,846	426,034	
PRJ_1187 Stores Material Handling Equipment		77,447			
PRJ_6207 Hop Mobile and Web		194,284	1,493,581	442,000	1,123,502
PRJ_7544 eFare	126,966	381,628			
PRJ_7582 Fare - Communication Equipment	26				
Total Finance & Administrative Services	\$502,338	\$8,645,930	\$12,691,287	\$12,529,151	\$6,018,383

CIP - Information Technology

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1042 Mobile Router Replacement	1,309,711	-55,917			
PRJ_1070 Servers Replacement	1,757,043	912,669	1,073,264	967,000	1,077,216
PRJ_1091 Desktop Computing Replacement	1,541,406	1,510,189			
PRJ_1095 Data Communications System Replacement	1,549,480	2,003,734	1,597,000	1,449,000	
PRJ_1131 Communication Environment Replacement - capital	867,241	1,283,332	774,788	718,000	
PRJ_1139 Operator Training Equipment	410				
PRJ_1147 ECM Implementation Project			180,000	231,000	
PRJ_1152 Radio & Microwave Communication Systems	2,822,064	6,474,177			
PRJ_1174 NextGen Transit Signal Priority	1,848,971	1,390,223	2,515,343	1,571,999	
PRJ_1179 Navrisk Replacement Origami	188,100	121,208			
PRJ_1180 Regional Mobility Planner		596,895	1,267,313	1,155,000	1,283,778
PRJ_1184 Bus CCTV Upgrade			2,300,000	2,100,000	4,820,000
PRJ_1186 LRV CAD-AVL			1,180,000	575,000	2,250,000
PRJ_2051 Rail Control System Upgrade					962,600
PRJ_6032 Bus Dispatch Central System Upgrade		272,838			
Total Information Technology	\$11,882,426	\$14,509,348	\$10,887,708	\$8,766,999	\$10,393,594

CIP - Legal Services

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1147 ECM Implementation Project	108,132	186,264			
PRJ_1178 Downtown Admin Relocation	6,976,480	3,114,398	900,000		
PRJ_4711 Gresham City Hall - Civic Hub Improvements		220,000	600,000	600,000	400,000
PRJ_7220 Third Party Recovery TOD	10,399	14,457			
PRJ_7595 Hollywood TC TOD & Substation Replacement	3,643,528	9,864,564			
Total Legal Services	\$10,738,539	\$13,399,683	\$1,500,000	\$600,000	\$400,000

CIP - Strategy & Planning

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			190,432	30,050	190,432
PRJ_5623 Powell-Division Corridor Safety & Access to Transit			1,563,977	999,684	425,846
Total Strategy & Planning			\$1,754,409	\$1,029,734	\$616,278

CIP - Public Affairs

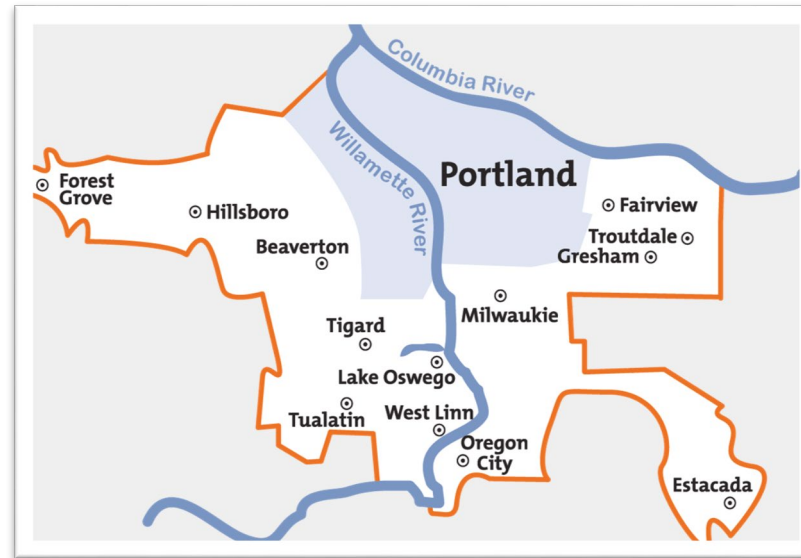
Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_6021 Transit Tracker Project	1,766,402	1,504,265	1,200,000	1,200,000	1,450,000
Total Public Affairs	\$1,766,402	\$1,504,265	\$1,200,000	\$1,200,000	\$1,450,000

CIP - Engineering & Construction

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1146 Division Transit Project	10,246,626	1,310,946	1,722,506	347,186	415,000
PRJ_1161 PMIS Upgrade	213,397	925,378	814,475	814,475	
PRJ_2045 MAX Station Optimization	242,154	798,234	235,500	235,500	55,000
PRJ_2048 Garage, Layover, and TC Expansion	1,201,854	1,836,193	11,816,963	6,586,117	14,099,540
PRJ_2049 North Downtown Bus Layover Facility		90,451			
PRJ_3642 Timber Gate Artwork Restoration	24,637	82,137		140,116	
PRJ_3651 Portland-Milwaukie Light Rail Project	795,172	8,698,757	12,052,979	12,253,937	46,000
PRJ_3673 162nd Ave Pedestrian Access Improvements	436,376				
PRJ_3674 Interstate Bridge Replacement		1,530,259	3,884,375	4,376,426	4,970,575
PRJ_4613 Type 1 Substation Replacement	58,174				
PRJ_4638 Red Line Extension and Reliability Improvements	68,303,750	58,131,812	12,904,528	10,157,922	5,385,630
PRJ_4639 Steel Bridge Transit Improvements	15,354	70,535			
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR)	157,706	3,730			
PRJ_5025 Rail Reliability	609,348				
PRJ_5581 Willamette Shore Trolley	417,052	2,949,088	690,631	1,348,714	200,000
PRJ_5597 TV Highway Transit Improvements	525,412	503,044	385,980	385,980	10,342,156
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	3,472				
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	2,258				
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	88,355				
PRJ_5624 Southwest Corridor	245,669	55,064			
PRJ_6402 Signal System Relay to PLC	29,889				
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only		34,996			1,831,553
PRJ_6408 System Upgrades		597,600			
PRJ_6805 BRT System & Implementation Plan		370,464			
PRJ_7201 Third Party Recovery	998,235	362,611	482,593	482,593	1,410,642
PRJ_7202 Third Party Project Betterment	739,988	2,457,055		1,000,000	
PRJ_7215 Better Bus	2,473,584	2,825,646	8,299,716	7,967,101	6,584,066
PRJ_7219 82nd Avenue Transit Improvements		803,163	7,021,619	10,350,453	9,589,814
PRJ_7508 Type 1 LRV Decommissioning	39,864				
PRJ_7591 Columbia Bus Base	5,047,383	11,042,597	16,495,279	14,374,682	26,790,720
PRJ_9998 Spare Parts on Operating Project Clearing	-75,116	-27,258			
Total Engineering & Construction	\$92,840,593	\$95,452,502	\$76,807,144	\$70,821,202	\$81,720,696

Trends

TriMet Service District Area



1. Map of TriMet Service District

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

- 327 square miles¹
- 1,648,360 population²
- 533 UZA square miles³
- Covering 25 cities within 3 counties

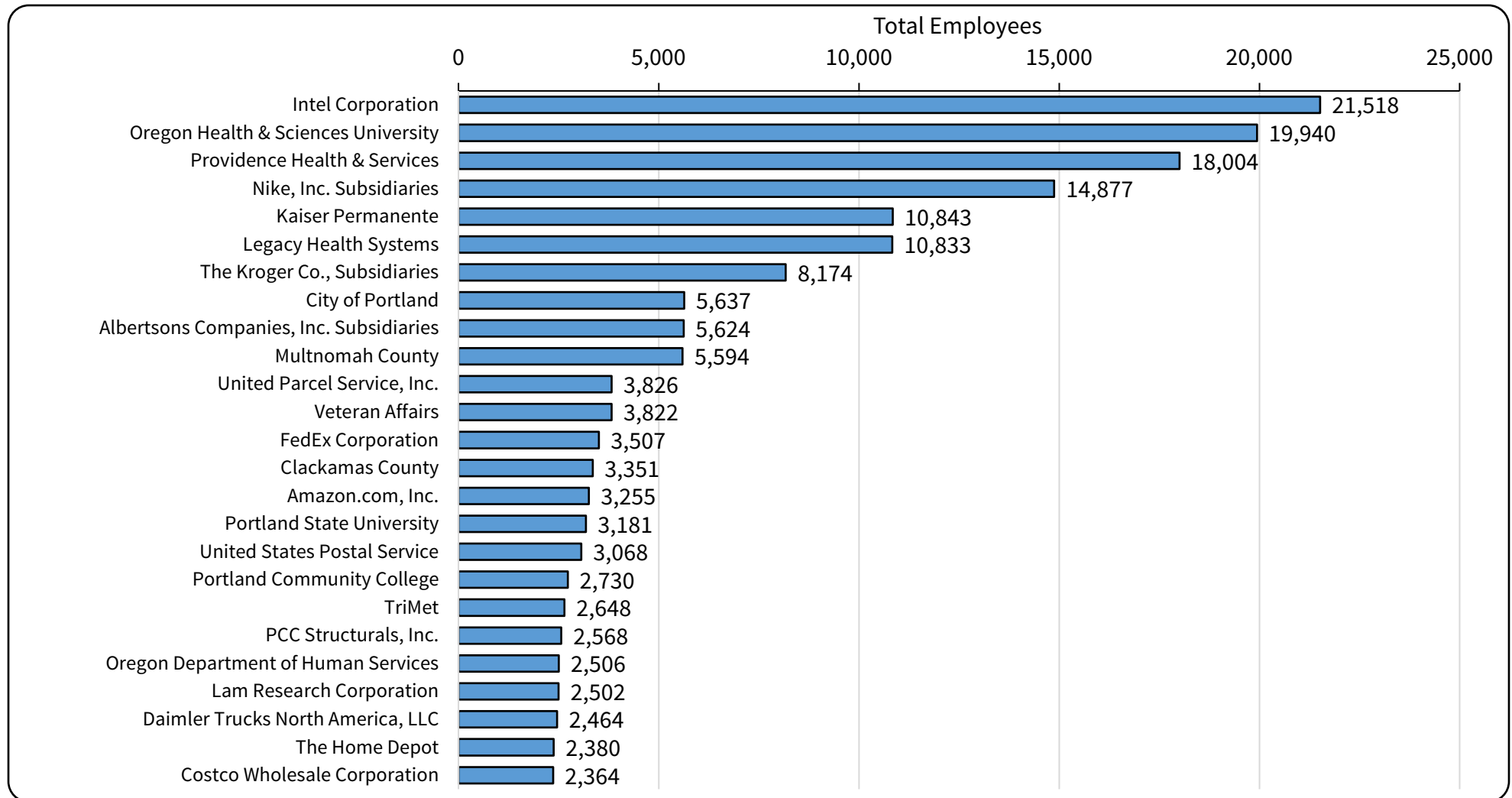
¹ Square mileage is calculated for the area within ½ miles of all TriMet stops.

² Population estimates are from the [2023 American Community Survey Census](#)

³ The Urban Area square mileage provided represents the total area of Census-defined Urban Areas within the TriMet region.

Top 25 Largest Employers in TriMet Service District

The following bar chart visualizes the Top 25 Largest Employers in TriMet's Service District⁴, ranked by total employees. The X-axis represents total employees, while the Y-axis lists the businesses, ordered from largest to smallest workforce. The corresponding data table is on the following page.



2. Top 25 Largest Employers in TriMet Service District Bar Chart

⁴ Source: 2023 Quarterly Census of Employment Wages

Top 25 Largest Employers in TriMet Service District Data Table

Rank	Business Name	Total Employees
1	Intel Corporation	21,518
2	Oregon Health & Sciences University	19,940
3	Providence Health & Services	18,004
4	Nike, Inc. Subsidiaries	14,877
5	Kaiser Permanente	10,843
6	Legacy Health Systems	10,833
7	The Kroger Co., Subsidiaries	8,174
8	City of Portland	5,637
9	Albertsons Companies, Inc. Subsidiaries	5,624
10	Multnomah County	5,594
11	United Parcel Service, Inc.	3,826
12	Veteran Affairs	3,822
13	FedEx Corporation	3,507
14	Clackamas County	3,351
15	Amazon.com, Inc.	3,255
16	Portland State University	3,181
17	United States Postal Service	3,068
18	Portland Community College	2,730
19	TriMet	2,648
20	PCC Structurals, Inc.	2,568
21	Oregon Department of Human Services	2,506
22	Lam Research Corporation	2,502
23	Daimler Trucks North America, LLC	2,464
24	The Home Depot	2,380
25	Costco Wholesale Corporation	2,364

This table presents the Top 25 Largest Employers in TriMet's Service District, ranked by total employees. The data is organized by rank, business name, and total number of employees.

Intel Corporation is the largest employer, with 21,518 employees, followed by Oregon Health & Science University (19,940) and Providence Health & Services (18,004). Other major private-sector employers include Nike, Inc. Subsidiaries (14,877), Kaiser Permanente (10,843), and Legacy Health Systems (10,833).

Public sector employers also featured prominently, including the City of Portland (5,637), Multnomah County (5,594), and Portland State University (3,181). TriMet employs 2,648 workers, placing it 19th on the list.

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

Table 1. Top 25 Largest Employers in TriMet Service District Data Table

Ridership and Expense (Fixed Route)⁵

The following table presents TriMet's fixed-route ridership, revenue, vehicle hours, and operating costs from FY2010 Actual to FY2025 Estimates, along with their year-over-year percentage changes.

- **Boarding Rides** shows a sharp decline in FY20 (-18.7%) and FY21 (-48.8%), followed by a gradual recovery in subsequent years.
- **Passenger Revenue** follows a similar pattern, peaking in FY19 (\$105.6 million) before declining and gradually increasing.
- **Fixed Route Vehicle Hours** measure service levels peaking in FY25.
- **Operations Costs** have steadily increased, rising from \$249.6 million in FY10 to an estimated \$550.6 million in FY25.
- **Cost per Vehicle Hour**, has risen over time, with a 17.8% spike in FY23 and a projected 5.7% decrease in FY25.

Fiscal Year	Boarding Rides (Bus, Rail, WES)	Percent Change	Passenger Rev (Unadj. CPI) ⁵	Percent Change	Fixed Route Vehicle Hrs	Percent Change	Operations Costs ⁶ (Unadj. CPI)	Percent Change	Operations Costs/ Vehicle Hrs	Percent Change
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	57,295,454	15.7%	\$48,648,306	1.0%	2,174,796	-4.4%	\$425,209,349	12.6%	\$195.52	17.8%
FY24	62,558,405	9.2%	\$50,488,426	3.8%	2,307,984	6.1%	\$503,049,320	18.3%	\$217.96	11.5%
FY25 ⁷	64,809,500	3.6%	\$62,367,400	23.5%	2,678,156	16.0%	\$550,568,931	9.4%	\$205.58	-5.7%

Table 2. Ridership and Expense (Fixed Route) by Fiscal Year Data Table

⁵ Excludes Portland Streetcar and Demand Response.

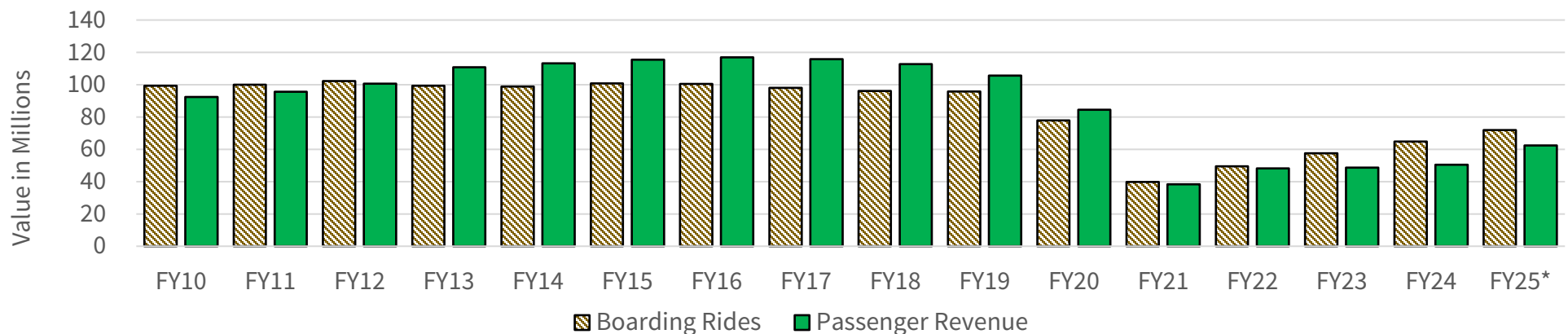
⁶ Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

⁷ Data based on FY2025 Adopted Budget.

Ridership and Passenger Revenue Comparison by Fiscal Year⁸

The following bar chart visualizes the relationship between Boarding Rides (in millions), represented by patterned bars, and Passenger Revenue (in millions of dollars), depicted by green bars, across fiscal years FY2010 to FY2025.

- **Boarding Rides** peaked in FY12 at 102.24 million before experiencing a gradual decline. The sharpest drop occurred in FY20-FY21, with rides decreasing by 48.8% in FY21. Ridership has since rebounded, with projected FY25 rides reaching 64.80 million.
- **Passenger Revenue** followed a similar trend, peaking at \$116.94 million in FY16 before declining. The steepest decline was in FY21, when revenue fell by 54.6% to \$38.35 million. Revenue has since recovered, with FY25 estimated at \$62.37 million.



3. Ridership and Passenger Revenue Comparison by Fiscal Year Bar Chart

Ridership and Passenger Revenue Comparison in Millions by Fiscal Year Data Table

The following table presents Boarding Rides and Passenger Revenue for TriMet's fixed-route services from FY2010 to FY2025. The data is organized by fiscal year, total boarding rides (in millions), and passenger revenue (in millions of dollars).

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Rides	99.34	100.00	102.24	99.25	98.78	100.71	100.48	97.97	96.06	95.69	77.78	39.86	49.51	57.30	62.56	64.81
Revenue (\$)	\$92.41	\$95.53	\$100.59	\$110.79	\$113.23	\$115.47	\$116.94	\$115.78	\$112.74	\$105.56	\$84.55	\$38.35	\$48.19	\$48.65	\$50.49	\$62.37

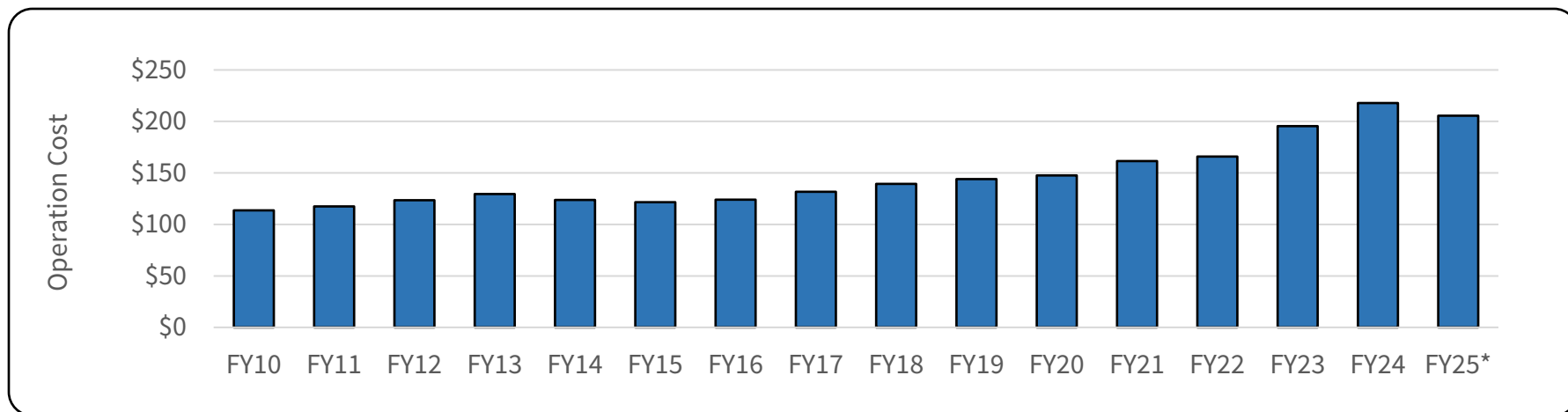
Table 3. Ridership and Revenue Comparison by Fiscal Year Data Table

⁸ Excludes Portland Streetcar and Demand Response.

Operations Cost per Vehicle Hour by Fiscal Year⁹

The following bar chart visualizes Operations Cost per Vehicle Hour from FY2010 to FY2025. The X-axis represents fiscal years, while the Y-axis shows cost per vehicle hour in dollars.

- From FY2010 to FY2019, costs gradually increased from \$113.64 to \$143.93.
- In FY2020 and FY2021, costs saw sharp increases to \$147.67 and \$161.49.
- The highest increase occurred in FY2023, reaching \$195.52, followed by \$217.96 in FY2024, marking a significant 11.5% rise.
- FY2025 is projected at \$205.58, showing a 5.7% decrease from FY2024.



4. Operations Cost per Vehicle Hour by Fiscal Year Bar Chart

Operations Cost per Vehicle Hour by Fiscal Year Data Table

The following data table presents Operations Cost per Vehicle Hour from FY2010 to FY2025. The data is organized by fiscal year, with cost representing the total cost per hour as a rounded dollar amount.

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Cost (\$)	\$114	\$117	\$124	\$130	\$124	\$122	\$124	\$132	\$139	\$144	\$148	\$161	\$166	\$196	\$218	\$206

Table 4. Operations Cost per Vehicle Hour Data by Fiscal Year Data Table

⁹ Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

Local Economic Statistics

The following table presents Local Economic Statistics for the Tri-County region from FY2010 to FY2025, highlighting population, employment, wages, property values, and payroll growth, along with year-over-year percentage changes.

- **Tri-County Population** experienced steady growth until FY2019, with a peak of 1.86 million, followed by fluctuations in later years. A 0.3% increase is projected for FY2025.
- **Tri-County Employment** declined in FY2020-FY2021, but rebounded in FY2022 and is projected to reach 839,578 jobs in FY2025.
- **Average Wages** per Employee have consistently risen, with a 9.0% spike in FY2021 and a projected 1.2% increase in FY2025.
- **Tri-County Property Values** have steadily increased, with a 13.0% jump in FY2023. FY2025 is projected to reach \$496.2 billion, reflecting continued real estate growth.
- **Private Payroll** follows a similar trend, reaching \$68.7 billion in FY2025.

Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment ¹⁰	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value	Percent Change	Private Tri-County Payroll ⁵	Percent Change
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	1,830,731	-0.9%	839,658	1.9%	\$79,491	2.3%	\$464,638,185,000	13.0%	\$66,745,604,023	4.2%
FY24	1,838,183	0.4%	837,902	-0.2%	\$80,779	1.6%	\$479,891,249,000	3.3%	\$67,685,184,023	1.4%
FY25 ¹¹	1,843,698	0.3%	839,578	0.2%	\$81,747	1.2%	\$496,207,551,466	3.4%	\$68,700,461,783	1.5%

Table 5. Local Economic Statistics by Fiscal Year Data Table

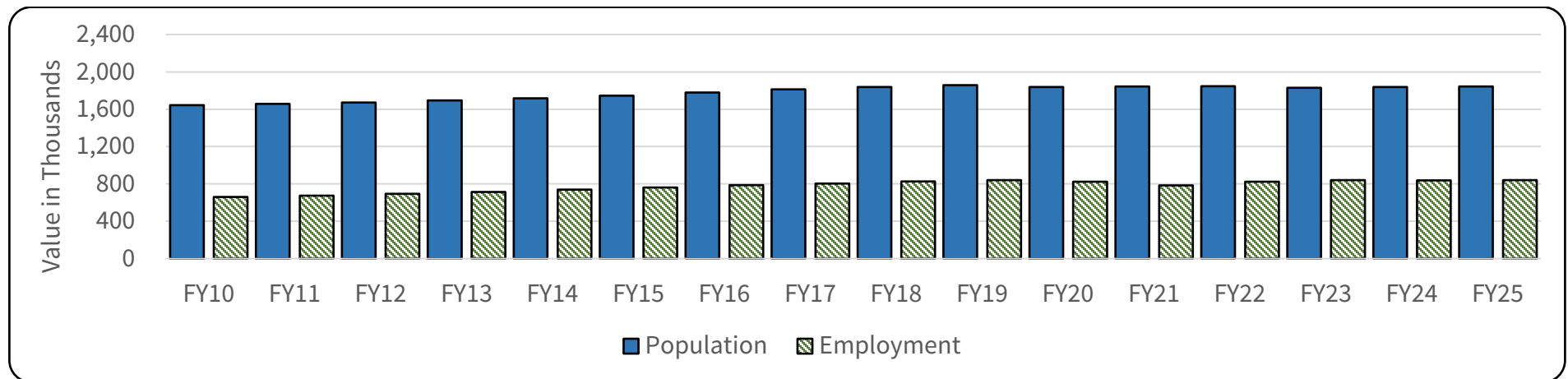
¹⁰ Excludes: social services, membership of organization, federal and local governments.

¹¹ Data based on projections.

Tri-County Population and Employment by Fiscal Year¹²

The following bar chart visualizes the relationship between Tri-County Population (in thousands), represented by patterned bars, and Employment (in thousands), depicted by blue bars, across fiscal years FY2010 to FY2025.

- **Tri-County Population** has shown steady growth, increasing from 1,645K in FY10 to a projected 1,844K in FY25. The peak was in FY19 at 1,859K, followed by slight declines in FY20-FY23, before rebounding.
- **Tri-County Employment** followed a similar trend, peaking in FY19 at 842K. A sharp decline occurred in FY20-FY21, dropping to 784K in FY21. Employment has since recovered and is projected to reach 840K in FY25.



5. Tri-County Population and Employment Comparison in Thousands by Fiscal Year Bar Chart.

Tri-County Population and Employment in Thousands by Fiscal Year Data Table

The following table presents Population and Employment for the Tri-County region from FY2010 to FY2025. The data is organized by fiscal year, population (in thousands), and employment (in thousands).

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Population	1,645	1,657	1,673	1,694	1,718	1,745	1,779	1,812	1,839	1,859	1,839	1,844	1,847	1,831	1,838	1,844
Employment	661	676	695	715	738	762	786	805	826	842	825	784	824	840	838	840

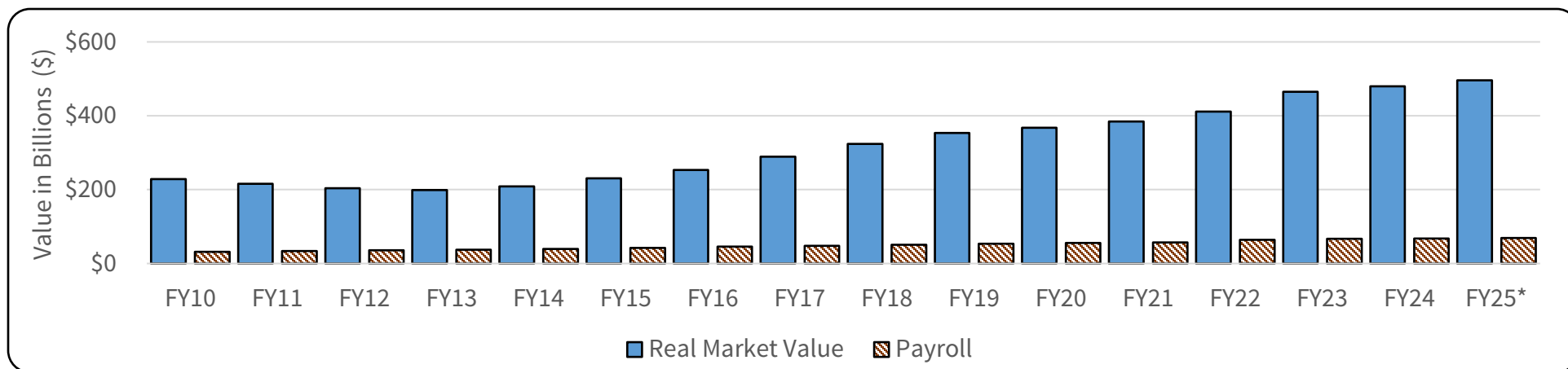
Table 6. Tri-County Population and Employment in Thousands by Fiscal Year Data Table.

¹² Sources: PSU Research Center and Oregon Employment Department

Tri-County Property Value & Payroll Tax Revenue by Fiscal Year¹³

The following bar chart visualizes the relationship between Tri-County Property Value (Real Market Value) in billions, patterned bars, and Payroll Tax Revenue in billions, depicted by blue bars, across fiscal years FY2010 to FY2025.

- **Tri-County Property Value** has experienced consistent growth, increasing from \$228.38B in FY10 to a projected \$496.21B in FY25. The most significant gains occurred in FY17-FY23, with a peak increase of \$53.41B in FY23.
- **Payroll Tax Revenue** has steadily increased, rising from \$31.59B in FY10 to a projected \$68.70B in FY25, reflecting economic expansion and employment growth. Notable increases occurred in FY22-FY23, with FY22 jumping by \$6.72B (11.7%).



6. Tri-County Property Value (Real Market Value) & Payroll Tax Revenue in Billions by Fiscal Year Bar Chart

Tri-County Property Value & Payroll in Billions by Fiscal Year Data Table

The following table displays Tri-County Property Value (Real Market Value) and Payroll Tax Revenue from FY2010 to FY2025, organized by fiscal year, RMV (in billions), and PTR (in billions).

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
RMV	\$228.4	\$215.8	\$203.9	\$198.9	\$208.5	\$230.7	\$253.3	\$288.9	\$324.0	\$353.5	\$367.5	\$384.7	\$411.2	\$464.6	\$479.9	\$496.2
PTR	\$31.6	\$33.8	\$36.2	\$37.3	\$39.7	\$42.4	\$45.7	\$47.9	\$50.8	\$53.6	\$55.3	\$57.3	\$64.1	\$66.7	\$67.7	\$68.7

Table 7. Tri-County Property Value (Real Market Value) & Payroll Tax Revenue in Billions by Fiscal Year Data Table

¹³ Source: Oregon Employment Department



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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	75,500	72,421	108,629
Accountant, Senior	14	7	NU	733,031	86,095	129,143
Adjuster	11	1	NU	91,594	66,341	99,513
Adjuster, Senior	13	1	NU	115,034	78,990	118,485
Administrator	12	5	NU	460,554	72,421	108,629
Administrator	14	1	NU	124,507	86,095	129,143
Administrator, Senior	13	1	NU	99,791	78,990	118,485
Administrator, Senior	14	10	NU	1,110,832	86,095	129,143
Administrator, Senior	15	2	NU	250,821	93,779	140,669
Analyst	12	5	NU	493,521	72,421	108,629
Analyst	13	18	NU	1,701,371	78,990	118,485
Analyst	14	6	NU	659,957	86,095	129,143
Analyst, Principal	16	1	NU	113,519	102,036	153,055
Analyst, Senior	14	6	NU	654,123	86,095	129,143
Analyst, Senior	15	14	NU	1,653,114	93,779	140,669
Analyst, Senior	16	10	NU	1,265,507	102,036	153,055
Analyst, Senior	17	3	NU	445,039	110,957	166,434
Apprentice Mechanic	934	6	U	410,520	59,076	82,804
Apprentice Plant Maint Mech	572	1	U	70,942	59,076	82,804
Assist Storekeeper Inventory Control	371	2	U	204,021	93,149	93,149
Assistant Storekeeper	371	6	U	612,063	93,149	93,149
Assistant, Administrative	7	4	NU	241,380	46,369	69,554
Assistant, Executive Administrative	12	9	NU	822,222	72,421	108,629
Assistant, Senior	12	1	NU	74,610	72,421	108,629
Assistant, Senior Administrative	9	41	NU	2,865,491	55,551	83,325
Auditor, Senior	16	1	NU	104,097	102,036	153,055
Bus Body and Paint Technician	929	9	U	834,856	91,102	91,102
Bus Electronic Technician	928	10	U	927,618	91,102	91,102
Bus Mechanic	931	156	U	14,470,843	91,102	91,102
Buyer	432	2	U	195,640	73,361	97,815
Buyer, Senior	373	4	U	409,904	102,481	102,481
Candidate Sourcer	12	1	NU	95,407	72,421	108,629

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	360,547	247,575	371,363
Chief Inclusion, Diversity, Equity & Access Off	23	1	NU	250,958	180,471	270,709
Chief Information Officer	26	1	NU	294,218	227,655	341,483
Chief Operating Officer	28	1	NU	380,793	153,939	230,910
Chief Station Agent	830	5	U	548,359	269,237	403,856
Chief Strategy & Planning Officer	27	1	NU	299,500	82,253	109,679
Cleaner	940	4	U	164,910	247,575	371,363
Clerk	8	1	NU	61,294	33,456	52,297
Clerk	323	6	U	491,174	50,777	76,164
Clerk	331	3	U	288,557	65,481	87,316
Clerk	356	1	U	73,185	78,358	104,462
Clerk II, Administrative	7	2	NU	135,060	54,894	73,185
Clerk, Senior	322	1	U	97,735	46,369	69,554
Clerk, Senior	340	3	U	293,206	73,295	97,727
Commuter Rail Vehicle Maint. Technician	888	8	U	742,094	73,295	97,727
Coordinator	10	1	NU	67,483	91,102	91,102
Coordinator	11	13	NU	1,126,967	60,740	91,108
Coordinator	12	8	NU	768,893	66,341	99,513
Coordinator	13	5	NU	516,419	72,421	108,629
Coordinator	437	1	U	90,307	78,990	118,485
Coordinator	730	4	U	410,412	75,254	100,346
Coordinator	820	2	U	219,344	102,613	102,613
Coordinator	821	2	U	219,344	82,253	109,679
Coordinator	876	2	U	185,693	82,253	109,679
Coordinator, Senior	13	5	NU	485,408	69,641	92,841
Coordinator, Senior	14	16	NU	1,794,903	78,990	118,485
Coordinator, Senior	15	1	NU	132,437	86,095	129,143
Coordinator, Senior	16	1	NU	113,793	93,779	140,669
Copywriter, Senior	10	1	NU	71,885	102,036	153,055
Cost Estimator	15	1	NU	118,015	60,740	91,108
Cost Estimator, Senior	17	1	NU	130,352	93,779	140,669
Customer Experience Agent	714	7	U	422,095	110,957	166,434

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Customer Safety Supervisor	342	42	U	4,344,609	48,973	64,821
Customer Service Representative	731	7	U	557,566	78,358	104,462
Data Scientist, Senior	14	1	NU	117,414	65,856	87,800
Database Architect, Senior	18	1	NU	162,379	86,095	129,143
DBA, Senior	18	3	NU	509,092	120,556	180,835
Deputy General Counsel	18	1	NU	150,727	120,556	180,835
Deputy General Counsel, Senior	20	5	NU	933,041	120,556	180,835
Designer	13	1	NU	113,545	141,996	212,993
Developer	14	1	NU	111,091	78,990	118,485
Developer Analyst, Principal	19	2	NU	320,501	86,095	129,143
Developer, Senior	17	1	NU	153,564	130,894	196,343
Director	17	1	NU	156,142	110,957	166,434
Director	18	2	NU	302,847	110,957	166,434
Director	19	4	NU	737,381	120,556	180,835
Director	20	14	NU	2,622,881	130,894	196,343
Director	21	12	NU	2,382,378	141,996	212,993
Director	22	7	NU	1,596,214	153,939	230,910
Director	23	2	NU	474,760	166,733	250,101
Director, Senior	21	3	NU	578,168	180,471	270,709
Director, Senior	22	1	NU	237,163	153,939	230,910
Dispatcher	836	23	U	2,386,664	166,733	250,101
Diversity	17	1	NU	143,573	78,358	104,462
Engineer	14	1	NU	88,177	110,957	166,434
Engineer	15	3	NU	376,699	86,095	129,143
Engineer	16	8	NU	1,066,935	93,779	140,669
Engineer, Principal	18	5	NU	764,694	102,036	153,055
Engineer, Principal	19	1	NU	188,571	120,556	180,835
Engineer, Senior	16	5	NU	687,376	130,894	196,343
Engineer, Senior	17	10	NU	1,551,358	102,036	153,055
Engineer, Senior	18	21	NU	3,305,377	110,957	166,434
Executive Administrative Assistant	12	1	NU	93,725	120,556	180,835
Executive Advisor to the General Manager	21	1	NU	192,425	72,421	108,629

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Executive Assistant	12	2	NU	202,781	72,421	108,629
Executive Assistant	13	1	NU	120,609	78,990	118,485
Executive Assistant, Senior	13	2	NU	216,099	78,990	118,485
Executive Assistant, Senior	14	1	NU	105,135	86,095	129,143
Executive Director	24	5	NU	1,286,783	195,178	292,769
Executive Director	26	1	NU	284,570	227,655	341,483
Executive Director	27	2	NU	659,255	247,575	371,363
Facilities Maintenance Trainer	915	2	U	213,333	104,770	104,770
Facilities Maintenance Worker	558	6	U	531,809	88,637	88,637
Facilities Maintenance Worker	969	17	U	1,506,792	88,637	88,637
Fare Revenue Specialist	733	8	U	682,158	65,173	86,898
Fare Revenue Supervisor	716	1	U	102,603	76,971	102,613
Field Technician	591	22	U	2,139,003	97,221	97,221
General Manager	31	1	NU	454,189	346,280	519,420
Graphic Designer	12	3	NU	270,373	72,421	108,629
Helper	533	11	U	910,729	82,804	82,804
Helper	933	5	U	413,968	82,804	82,804
HR Business Partner	17	2	NU	268,881	110,957	166,434
HR Generalist	12	1	NU	79,281	72,421	108,629
HR Investigator	17	1	NU	135,477	110,957	166,434
Human Resource Generalist, Senior	14	1	NU	89,002	86,095	129,143
Inspector, Principal	18	1	NU	164,044	120,556	180,835
Inspector, Senior	17	1	NU	139,649	110,957	166,434
Instructional Designer, Senior	14	1	NU	111,321	86,095	129,143
Internal Auditor, Senior	15	1	NU	121,595	93,779	140,669
Irrigation Technician	976	1	U	85,481	85,489	85,489
Junior Tireman	942	4	U	301,375	48,049	84,455
Landscaper	974	3	U	242,793	63,346	84,455
Lead Customer Safety Supervisor	341	5	U	548,359	82,253	109,679
Lead Landscaper	967	1	U	62,032	85,489	85,489
Lead Supervisor	489	6	U	658,031	82,253	109,679
LRV Body & Paint Technician	553	14	U	1,269,396	71,600	91,102

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
LRV Electronics Technician	578	2	U	185,524	91,102	91,102
LRV Overhaul Technician	577	40	U	3,710,472	91,102	91,102
LRV Technician	551	84	U	7,791,992	91,102	91,102
LRV Technician Trainee	574	15	U	1,236,001	65,856	82,804
Maintenance Mechanic	532	3	U	235,132	48,049	84,455
Maintenance Mechanic	932	9	U	741,798	48,049	84,455
Maintenance of Way Laborer	561	11	U	956,126	49,524	86,920
Maintenance Trainer	918	8	U	853,332	104,770	104,770
Manager	14	2	NU	240,099	86,095	129,143
Manager	15	4	NU	469,866	93,779	140,669
Manager	16	20	NU	2,639,623	102,036	153,055
Manager	17	35	NU	5,087,405	110,957	166,434
Manager	18	29	NU	4,646,434	120,556	180,835
Manager	19	13	NU	2,269,936	130,894	196,343
Manager	20	10	NU	1,815,742	141,996	212,993
Manager	21	1	NU	195,111	153,939	230,910
Manager, Assistant	9	1	NU	78,500	55,551	83,325
Manager, Assistant	13	2	NU	218,490	78,990	118,485
Manager, Assistant	14	26	NU	2,917,364	86,095	129,143
Manager, Assistant	15	10	NU	1,257,994	93,779	140,669
Manager, Assistant	16	82	NU	10,743,527	102,036	153,055
Manager, Senior	19	1	NU	177,075	130,894	196,343
Mini Run Operator	881	239	U	16,576,599	62,114	82,804
MMIS Clerk	543	5	U	417,777	43,955	81,351
MMIS Clerk	937	8	U	605,777	43,955	81,351
Moneyroom Supervisor	330	1	U	107,704	80,779	107,698
Operator	880	1064	U	79,377,206	62,114	82,804
Overhead Power Maintainer	531	21	U	2,027,342	97,221	97,221
Overhead Power Trainee	579	2	U	152,475	65,878	82,804
Paralegal Investigator	14	2	NU	230,072	86,095	129,143
Partsman	376	16	U	1,327,258	82,804	88,703
Partsman, Senior	372	7	U	620,888	88,703	88,703

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Planner	11	1	NU	84,281	66,341	99,513
Planner	13	3	NU	300,711	78,990	118,485
Planner, Senior	15	2	NU	250,148	93,779	140,669
Plant Maintenance Mechanic – LME	557	7	U	649,333	91,102	91,102
Plant Maintenance Mechanic – LME	968	13	U	1,200,740	91,102	91,102
Program Coordinator	11	1	NU	64,409	66,341	99,513
Program Manager	15	2	NU	251,621	93,779	140,669
Program Manager	16	3	NU	402,359	102,036	153,055
Program Manager	17	8	NU	1,093,738	110,957	166,434
Program Manager	18	3	NU	412,422	120,556	180,835
Program Manager	19	1	NU	180,000	130,894	196,343
Program Manager, Senior	18	1	NU	167,761	120,556	180,835
Program Scheduler	15	1	NU	104,068	93,779	140,669
Program Scheduler, Senior	17	1	NU	138,697	110,957	166,434
Project Director	21	1	NU	216,539	153,939	230,910
Project Manager	12	2	NU	177,294	72,421	108,629
Project Manager	13	6	NU	608,319	78,990	118,485
Project Manager	14	2	NU	202,264	86,095	129,143
Project Manager	16	9	NU	1,147,030	102,036	153,055
Project Manager	18	7	NU	1,130,383	120,556	180,835
Project Manager, Principal	18	13	NU	2,118,929	120,556	180,835
Project Manager, Senior	14	4	NU	434,389	86,095	129,143
Project Manager, Senior	15	4	NU	503,692	93,779	140,669
Project Manager, Senior	16	2	NU	274,124	102,036	153,055
Project Manager, Senior	17	24	NU	3,423,012	110,957	166,434
Public Information Officer	14	2	NU	204,830	86,095	129,143
Rail Controller	538	29	U	3,093,330	104,462	104,462
Rail Operator	580	212	U	16,481,880	64,227	85,753
Recruiter	10	7	NU	489,250	60,740	91,108
Recruiter	12	1	NU	76,216	72,421	108,629
Representative	10	1	NU	67,739	60,740	91,108
Representative	12	2	NU	185,246	72,421	108,629

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Representative	715	7	U	371,111	44,637	55,819
Representative, Senior	15	1	NU	104,585	93,779	140,669
Road Supervisor	834	44	U	4,569,321	78,358	104,462
Schedule Data Technician	867	2	U	208,931	78,358	104,462
Schedule Writer II	874	4	U	417,862	78,358	104,462
Schedule Writer III	878	1	U	105,820	102,877	110,198
Security Dispatcher	343	7	U	720,804	78,358	104,462
Service Aide	943	33	U	1,857,018	47,873	58,328
Service Worker	944	109	U	6,050,234	47,873	69,289
Service Worker	945	67	U	4,070,470	47,873	69,289
Service Worker Pressure Washer	947	17	U	1,179,089	47,873	69,289
Service Worker Spotter	946	7	U	482,412	47,873	69,289
Signal Inspector	545	4	U	408,381	102,085	102,085
Signals Maintainer	541	23	U	2,172,950	92,819	92,819
Signals Maintainer Trainee	567	2	U	143,981	65,856	82,804
Signs & Shelters Field Worker	965	6	U	506,666	84,455	84,455
Specialist	10	2	NU	154,529	60,740	91,108
Specialist	12	1	NU	90,524	72,421	108,629
Specialist	732	4	U	397,883	74,594	99,466
Specialist	877	1	U	109,672	109,679	109,679
Specialist, Senior	9	13	NU	924,164	55,551	83,325
Specialist, Senior	10	1	NU	66,500	60,740	91,108
Specialist, Senior	11	4	NU	346,027	66,341	99,513
Specialist, Senior	12	8	NU	742,316	72,421	108,629
Specialist, Senior	14	1	NU	114,300	86,095	129,143
Spotter	936	4	U	337,777	84,455	84,455
Station Agent	835	27	U	2,820,569	78,358	104,462
Streetcar Controller	539	5	U	533,333	104,462	104,462
Streetcar Journeyworker Mechanic	451	11	U	1,020,380	91,102	91,102
Streetcar Operator	488	56	U	4,739,932	64,227	85,753
Substation Maintainer	779	12	U	1,166,729	97,221	97,221
Substation Technician Trainee	571	1	U	69,778	65,878	82,804

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Supervisor	178	2	U	205,651	82,253	109,679
Supervisor	536	39	U	4,074,155	104,462	104,462
Supervisor	710	2	U	205,206	76,971	102,613
Supervisor	775	4	U	378,687	78,358	104,462
Supervisor	840	5	U	540,148	82,253	109,679
Supervisor, Assistant	556	3	U	325,968	106,751	106,751
Supervisor, Assistant	564	2	U	217,312	106,751	106,751
Supervisor, Assistant	566	2	U	223,619	111,814	111,814
Supervisor, Assistant	590	2	U	223,619	111,814	111,814
Supervisor, Assistant	736	1	U	95,069	71,292	95,064
Supervisor, Assistant	780	1	U	111,809	111,814	111,814
Supervisor, Assistant	872	3	U	320,000	104,770	104,770
Supervisor, Assistant	930	8	U	853,332	104,770	104,770
Supervisor, Assistant	964	4	U	426,666	104,770	104,770
Surveyor, Senior	15	1	NU	132,500	93,779	140,669
Talent Development Partner	17	1	NU	137,150	110,957	166,434
Technical Support	12	2	NU	148,489	72,421	108,629
Technician	12	1	NU	104,181	72,421	108,629
Timekeeper	336	2	U	164,508	109,679	109,679
Tireman	941	4	U	350,137	87,536	87,536
Track Maintainer	540	19	U	1,795,046	92,819	92,819
Track Trainee	542	1	U	74,471	65,856	82,804
Trainer, Senior	15	8	NU	949,822	93,779	140,669
Training Supervisor	832	68	U	6,592,878	78,358	104,462
Training Supervisor Rail	775	13	U	1,351,082	78,358	104,462
Wayside Cleaner	537	8	U	675,555	84,455	84,455
Wheel True Technician	552	4	U	374,180	91,894	91,894
Total		3620.60		\$ 329,627,388		

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.

TRIMET 2030: TriMet's Strategic Business Plan initiatives covering a five-year period.

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

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

UNSCHEDULED OVERTIME: All other overtime except scheduled overtime.

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

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

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

Acronyms

The following are acronyms and terms commonly used by TriMet:

AAPAffirmative Action Plan	CIOChief Information Officer
ADAAmericans with Disabilities Act	CIPCapital Improvement Program or Plan
AIM CCSAdvanced Information Management Command Control Signaling	CISCustomer Information Services Department
AMEApprovals Management Engine	CMCommunications & Marketing Department
ATCMTDAdvanced Transportation and Congestion Management Technologies Deployment	CMAQCongestion Mitigation & Air Quality Program
APTAAmerican Public Transportation Association	CMMSComputerized Maintenance Management System
ARPAmerican Rescue Plan	CMSCompetency Management System
ATPAccessible Transportation Programs Department	CPCCapital Program Committee
ATUAmalgamated Transit Union	CPTEDCrime Prevention through Environmental Design
BEBBattery-Electric Bus	CRCommuter Rail Department
BETCBusiness Energy Tax Credit	CRRSAACoronavirus Response and Relief Supplemental Appropriations Act
BFBudget & Forecasting Department	CSCCustomer Support Center
BHBenefits & HRIS Department	CSWCustomer Service Workshops
BMBus Maintenance Department	CYCurrent Year
BODBoard of Directors	DBDefined Benefit (pension)
BOLIBureau of Labor and Industries (Oregon)	DBEDisadvantaged Business Enterprise
BRRSTBus and Rail Replacement Service Team	DCDefined Contribution (pension)
BRTBus Rapid Transit (Rapid Bus Lines)	DCDDesign & Construction Department
BTBus Transportation Department	DDEDefensive Driving Evaluations
CCompensation Department	DMAPDivision of Medical Assistance Programs
C.A.R.E.SCustomer Automated Ride Experience System	DMUDiesel Multiple Unit
CARES ActCoronavirus Aid, Relief, and Economic Security Act	DTPDivision Transit Project
CATCommittee on Accessible Transportation	E3Engage, Empower, Expand
CAECommunity Affairs & Engagement Department	EAMSEnterprise Asset Management System
CBOCommunity Based Organization	EAPEmployee Assistance Program
CCTVClosed Circuit Television (security cameras)	ECAEngineering & Construction Administration Department
CDLCommercial Driver's License	ECMEnterprise Content Management System

EEOEqual Employment Opportunity	HRAHuman Resources Administration Department
eFareElectronic fare payment system	HRISHuman Resources Information System
ePOSElectronic Point of Sale at TriMet's Ticket Office	HVACHeating, Ventilation and Air Conditioning
ERGEmployee Resource Group	IAInternal Audit Department
ESEnterprise Systems Department	IDEAInclusion, Diversity, Equity & Accessibility Department
FASFinance & Administrative Services Department	IGAIntergovernmental Agreement
FASTFixing America's Surface Transportation Act	IOIIT Operations & Infrastructure Department
FEISFinal Environmental Impact Statement	ISInformation Security Department
FEMAFederal Emergency Management Administration	ITAIT Administration Department
FHWAFederal Highway Administration	ITCS CAD/AVL Intermodal Transport Control System Computer-Aided Dispatch/ Automatic Vehicle Location
FICAFederal Insurance Contributions Act	ITSIntelligent Transportation Systems Department
FMBRFacilities Management Bus-Rail Department	ITSMInformation Technology Service Management
FMLAFamily and Medical Leave Act	JDJob Description
FOField Operations	KPIKey Performance Indicators
FRAFederal Railroad Administration	LLitigation Department
FRASFare Revenue & Administrative Services Department	LAPLanguage Access Program
FSFinancial Services Department	LIFLow-Income Fare
FTAFederal Transit Administration	LIFTAccessible Transportation at TriMet
FTEFull-Time Equivalent	LMRLand Mobile Radio
FX LineFrequent Express (high capacity bus service)	LMSLearning Management System
FYFiscal Year	LRLabor Relations Department
GAAPGenerally Accepted Accounting Principles	LRVLight Rail Vehicle
GASBGovernment Accounting Standards Board	LSALegal Services Administration Department
GCGeneral Counsel	LTDLong Term Disability
GDCGrant Development & Compliance Department	LOCLine of Credit
GEDGeneral Education Development	M&SMaterials & Services
GEMGoing the Exemplary Mile Award	MAMaintenance Administration Department
GFOAGovernment Finance Officers Association	MaaSMobility as a Service
GISGeographic Information System	MAXMetropolitan Area Express
GSPAGovernment Services and Public Affairs Department	MBDFMean Distance Between Failures
HB2017House Bill 2017 Keep Oregon Moving	MMISMaintenance Management Information System

MODA.....Multi-Objective Decision Analysis
MOWRail Maintenance Of Way Department
MPMajor Projects Department
MPRMonthly Performance Report
MRPMaterial Requisition Planning
MTIPMetropolitan Transportation Improvement Program
MWESB.....Minority, Women & Emerging Small Business
NASRA.....National Association of State Retirement Administrators
NCSR Nationwide Cybersecurity Review
NEPA National Environmental Protection Act
NRVNon Revenue Vehicle
NTDNational Transit Database
NUNon-Union
O&MOperations and Maintenance
OCCOperations Command Center Department
OCOO.....Office of Chief Operating Officer Department
OCSOverhead Catenary System
ODOTOregon Department of Transportation
OFLA.....Oregon Family Leave Act
OGM.....Office of General Manager Department
OMFOperations and Maintenance Facility
OPEBOther Post-Employment Benefits
OPM.....Oracle Performance Management Module
ORSOregon Revised Statutes
OTAOregon Transit Association
P&RPark & Ride
PAA.....Public Affairs Administration Department
PC.....Personal Computer
P-CardPurchasing Card
PCMPredicted Compensation Model
PCR.....Probationary Check Rides

PIC.....Process Improvement Committee
PI/PDPersonal Liability and Property Damage
PMIS.....Project Management Information System
PMO.....Project Management Oversight
PNWR.....Portland and Western Railroad
PPOPreferred Provider Organization
PRT.....Payroll Tax
PS.....Portland Streetcar Department
PSCMProcurement & Supply Chain Management Department
QAQuality Assurance
QCQuality Control
QDROQualified Domestic Relations Order
RCA.....Revolving Credit Agreement
REMRail Equipment Maintenance Department
RFSTReadiness for Service Team
RMRisk Management Department
ROOTRail Operation Optimization Technology
ROWRight of Way
RPIRules, Procedures and Instructions
RT.....Rail Transportation Department
RTODReal Estate & Transit Oriented Development Department
RTW.....Return To Work
SEMSecurity & Emergency Management Department
SESSafety & Environmental Services Department
SGRState of Good Repair
SI.....Safety Interventions
SIP.....Service Improvement Process
SMESubject Matter Expert
SMSSafety Management System
SOARSecurity Operations Automation Response
SOPStandard Operating Procedure

SPA.....Strategy & Planning Administration Department
SD.....Service Delivery Department
SP.....Service Planning Department
SPF.....Salary Placement Form
SSA.....Safety & Security Administration Department
SSGA.....Small Starts Grant Agreement
STBG.....Surface Transportation Block Grant
STD.....Short Term Disability
STF.....Special Transportation Fund
STIF.....Statewide Transportation Improvement Fund
STIP.....Statewide Transportation Improvement Program
SUA.....Shared-Use Agreement
TA.....Transportation Administration Department
TAG.....Technical Advisory Group
TAM.....Transit Asset Management
TAMS.....Transit Asset & Maintenance Support Department
TC.....Transit Center
TEAC.....Transit Equity Advisory Committee
TM.....Talent Management Department

TOD.....Transit Oriented Development
TrAP.....Track Access Program
TriP\$.....TriMet Procurement System
TSCC.....Tax Supervising & Conservation Commission
TSAS.....Transit System & Asset Support Administration
 Department
TSP.....Transit Signal Priority
TSSS.....Transit System Support Services Department
TTD.....Transit Training & Development Department
TTO.....TriMet's Ticket Office
TVM.....Ticket Vending Machine
U.....Union
UAAL.....Unfunded Actuarial Accrued Liability
UPS.....Uninterruptible Power Supply
UZA.....Urbanized Area
VT.....Vintage Trolley
WC.....Workers' Compensation
WES.....Westside Express Service
WWA.....Working and Wage Agreement (union)



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