

**Date:** July 24, 2024  
**To:** Board of Directors  
**From:** Sam Desue Jr., General Manager   
**Subject:** **Report of Finances and Administrative Activities – FY2024  
ORS 267.140(5) Requirement**

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## **INTRODUCTION**

Oregon Revised Statute 267.140(5) requires the TriMet General Manager to report to the Board of Directors on the finances and administrative activities of the district within 30 days after the end of each fiscal year. This statutory requirement is in addition to our regular reporting to the Board of Directors on the financial and administrative activities of the district.

The financial information contained in this report, for the fiscal year ending June 30, 2024, is based on unaudited year-end results and estimated for the month of June. The agency's external auditor, Eide Bailly, will complete their annual audit in September with results available in October or November. As in the past, our auditors will discuss any findings and recommendations with the Finance and Audit Committee and the Board of Directors at audit completion.

## **I. TRIMET FINANCES AND ADMINISTRATIVE ACTIVITIES**

### **A. SERVICE AND RIDERSHIP RESULTS**

FY2024 annual fixed route boardings: In FY2024, TriMet's fixed route system carried 64.7 million boardings, which represented an increase of 12.5% from FY2023. While ridership is increasing at a slow rate across the board, total system wide ridership is down (32.4%) compared to pre-pandemic data.

Average boardings for each day were:

- Weekday boardings averaged 197,345, an increase of 12.0%.
- Weekend boardings averaged 142,416 on Saturday and 120,105 on Sunday, an increase of 10.8% and 14.7%, respectively.

FY2024 annual MAX boardings: MAX carried 24.1 million boardings, an increase of 9.9% from FY2023.

- Weekday MAX boardings averaged 71,619 an increase of 10.5%
- Weekend boardings averaged 58,163 on Saturday and 47,336 on Sunday, an increase of 6.5% and 6.4%, respectively.

FY2024 annual bus boardings: Buses carried 40.5 million boardings in FY2024, an increase of 14.2% from FY2023.

- Weekday Bus boardings averaged 125,268, an increase of 12.9%.
- Weekend Bus boardings averaged 84,253 on Saturday and 72,770 on Sunday, an increase of 13.9% and 20.9%, respectively.

FY2024 annual WES boardings: WES carried 115,955 boardings in FY2024 and averaged 458 daily rides, a decrease of (1.6%) from FY2023. WES currently operates 2 trains that run every 45 minutes headways on weekdays during morning and afternoon rush hours.

LIFT/CAB/TNC: In FY2024, LIFT/Cab/TNC carried 644,322 rides, an increase of 19.4% from the prior year.

## B. REVENUES, EXPENSES AND NET POSITION

The following Statement of Revenues, Expenses, and Changes in Net Position for fiscal year ending June 30, 2024 represent preliminary, unaudited financial data compared to audited financials for fiscal year-end June 30, 2023. The year-to-date activity for 2024 includes estimates for the month of June 2024.

### Statement of Revenues, Expenses, and Changes in Net Position

#### For fiscal years Ending June 30, 2024 and 2023

	<u>--Unaudited--</u> <u>June 30, 2024**</u>	<u>--Audited--</u> <u>June 30, 2023</u>
<b>Operating revenues:</b>		
Passenger revenue	\$ 59,009	\$ 56,752
Auxiliary transportation and other revenue	22,685	22,058
Total operating revenues	<u>81,694</u>	<u>78,810</u>
<b>Operating expenses:</b>		
Labor	264,385	228,576
Fringe benefits	230,115	213,150
Materials and services	186,406	163,207
Utilities	13,241	12,815
Purchased transportation	40,502	30,200
Depreciation expense	156,282	151,730
Other operating expense	23,026	21,968
Total operating expenses	<u>913,957</u>	<u>821,646</u>
Operating loss	(832,263)	(742,836)
<b>Non-operating revenues and (expenses):</b>		
Payroll and other tax revenue	506,477	485,182
Grant revenue	95,449	29,376
Grant revenue - CARES/CRRSAA/ARP	97,698	135,100
Investment income	36,801	26,392
Net leveraged lease income (expense)	(1,712)	(3,243)
Gain or (loss) on disposal of capital asset	529	1,301
Pass through revenue	17,899	14,137
Pass through expense	(17,899)	(14,137)
Interest and other expense	(30,156)	(30,286)
Funding exchanges and other payments	(4,901)	(2,161)
Total non-operating revenues, net	<u>690,155</u>	<u>641,661</u>
Loss before contributions	(142,108)	(101,175)
Capital contributions	58,943	62,369
Changes in net position	(83,165)	(38,806)
Total net position - beginning	<u>1,994,650</u>	<u>2,033,456</u>
Total net position - ending	<u>\$ 1,911,485</u>	<u>\$ 1,994,650</u>

\*\*Fiscal year 2024 includes an average for June 2024 plus actuals for the prior eleven months

## **II. ADMINISTRATIVE ACTIVITIES**

### **A. OFFICE OF THE GENERAL MANAGER**

In FY2024, the Office of the General Manager (OGM) provided overall organizational leadership and support to align the Executive Team and the Board of Directors with the information needed to make decisions that advanced TriMet's vision, mission, values and fiscal stability. Highlights from the OGM include the following:

Set an internal Vision 2030 goal to significantly increase ridership by 2030 and developed internal processes to align the agency toward that goal. Provided direction and inspiration to revitalize TriMet's transit service, be a leader in the region and create meaningful positive benefits for the community.

Restructured and updated the TriMet Business Plan to fully reflect and support Vision 2030, driving the agency toward alignment of purpose and continuous improvement of efforts with focus on:

- Supporting region's economy and providing equitable opportunity through transportation to jobs, education, businesses, services, and recreation.
- Easing congestion through shared rides on transit and services that foster lifestyles less reliant on driving.
- Providing critical transportation for people experiencing disability, older adults, youth, low-income households, essential workers, households without cars, and others.
- Helping shape the region with mobility options, transit-oriented development and capital projects that attract residents, businesses and development to city centers, main streets and corridors and walkable neighborhoods.
- Reducing emissions and supporting environmental sustainability.
- Led leadership team to collaborate efforts across all 11 divisions, conducted outreach to key agency partners and represented the agency in regional, state and national forums.
- Led regional partner discussions on transportation funding to support major efforts, plans and partnerships including transit inclusion in the Interstate Bridge Replacement Program, partner-led bus/transit-only lane improvements, roadway rail crossing upgrades, and major transit project advancements. Achieved substantial completion on A Better Red MAX Extension and Reliability Improvements Project, putting the reliability improvements into operation in FY2024 and preparing for the extension to open in August 2024, providing more people a one-seat ride to and from Portland International Airport, while adding service in a growing job center of Washington County. Guided agency in assisting regional movement on the 82nd Avenue Transit Project, preparing for project development beginning in the coming fiscal year. The project will bring high-capacity, improved bus service and safety improvements to one of the region's most dangerous transportation corridors.
- Directed continuation of TriMet's nationally recognized Disadvantaged Business Enterprise (DBE) Program to facilitate more opportunities for women and people of color in TriMet construction projects. Promoted an increase in the use of "best value" solicitation methods exclusively for contractors certified by Oregon's Certification Office for Business Inclusion and Diversity to contract with the agency for a wide variety of needs.
- Led efforts to strengthen staff diversity, succession planning and training, including expanding and elevating the agency's Inclusion, Diversity, Equity, and Accessibility Department to a

division. Directed the formation of an internal task force in FY2024 to lay the groundwork for a five-year strategic plan to adapt the agency to be more diverse, equitable, inclusive, and accessible to improve its workforce, workplace, and culture. Expanded internal Employee Resource Groups to seven, doubled employee participation, and fostered inclusivity across protected classes.

- Continued to deliver workforce development programs in educational pipeline to maintenance positions, internships in entry-level positions, and succession planning for executive and director positions. Grew overall employment to nearly 3,400 in FY2024, up from just shy of 3,100 at end of FY2023.
- Directed safety and security management in significantly increasing staffing and presence on the system, which led to a 38% decrease in calls for police service and a 34% decrease in incidents targeting employees for calendar year 2023. Among the increase was the expansion of TriMet's Safety Response Team to 68 members, who, in calendar year 2023 engaged with approximately 127,500 individuals, conducted 17,600 welfare checks, provided 5,876 social service referrals, and assisted 47 individuals experiencing suicidal ideation. Expanding our safety and security staffing and elevating security initiatives and approaches led to back-to-back American Public Transportation Association (APTA) gold awards for Rail Security in 2023 and 2024.
- Acquired and commissioned new long-range battery electric buses to proceed toward an agency goal to transition to a zero-emissions bus fleet by 2040. Directed continuation of using renewable diesel in diesel buses and LIFT vehicles and WES Commuter Rail trains to keep emissions as low as possible until the transition to zero-emissions is made, while also maintaining the use of renewable electricity for electric buses, electric light rail system and all TriMet-owned facilities.
- Acquired new Type 6 trains to replace fleet of Type 1 trains. Directed staff in required, extensive testing of the new trains in FY2024, with an expectation of the vehicles entering service in FY2025. The new trains are "low-floor" light rail vehicles, meaning they are fully accessible, with no stairs. TriMet was the first transit agency in North America to use low-floor light rail vehicles dating back to 1997. Once all the Type 6 trains are available for revenue service and the Type 1 trains, in service since the start of the MAX light rail system in 1986, have been retired, TriMet will have all low-floor, accessible light rail vehicles.

IDEA Department: IDEA stands for Inclusion, Diversity, Equity and Accessibility. This Division supports TriMet's Strategic Priorities outlined within the agency's Business Plan, as well as helps to operationalize TriMet's values of Safety, Inclusivity, Equity, Community and Teamwork, while ensuring TriMet maintains compliance across multiple Federal & State laws and programs. The divisions' primary areas of focus are as follows:

- Civil Rights and Title VI program including Service Analysis & Complaint Management
- Disadvantaged Business Enterprise (DBE) / & Certified Contracting efforts, and Workforce Equity Programs
- Fare Analysis, policy review and Access Transit Program Support
- Multicultural Programs, Translation Services & the agency's Language Access Plan
- Accessibility Program, Community Partnerships & Resource Development
- TriMet Diversity, Equity, Inclusion and Accessibility Plan, and implementation
- TriMet's Affirmative Action Plan and Equal Employment Opportunity Programs and Reporting
- Environmental Justice, project planning and initiative support
- TriMet's Transit Equity Advisory Committee & other public participation efforts

In FY2024, IDEA leadership and team members supported many initiatives and projects including but not limited to the following highlights:

Developed the first Diversity, Equity, Inclusion, and Accessibility Strategic Plan in TriMet's 54 year History. The Plan titled "Making Connections" Identifies both individual divisional strategies and agency wide recommendations aimed at helping the organization continue to grow into becoming a premiere employer across the Northwest. The plan was developed by benchmarking best practices across transit and other public agencies, surveyed 890 TriMet staff, conducted 31 staff focus groups, and leveraging some of the existing work developed by TriMet's Labor Relations & Human Resources team.

Worked with Procurement, and Engineering staff to conduct two highly successful TriMet Contractor Summits. The events focused on supporting and connecting with Minority, Women, Disadvantaged Business Enterprise, and Service Disabled Veteran Contractors looking to do business with TriMet. The events hosted over 100 local business from across the three county service area and helped connect many firms to TriMet contracting opportunities while providing them with technical support and networking opportunities.

In FY2024 the IDEA Division was successful in doubling participation in TriMet's Employee Groups. Currently, TriMet has 9 Employee Resource Groups (TriMet-Vets, P.R.I.D.E. for the LGQTB + Community, AsPire for Asian American & Pacific Islanders, B.A.A for Black & African Americans, Ruta Latina for Hispanic & Latin x, Women's Forum for people identifying as Women, TriMet-ABLE for Disability Awareness, R.I.S.E. for Emerging Professionals, and L.E.A.D. for BIPOC Leaders ). With just under 600 participants agency participation is at 19% – which is almost double national averages. Employees who participate tend to feel more welcome and supported and we are excited to continue to expand membership and options in the year ahead.

Updated TriMet's Title VI Complaint Management Process and integrating ADA Complaint management and support. TriMet's IDEA Division and Legal Affairs have worked to align process and customer support to improve responsiveness, increase investigation resource and provide greater staff awareness. Together we look forward to proving more updated training for our front line team members in the year ahead.

Supported TriMet Subsidized Fare Initiatives. This year marks TriMet's 3<sup>rd</sup> Free Summer Pass Program for 30,000 High School students across the three county region, and across its suite of Access Transit Fare Subsidy Programs TriMet distributed almost \$3,000,000 dollars in fare grants and discounts to 119 community based organizations across the service district. IDEA also supported TriMet's Public Affairs Division and community engagement as the agency participated in over 100 events in FY2023-2024.

Updated TriMet's Affirmative Action Program for Women and Minorities, Protected Veterans, and Individuals with Disabilities. In partnership with Labor Relations & Human Services, and TriMet's IT Divisions. IDEA worked and support the agencies updated and submitted AA Program to FTA, a year ahead of schedule.

Ensured TriMet's DBE program successfully supported multiple on-call and mid-size construction projects as they worked to achieve certified contracting and apprentice workforce utilization. Also supported the successful substantial completion of the Better Red Project and the projects achievement of over 24% utilization of Disadvantaged Business Firms, surpassing the contracting goal and staying on time and below budget.

In the coming year, IDEA staff will be working across all of TriMet's divisions to begin to implement the agency's Diversity, Equity, Inclusion, and Accessibility Plan, and work with internal staff and dozens of community members and certified small businesses to update a variety of agency federally required programs including - TriMet's Title VI Program, Language Access Program, and Disadvantaged Business Program. Division members are excited to continue to connect with our stakeholders and develop new and existing initiatives in support of TriMet's riders, employees and community.

Internal Audit: In FY2024, Internal Audit continued to maintain a dynamic risk based audit plan to allocate audit hours for coverage of significant and moderate risk areas, as well as required regulatory audits and management requests. The department completed the following audits:

- Environmental Services
- Maintenance of Way Substations
- Non-Revenue Vehicles
- Buy America Post-Delivery Audit for 24 Gillig Zero Emission Buses
- Buy America Post-Delivery Audit for 84 Gillig EIDorado LIFT Vehicles
- Maintenance of Way Signals – Hours of Service Follow-up Review
- Drug and Alcohol Audit Follow-up Review
- Rail Equipment Maintenance Purchasing Card Follow-up Review
- Transit Police Billing Follow-up Review
- Bus Maintenance Follow-up Review (testing in progress)

Internal Audit consulted on various projects, completed other audit follow-up verifications and reviews of management action plans to ensure corrective actions were completed and consistent with management's expectations and updated and published Semi-Annual Management Action Plan Status Reports. Additionally, the department continues to serve on TriMet's Accountability Committee, which was formed to enhance the agency's transparency efforts in order to strengthen and promote public participation and collaboration. Internal Audit also served on the Making Connections Committee, which was established to help advance diversity, equity, inclusion and accessibility within TriMet. Internal Audit investigated Ethics Point Hotline reports of potential fraud, waste/abuse and provided an annual report to the Accountability Committee.

Business Process Improvement (BPI): BPI is an arm of Internal Audit. BPI provides consultation and analyses in order to help management optimize and improve overall Agency performance and to help achieve business objectives and goals contained in TriMet's Business Plan. BPI projects for FY2024 included:

- Rail Operations Training – Current State of Application/Software Usage
- Contingent Worker Setup
- IT After Hours Service Improvement
- Lockout/Tagout Policy vs Practice Assessment
- Rail Operations Daily Activity Tracker
- Rail Operations Training: Automating Training Tests in the Learning Management System (in progress)

BPI also developed an internal process improvement project intake/request form, which will be available on TriMet's intranet allowing employees the ability to submit process improvement ideas.

## **B. CHIEF OPERATING OFFICER (COO) DIVISION**

In FY2024, the office of the Chief Operating Officer provided support to the General Manager to advance TriMet's vision, mission and values while finding ways to provide a safe and reliable service for our riders.

These included:

Leading the agency to develop strategies and initiatives to improve public safety and the customer experience in the TriMet system by leading the executive Steering Committee for Security and keep the agency focus on this work and work related to system condition.

Creating a new division to consolidate existing functions that focus on transit system support, in areas of reliability, training, operational engineering, asset management and performance analysis.

Evaluating of the Maintenance Division and the efficacy of existing programs, processes, procedures and compliance.

Evaluating of the maturity of Safety & Security programs at TriMet.

Directing of Service Planning and Service Delivery to provide needed service to the region.

Service Planning & Delivery (SPD) Department: SPD includes the Service Planning, bus stops group, STIF/STF, Service Delivery, scheduling, schedule data, Station Agents, workforce utilization, Field Operations Coordination, TriMet Business Plan, and coordination for the Sustainability Team. Starting in FY2025, the Service Planning Department will be in the new Strategy and Planning Division while the Service Delivery group will move into the Transportation Operations Division. The department accomplished the following during FY2024:

- The Forward Together service planning process concluded with broad public engagement and culminated in Board adoption of the Ordinance for changes in May 2023 and for FY2024 service upgrading multiple lines to Frequent Service, and providing more frequency during middays, evenings, and weekends across the district. Ridership is expected to grow in response to these service improvements. Schedules were developed, availability of Operators confirmed. Scheduling continues to optimize schedules to better reflect traffic conditions, travel times, and demand levels. The number of signups for Operators per year was reviewed and was increased in FY2024 to better support Operator needs and help avoid missed trips. With increases in Operator recruitment and training, Stations Agents have been successful in reducing the number of missed trips.
- The team managed the distribution and coordination of STIF funds, supporting services and projects for TriMet and regional mobility partners including TriMet service supporting lower-income communities and communities of color and local and regional connections outside TriMet's district. The team also managed and improved bus stops and shelters across the district.
- The Business Plan for FY2024-FY2028 was developed and completed successfully, while implementation of the FY2023 Plan and the GM Objectives selected from that Plan continue. All GM Objectives are successfully completed or are on-track for successful completion.

## C. TRANSPORTATION OPERATIONS DIVISION

The Transportation Operations Division is comprised of Bus Operations (fixed-route service), Rail Operations (MAX light rail) including Portland Streetcar oversight, Accessible Transportation Programs (LIFT paratransit), Commuter Rail (WES), and the Operations Command Center (OCC). A high-level review of FY2024 activities includes the following:

Expanded Support: In FY2024, Transportation did a minor restructuring and separated Rail Operations and the Operations Command Center (OCC). By creating two departments, we provided new levels of dedicated support for both the Rail and OCC teams, and gave the departments the opportunity to build up their employee programs and training. The restructuring required the addition of a new Director of the OCC. We also brought on additional administrative support for our operator teams. By adding three new assistant managers in Bus Operations and two new assistant managers in Rail Operations, we decreased the ratio of operators to managers by about 25%, allowing management more time to engage proactively with staff. We also added two limited-term employees to increase recruitment efforts.

Employee Engagement: Transportation led many initiatives to improve morale and increase employee engagement in FY2024, including.

- Updated the Master Operator program, which awards operators for achieving high levels of performance, including their safety and attendance records.
- Reinstated the Operator “Roadeo,” which gives current and past professionals, as well as non-operators, a chance to compete against each other on a closed course obstacle course. This event is a highly regarded family-friendly event.
- Revamped the Operator Choice Awards, which allows operators to vote for and celebrate their own and colleagues’ successes. This program had been on hold since before the pandemic.
- Introduced new recognition programs for other unionized work groups, including Supervisors, Controllers and Dispatchers, among others. These new programs will begin receiving awards in FY2025.

Operations Rulebooks: The Rail Operations Rulebook was updated March 21, 2024 and distributed to employees May 28, 2024. The updated book added sections to support our continued efforts to reduce rail rule violations, as outlined in an active Corrective Action Plan and our Agency Safety Plan. To align working environments between rail and bus operations, TriMet is currently working on building a Bus Operations Rulebook, which will replace many standard operating procedures and streamline important information for bus operators, field supervisors, and bus dispatchers. Completion and distribution are expected in FY2025.

Operator Recruitment: TriMet continues to address short-term shortages created by attrition and promotions for both bus and rail operators. Class sizes were successfully increased for both bus and rail, increasing the number of new hires in FY2024. Although bus operator counts are staying stable, rail operator recruitment has been aggressive. In April 2024, TriMet began hiring rail operators directly from the public and not through promotion out of the bus operator ranks. Early numbers are showing a successful increase in applicants. We are on track to meet the additional operator requirements for the Red Line extension opening with the Fall service change.

Future Fixed Route Operations: During FY2024, the Transportation division worked closely with other TriMet divisions on multiple, interrelated efforts pertaining to future fixed route operations including:

- Installed new operator safety panels. All TriMet buses have a safety panel next to the operator's seat. This helps protect the driver so they can safely transport riders. This was completed in Fall 2023.
- Improved training offerings, meant to enhance the skills and abilities of frontline management and staff in the Operations Command Center.
- Successfully launched an extraboard Mentorship program that pairs experienced operators with probationary operators. This program is now available to support all new operators with the difficult transition onto the extraboard as well as any/all issues associated with being a new Bus Operator.
- Field Operations collaborated successfully with ATU to adjust Bus Supervisor district sizes. This addressed issues with response times and the quick ability to aid Operators in need.

LIFT changes: During FY2024, LIFT continued a number of initiatives to improve customer experience and efficiencies. LIFT re-launched a Grocery & Goods delivery program, which started at the onset of the COVID-19 pandemic to allow vulnerable LIFT riders to stay home and stay safe. The program enabled LIFT riders to order groceries online and coordinate with LIFT reservations to schedule a LIFT bus to pick up and deliver the groceries to their home. The program ended in September 2022 as ridership increases led to operators returning to ADA service. In FY2024, a new and more efficient opportunity in partnership with Instacart was launched to provide expanded grocery, prescription and goods deliveries, for LIFT riders, including deliveries for EBT beneficiaries. After the first quarter of the pilot, riders are reporting lower costs of transit and improved quality of life.

To improve program efficiencies, LIFT implemented:

- A new base map for their scheduling software, increasing efficiencies and reliability with updated map dated, street speeds, and including private streets and developments.
- Rider's Choice service for paratransit riders with Uber. This allows riders to choose to use Uber for a portion of their service delivery, at a much lower cost per trip, and enabling riders to receive direct service.
- A customer notification system offered through LIFT's contracted partner, Transdev, to provide SMS text, email, or phone notifications to riders of trip status: imminent arrival, actual arrival, late trip status, and notifications to family or caregiver about rider arrival at a designated location.
- A new supplemental service integrating tool in the scheduling software, allowing for all supplemental service providers (Uber, UZURV, Big Star and Broadway Cab) to get direct trip dispatch, allowing for LIFT dispatchers to have oversight of every trip in the system providing increased rider safety, service reliability, and lowering costs per trip.
- A new business intelligence reporting tool, allowing for more accurate service monitoring and reporting; removing a number of manual processes for data collection and reporting and implementing automated systems.
- Lift also updated their 5-Year Strategic Plan and IT strategy consistent with the Agency's Business Plan.

In FY2024, LIFT ushered in a new partner in Transdev for eligibility determinations. Under this new approach, TriMet introduced Travel Training, Pathway Review, Travel Technology Education, Fare Support, and other services to support rider success for first time riders in January 2024.

All of these changes resulted in the LIFT program registering an impressive 98% customer satisfaction score in this year's Customer Satisfaction Survey.

WES: During FY2024 WES negotiated amendment #6 to the TriMet/PNWR Shared Use Agreement (effective 2024-2029), obtained FRA approval for the joint TriMet/PNWR Fatigue Risk Management Program Plan per 49 Code of Federal Regulations Part 270 and obtained FRA re-approval of the joint TriMet/PNWR Passenger Train Emergency Preparedness Plan per 49 Code of Federal Regulations Part 239.

#### WES MOW Operations:

Completed railway track replacements, surface/line/dress of trackway & rehabilitation of the following:

- Replace 1250 track feet of track north of Durham Rd.
- Replace 1670 track feet of track south of Tualatin Sherwood Rd.
- Replace Tigard M1/M2 Crossover
- 100% Rehabilitation of at grade RR Crossing at Boekman Rd. in Wilsonville
- 100% Rehabilitation of at grade RR Crossing at Teton Ave. in Tualatin
- 100% Rehabilitation of at grade RR Crossing at Scholls Ferry Rd. in Beaverton
- Rehabilitation of ballast deck bridge at Hedges wetlands
- Surface/line/dress following all work above and at other locations on the corridor as needed.
- Performed annual Rail Flaw Testing and Inspection using Ultrasound and Geometry Technology.

#### WES Vehicle Maintenance:

- Performed 100% passenger door overhauls on the DMU fleet. Performed 3 year airbrake overhauls on RDC's and 5 year airbrake overhauls on DMU's.
- Continued retrofits and commissioning of two Budd Rail Diesel Cars, which are projected to be Safety Certified and Operational in FY2025/FY2026.
- Maintained revenue fleet to the FRA standard resulting in 100% regulatory compliance.

OCC Operations: In FY2024, OCC undertook significant initiatives to enhance operational efficiency and safety. A comprehensive review of Standard Operating Procedures (SOPs) was launched to ensure current best practices are adhered to across all operations. Concurrently, undertook the development of evacuation plans for both the District's transit centers and the OCC, underscoring our commitment to emergency preparedness. Additionally, the creation of an OCC Assistant Manager Manual and detailed checklists for Bus Dispatchers was advanced, providing resources to streamline processes and maintain operational continuity.

The OCC also successfully managed two Corrective Action Plans (CAPs) in collaboration with ODOT, focusing on enhancing On-Track Safety and improving outside agency notifications. To support these operational improvements, we prioritized leadership development and employee morale through training and enhanced recognition programs. These efforts are ongoing and intended to ensure a safe, efficient, and responsive environment, where OCC is well-prepared to meet future challenges and improve our ability to deliver reliable service.

## **D. TRANSIT SYSTEM AND ASSET SUPPORT DIVISION**

Transit System & Asset Support was created to re-organize critical support functions within Operations.

This division has three areas of focus:

Transit System Support Services (TSSS): Focuses on administering the Operations budget, standardizing on how assets are created and maintained, key performance indicator development and maintenance, and development of Standard Operating Procedures (SOPs). TSSS combines the Service Performance & Analysis group, directive document maintenance and administration, Transit Asset Management, and Operations budget coordination under one department. During FY2024, TSSS delivered Operations' submissions for development of the FY2025 budget, updated intergovernmental agreements with Portland Mall Management, Inc. and the City of Portland for streetcar operations and met FTA and FRA reporting requirements. The Department modernized business processes to improve the quality of data collected, increased visualization and created process efficiencies.

Transit Asset & Maintenance Support (TAMS): Focuses on best maintenance practices for assets, maintenance control, and operational engineering for day-to-day support and management of large scale vehicle and system improvement projects. During FY2024, the TAM group met all annual TAM cycle deadlines for federal and state reporting and internal analyses, budgeting, and maintenance. In addition, the FTA-compliant TAM Plan was updated and finalized during in September 2022.

Transit Training & Development (TTD): Focuses on training of union and non-union staff within Operations. During FY2024, TTD maintained an aggressive Bus and Rail Operator training schedules. The Rail Operator Training class size, and the frequency increased to unprecedented levels. Maintenance training, prioritized skilled maintenance training and accelerated the frequency of Service Worker training. To accomplish this, TTD has partnered with Transportation and Maintenance Division leadership on updates to curriculum, instructional design, and training implementation.

TTD is working with the TSAS administrative team to establish a record governance structure for the entire division that will be compatible with the future implementation of the Enterprise Content Management (ECM) platform for agency-wide records governance.

TTD continues working to enhance the skills of instructors throughout the department, conducting seminars on adult learning behaviors, learning theory, and curriculum development.

During FY2024, TTD trained all Rail Operators on specific changes to the Red Line alignment, including ensuring each Rail Operator operated a Light Rail Vehicle (LRV) on the updated alignment. TTD also provided familiarization training to all relevant MOW and Facilities team members to ensure that they were able to perform their duties on the updated alignment. TTD also provided training to each Rail Operator related to operation of the new Type 6 LRVs.

During FY2024, the following trainings were completed:

<b>Training Type</b>	<b># Trained/Graduated</b>
Rail IOC**	99/73
Rail Recertification, included Rail Operators, Rail Supervisors and Controllers	238 Trained
Rail Return to Work	37 Completed
Field Ops & OCC Return to Work	9 Completed
Control IOC	5/5
Dispatch IOC**	9/4
Field Ops IOC	18/18
CSS	15/15
Bus IOC*	425/359
Bus Recertification – Included Bus Operators, Road Supervisors and Dispatchers	980 completed
Bus Return to Work	195 Completed
Other*	853 Completed
Bus Mechanic – Direct Hire	25/13
Bus Apprentice Mechanic**	14/0
LRV Tech Trainee**	0
MOW Signals Trainee**	0
OCS Trainee**	1
Track Trainee**	1
Substation Trainee**	2
Service Aide	19/19
Service Worker***	103/82
Bus Electronics Technician	3/0
Facilities Maintenance Worker	14/13
Plant Maintenance Mechanic Apprentice	2/1
CDL A	33/30

\* Articulated bus training, electric bus training, special requests, safety interventions, customer service workshops

\*\* Includes nine anticipated Rail Operator grads on 7/19/24. Four bus maintenance apprentices are anticipated to graduate on 08/29/2024 and five on 05/09/2025. Six LRV Tech Trainee are anticipated to graduate on 02/01/2026, 13 on 05/01/2027. Five Signals Trainees will graduate on 10/10/24. Three OCS Trainees will graduate on 01/09/2025, two on 03/30/2025, three on 05/22/2025. One Track trainee will graduate on 7/8/2024, one on 01/09/2025, and two on 05/22/2025.

\*\*\*Includes 17 Service Workers awaiting CDL Training.

## **E. MAINTENANCE DIVISION**

Bus Maintenance: The build of 24 zero-emission buses has been executed and vehicles were delivered to Powell Garage. The 24 buses on property are currently in the commissioning process. All 24 buses will be operational service this calendar year. Two island fast charge stations have been installed (A & B) capable of charging 24 BEBs independently. Each track holds 6 buses nose to tail with 1:1 chargers capable of 200kW DC fast charging (currently limited to 160kW). Also equipped with two ChargePoint shop chargers at two dedicated maintenance bays.

Powell has another upcoming construction project to install 54 overhead pantograph chargers. The construction is set to start in FY2025. When complete, this will increase BEB charging capabilities at Powell. The improved infrastructure will address future BEB expansion.

TriMet's five New Flyer 40-foot Battery Electric Xcelsior buses (first deployed in April 2019) from Merlo Garage on Line 62 entered its fourth year of revenue service on the road. This fleet has matured and have become a staple along Lines 6, 20, 44, and 54. These buses have collectively saved over one million pounds of greenhouse gas emissions. TriMet expanded its zero emission fleet with the addition of five Gillig electric buses, which entered year 2 of revenue service. The buses complete their all day scheduled blocks on stored battery energy without needing to recharge.

Thirty one (31) (4500 series) DTP Nova buses continue in revenue service. The 60 foot FX2 articulated buses are operating on Division Line 2.

Rail Equipment Maintenance (REM): REM has implemented a Condition Based Wheel Truing Program (CBWT). The previous wheel-truing program relied solely on accumulated LRV mileage to determine when tires were trued. This new program has reduced the labor required to perform wheel truing by 66%. REM has replaced the Ruby Junction axle press machine. This equipment upgrade has decreased the labor required to perform axle and tire replacements and provides a robust method of data collection for these safety sensitive maintenance activities. Additionally, the wheel truing machine at Ruby Junction has been replaced and is currently in service as of early FY2024. This new machine has replaced a 30 plus year old trace lathe with a new CNC machine. TriMet has entered into a contract with Siemens to also replace the 26 Type 1 LRVs and to procure four additional vehicles for the expansion of the Red Line to accommodate future growth. The first nineteen of the new vehicles have arrived with the remaining due by the end of FY2025.

Facilities Maintenance (FM): In FY2024 the department hired its permanent Director and created a new managerial position to oversee system wide employees such as the districts landscape Assistant Manager, the Signs and Shelters group and the Asset Management team. These positions have been key in overseeing the corrective action plan the FM team has been under since 2018. With the leadership of these positions, the FM team has successfully met all required milestones set forth in the corrective action plan for FY2024.

In FY2024, the Facilities Management Department created what has become known as the "Clean Team" to address the cleanliness of the rail platforms and surrounding right of way. This team is made up of ten ATU staff and one non-union Assistant Manager. On average the Clean Team collects approximately 1200 pounds of trash and debris monthly from the right of way. In FY2025 Facilities Management will be expanding the Clean Team to include five Facilities Maintenance Workers bringing the team to 15 ATU workers in total. The role and responsibility of the Facilities Maintenance Workers once their training is complete, will be to rehab one rail platform or one rail station per month, this will include painting, tactile work, signage replacement, etc.

FM's Electrical Supervisor continues to identify and address electrical infrastructure safety issues and has made extensive progress inspecting and maintaining critical components including: generators, automatic transfer switches, medium voltage switchgear, grounding grids, power disconnect mechanisms, and uninterruptible power supplies. Arc flash coordination studies are continuing to support this work.

Maintenance of Way (MOW): In FY2024, MOW hiring included: 2 managers, 4 assistant managers, 2 engineers, 1 senior administrator, 23 trainees, 1 technician, and 4 laborers. The department now has a 92% staffing level thanks to more than 50% growth over the last 2 years.

Historic State of Good Repair progress was made throughout TriMet's worst Light Rail high-speed areas along the Banfield Freeway by replacing approximately 3 miles of track, which included 8,400 degraded timber crossties with new concrete crossties, 15,000 feet of new rail, and 14 new insulated joints. Additionally, partially rebuilt two crossings at Stark/Burnside and SW 185th, 18 substation feeder breakers were refurbished, and three switch machines, 40 impedance bonds, and seven gate mechanisms were replaced. Further, replaced more than 100 defective small weight wheel OCS wires with upgraded wire. Performed ultrasonic testing system-wide and all defects were repaired within 60 days of discovery.

## **F. SAFETY & SECURITY DIVISION**

Safety Management System (SMS): The Public Transportation Agency Safety Plan (PTASP) is currently under review for updates reflecting progress in SMS implementation efforts and incorporating new regulations enacted under the Bipartisan Infrastructure Law (BIL). A new safety committee has been formed to meet the BIL requirements.

The Safety & Security Division has filled the following new positions in FY2024:

- A Safety Project Manager
- A Security Project Manager
- Seven Security Dispatcher positions were filled for the Security Operations Center
- A Construction Safety Systems Manager

A FTA Research grant (OR-2021-004-00), Risk Ranking Tool, and Data Validation for Grade Crossing Safety Enhancement has been underway since July 2021 and will conclude in June 2025. BriefCam software purchased in 2021 provides data to develop a Risk Ranking Tool, which will be used to direct investment in appropriately designed mitigations at high-need locations.

Operation Life Saver: The Safety department is now an active participant in this national effort to bring rail crossing safety to the forefront of public safety issues through advertisement, training, education, and outreach and to reduce the number of crossing incidents.

Fare Enforcement: The Fare Enforcement program continues to be further developed and expanded to incorporate new ideas, strategies, training, and technology tools to thwart fare evasion. Additional training sessions were provided to all Fare Enforcement and Security staff that support fare enforcement teams. In times of need, including declared states of emergency such as inclement weather, Fare Enforcement teams often transition duties to support field operations staff to keep the system operational.

Drills and Exercises - Emergency Management Training: The Emergency Management department hosted tabletop exercises related to winter and summer weather events that impact service operations and staffing levels. An extensive full-scale chemical attack exercise for the Robertson Tunnel was completed successfully with the partnership of TriMet staff, local fire and rescue personnel, area hospitals, and city and county agencies. The Emergency Management department also hosted two active shooter exercises. The Robertson Tunnel & active shooter exercises were funded by a Department of Homeland Security TSGP grant.

Security Operations Center: The Security Operations Center (SOC) was created to serve TriMet staff and customers 24/7 for non-urgent security related matters. SOC security dispatchers transfer all emergency and urgent security related requests to local 9-1-1 dispatch centers responsible for dispatching emergency police, fire and medical first responders. SOC security dispatchers answer phone and radio calls, text messages and social media initiated requests for security on the system. SOC security dispatchers monitor TriMet CCTV cameras throughout the system as well.

## **G. INFORMATION TECHNOLOGY DIVISION**

Mobility & Location-Based Services: The team supported agency-wide operations and initiatives with spatial data analysis and mapping applications. This work includes collecting and maintaining spatial data, preparing cartographic products, conducting spatial analyses, and creating and maintaining web map applications. The department is now leading the development of the Regional Trip Planner which will serve riders across the region with a single trip planner capable of connecting trips on TriMet, the Portland Streetcar, C-TRAN, SMART, and shuttles.

Information Security: The Department continued to identify quantifiable cyber risk within the organization and take action to significantly reduce it. This included implementation of a Risk Management Program Plan with integration of TriMet executives in the recurring process. We completed an agency-wide cybersecurity tabletop exercise in coordination with the Cybersecurity and Infrastructure Security Agency (CISA). We exceeded our year-over-year goal for Improved TriMet risk posture as measured by the 2023 Nationwide Cybersecurity Review (NCSR), mainly due to our work to implement the TriMet cybersecurity roadmap.

Intelligent Transportation Systems: The Department continues to support the many Safety and Security initiatives including replacing legacy intrusion detection systems, adding additional CCTV cameras, and improving the resiliency of video storage and management. An elevator access control system was successfully designed, tested and implemented at one rail platform as a pilot for other locations. Vehicle engineers and fare engineers continued working to prepare Type 6 MAX trains for operation; these new cars have substantially more technology than older MAX vehicles. Legacy tunnel radio systems were completely replaced with a more modern tunnel radio system. Rail control system engineers, as part of the Better Red project have implemented multiple complex changes to the AIM Rail Control System to reflect the physical changes to the rail system. Transit signal priority was added to 10 additional intersections in Portland. Major Fare revenue system projects were initiated this year including replacement of fixed route bus cash boxes, fare inspection device replacement and mobile applications. Lastly, the Intelligent Transportation Systems team completed and moved in to a new, dedicated lab space which will increase the efficiency of testing and troubleshooting.

Enterprise Systems: The Department completed many projects to support operations, address technical debt and provide new capabilities. Highlights include continuing enhancements to TriMet's website, trimet.org, including a Spanish language translation; implementation of the second Vertical Lift Machine, a new inventory management solution for Procurement and Maintenance teams at Columbia Bus Base, and replacement of the Risk Management department's end-of-life software with a new software solution. Among multiple projects to pay down technical debt we upgraded 36 custom web applications to a current supported software version and initiated the Workforce Management software project to replace a major legacy application and deliver enhancements to Service Delivery operations.

Project Management Office & Service Desk: The Department continued to support the successful delivery of IT projects across the enterprise. The executive-level IT Governance committee is prioritizing IT projects at an enterprise level, so that IT can deliver the IT projects that provide most value for the agency. This year, the department initiated a Service Management Improvement Program that has delivered faster service request resolution and increased customer satisfaction. We anticipate continuing improvements as we move forward with the program in FY2025.

Operations & Infrastructure: In addition to supporting operations and conducting routine hardware replacements, the team carried out numerous projects to reduce technical debt. This included upgrading end-of-life fiber connections at multiple locations, increasing bandwidth on our cellular backhaul connections that are critical in supporting bus operations, enhancing service at the Columbia Operations Facility, supporting the TriMet migration to Microsoft 365, and preparing for spine/leaf architecture upgrades at key server facilities to improve throughput and resilience.

## H. PUBLIC AFFAIRS DIVISION

A Better Red MAX Extension and Reliability Project: TriMet's federally-funded A Better Red project extends the MAX Red Line 10 stations west into Hillsboro, Oregon and adds a second set of tracks in two sections originally single-tracked. In FY2024, the Division led wide-ranging communications, outreach and celebration efforts around A Better Red. In March 2024, the reliability aspect of the project went into operation with the opening of the new double-tracked sections between Gateway Transit Center and Portland International Airport, a fully renovated airport MAX station, and a brand new Gateway North MAX Station. Since that time, the improved trackway has helped keep trains system-wide running on time. This is TriMet's largest light rail project since the MAX Orange Line opened in 2015, and the most significant work performed on an operating MAX rail line. Work necessitated four disruptions requiring execution of strategic communications, outreach and customer service efforts throughout the year.

Forward Together: During FY2024, the Division conducted communications, outreach and customer service for TriMet's first restructuring of bus service in the agency's history to better serve the region after the COVID-19 pandemic and changes to travel patterns. Forward Together provides a roadmap to increase service levels by more than 30% over the coming years, revitalizing ridership, and improving regional connections, especially for people with low and limited incomes. The first round of Forward Together implemented more service on more than a dozen bus lines. Public engagement on the next round of Forward Together improvements brought in more than 2,700 comments from September 27, 2023 through February 16, 2024 via TriMet's website, open houses, emails, letters, and calls to the agency's Customer Service Contact Center staffed by the Public Affairs Division.

Fare increase: The Division led extensive communications and outreach for the January 1, 2024 fare increase, the first hike in the agency's base adult fare since 2012 and its reduced fare since 2015. While price increases were made to 2 ½- Hour and 1-Day tickets, TriMet did not increase the cost of monthly fares that cap at \$100 (adult) and \$28 (reduced/youth). Extensive communications, marketing and outreach by the Division educated riders about the nuances of how to save money with fare capping. Staff sent communications repeatedly in all channels to riders, employees, members of the public, and media from late-November 2023 through January 2024.

Income-based Reduced Fare: In FY2024, a record number of more than 14,000 people enrolled in our reduced fare program, based on their income, through our online application, via the in-person option at TriMet's Customer Support Center, or at various community outreach events. Between October 2023 and April 2024, TriMet's Community Engagement team held over 25 registration events aimed at enrolling eligible riders in the reduced fare program. The events provided assistance in English, Spanish and Vietnamese, with a final event providing 15 languages in addition to English. We sponsored or formed partnerships with more than 70 organizations and invested over \$250,000 into our communities. Our team also attended over 100 community sponsored events and connected with over 28K individuals. TriMet also partners with 65 community partner locations for registrations to expand the reach of those assisted. Since TriMet expanded qualification for the Honored Citizen reduced fare to Oregonians based on income in July 2018, more than 65,000 people have taken advantage of the option.

Expansion of Honored Citizen reduced fare: The Public Affairs Division led the first expansion in TriMet's Honored Citizen reduced fare in more than five years. The Division proposed and worked with other TriMet staff to expand the reduced fare to active-duty military, veterans, and reservists. Communications and marketing publicized and promoted the expansion, which made TriMet the first large transit agency in the country to offer a reduced fare for both veterans and active duty military.

High School Summer Transit Program: In FY2024, TriMet's High School Summer Transit Program entered the last year of its 3-year pilot. This program provides high school-age youth free access to TriMet's transit services from June through August. Public Affairs staff coordinated the distribution of 30,000 free transit passes to students who rely on TriMet service during the summer months to access

jobs, education, activities, food resources and other opportunities. Over the last three years, this program reached over 75,000 students.

Hiring campaign: TriMet continues to make progress in recruiting applicants to reverse the most severe operator shortage in agency history. The Public Affairs Division has been critical in helping the agency hire new operators, as well as for other critical positions such as bus and train mechanics and technicians, service workers, and contract security personnel. Assisting the agency's Human Resources and Transportation divisions, the Public Affairs Division devoted \$650,000 in FY2024 to recruit for bus and MAX light rail operators utilizing mass media, social media, and holding three hiring events throughout the year. TriMet received over 3,800 bus operator applications, 770 MAX train operators, 570 mechanics and technicians, 1,500 service workers, and over 300 applicants for TriMet's contract security vendors.

Capital Projects: The Public Affairs Division's Community Affairs program supports and serves as a liaison between TriMet's design and construction teams and the communities where new transit infrastructure is being built. Activities this year included:

- Interstate Bridge Replacement Program (in planning): Coordinated with the program on outreach and communications related to the transit elements of the new I-5 bridge.
- A Better Red Project (under construction): Notified neighbors and key partners about construction activities, including nighttime construction, traffic impacts and transit service disruptions. Coordinated with construction managers to problem-solve issues with neighbors.
- Hollywood Transit Center Redevelopment (under construction): Notified and coordinated with neighbors and key partners before and during construction to transform the Hollywood Transit Center into the HollywoodHUB—a community-centered, mixed-use, transit-oriented development with affordable housing, neighborhood-gathering space and modernized transit facilities. Community Affairs staff assisted other Division staff in communicating about and launching the redevelopment in October 2023, to make for 222 permanently affordable housing units.
- 82nd Avenue Transit Project (in design): Collaborating with jurisdictional partners to engage communities in planning TriMet's second FX line to improve service and safety along 82nd Avenue, one of the region's most dangerous transportation corridors. The corridor is home to some of the most culturally rich and diverse communities in the state of Oregon and a mix of low-income and limited-English communities, many of which are entirely transit dependent.
- Park Avenue Garage Expansion: Collaborated with construction project teams finalizing Conduct of Construction. Implemented outreach to community organizations and nearby neighbors. Coordinated with project staff to problem solve partner and community concerns. Worked with TriMet communications team to send out notices regarding closures and traffic impacts.
- Miscellaneous construction projects: Notified neighbors and problem-solved construction impacts for various additional projects such as new or improved bus stops, significant rail maintenance projects and rail crossing improvements.

Government Affairs: The Public Affairs Division's Government Affairs staff works closely with political leaders on the regional, state and federal level to bring support for TriMet, transit and transit riders.

- Federal appropriations: Submitted appropriation requests for House and Senate members for direct appropriations. TriMet requested appropriations for the replacement of LIFT paratransit vehicles, replacement of an old wooden freight rail trestle on the MAX light rail Blue Line originally built in 1940 and for critical vehicle upgrades for the region's Willamette Shore Trolley, and for a light rail substation replacement near the E 181st MAX Station. Staff

implemented a successful advocacy strategy to demonstrate congressional and community support for the future Columbia Operations Center, a critical bus base for TriMet's transition to a zero-emissions bus fleet, that resulted in a successful \$25 million RAISE Grant application and \$5 million congressional earmark totaling \$30 million in federal funding allocated to the project. Government Affairs staff led tours of some of TriMet's priority projects for Congressional staff in the Portland area and met with Congressional staff and members of Congress in Washington, DC to discuss TriMet's pending federal funding applications. Staff also co-led a 42-person delegation for JPACT to Washington, DC, meeting with Oregon's Congressional delegation, staff, policy experts and program staff at the USDOT and the FTA on the region's priorities.

- State legislation: Coordinated with key legislators to overcome a divisive political climate and pass legislation increasing criminal penalties for using drugs on board transit. TriMet staff used the legislation as an opportunity to increase legislator and public awareness of public safety challenges on transit and highlight TriMet's investments and work on the issue.
- Regional coordination: Consistently engaged with the 24 cities and 3 counties within the TriMet service district to ensure they are supported by TriMet and understand the agency's work, specifically around service improvements and safety and security. This has included the facilitation of presentations to all jurisdictions within the service district on service planning improvements as part of Forward Together, negotiating agreements to improve regional coordination efforts, and coordinating with local jurisdictions in support of planned capital improvement projects, like the transit center redevelopment in Oregon City.

Digital Information Display Program: The Digital Information Display (DID) program enhances the customer experience by providing real-time transit information and service alerts. Initiated over twenty years ago, the program now covers 85% of TriMet's MAX light rail platforms and the entire downtown Portland core. Solar technology has enabled the addition of e-paper devices at bus stops. In FY2024, TriMet Public Affairs staff installed 139 Connectpoint devices to replace three legacy and obsolete DID systems on the light rail system and installed 68 devices at bus stops expanding bus stop DIDs to 342 system wide. The device upgrades enhance agency transit information accessibility for transit riders through ADA-compliant contrast ratio and font size while eliminating associated cellular costs and IT vulnerabilities.

## I. FINANCE & ADMINISTRATIVE SERVICES DIVISION

Finance is preparing to issue bonds in calendar year 2025, pending Board approval. With this effort, Finance & Administration launched an Investor Relations Program. TriMet's Investor Relations website is here: [TriMet Investor Relations Programs](#). This platform allowed TriMet to post bond ratings, audited financial statements, budget documents, important news and initiatives and projects showcase past, current and future funded by bonds.

Budget & Forecasting: Through previous feedback from the FY2024 Tax Supervising & Conservation Commission (TSCC), regarding improved capital utilization, staff crafted internal policies to control the overall capital spending and thresholds on carrying over funds from one year to the next. The department developed and (internally) published the TriMet FY2025 Financial Forecast in April 2024. The Financial Forecast demonstrates continued fiscal health of the agency in the near-term; however, does present fiscal challenges starting in FY2032. In May 2024, the team completed the FY2025 Budget cycle with the adoption of the Budget, totaling over \$1.8 billion. Employer payroll tax revenues remain a strong revenue source for the agency in addition to passenger fare revenues (although down significantly from the pre-pandemic).

Financial Services: Financial Services is responsible for the functions of accounting, payables, receivables, grants, debt management, cash management, investments, capital assets, payroll administration, financial close and reporting and the annual external financial audit. During FY2024, the department published monthly financial statements onto TriNet. For fiscal year end June 30, 2023, TriMet received an unmodified/clean audit opinion, posted here: [Fiscal Year 2023 Audited Financial Statements](#)

Grants Development & Compliance. The Grants Department submitted 18 discretionary applications for over \$264 million, of which \$89 million has been awarded to date, including \$25 million for USDOT's RAISE grant for Columbia Operations Facility and \$39 million for FTA's Low or No Emissions grant for 82nd Avenue BRT project. Both of these grants will help TriMet achieve a zero-emission bus fleet by 2040. The department also executed \$120 million to date in FTA formula/flex funds, with another \$24 million pending execution. In addition to meeting annual grant compliance requirements, the department successfully facilitated FTA's 2024 Triennial Review and the 2023 annual NTD reporting.

Finally, TriMet received \$93 million in Statewide Transportation Improvement Fund (STIF) revenues during 2024 and disbursed over \$20 million of those funds to other Public Transportation Services Providers and Subrecipients.

Risk Management: Risk Management administrates the agency's self-insurance programs for both liability claims and workers compensation claims, operating more efficiently and cost, effectively. Feedback on the agency's loss experience and trending is provided in regular meetings with safety and other departments. Both in FY2024 and FY2023, TriMet paid a total of just under \$5.7 million annually for workers compensation claims, and received 256 new claims in FY2024, compared to 291 claims in FY2023. A total of 42 injured employees took advantage of TriMet's light duty program, working in various capacities throughout the agency, compared to 62 injured workers in FY2023. Through the State of Oregon's Employer at Injury Program, TriMet was reimbursed \$116,000 for employees who worked in light duty roles in FY2024 and \$131,000 in FY2023, respectively.

Fare Revenue and Administrative Services: In FY2024, the Fare Revenue payment trends included:

Fare Revenue collected \$60 million in funds, a 5% increase over the previous fiscal year. The team maintained 12 Hop Fastpass® sales channels to reach customers in all walks of life (e.g. Customer Support Center, Websites, Mobile Apps, Ticket Vending Machines, and Retail Network). A total of \$9.9 million in cash was collected and processed via the money room.

Contactless bankcards and mobile wallets tapped directly on validators made up 18% of all Adult taps in the system. This is a 50% increase from FY2023. TriMet launched 1-month fare capping for these riders as they had previously only been able to build towards a 1-day fare cap.

On New Year's Day, TriMet successfully launched its first fare increase in over a decade.

Procurement & Supply Chain Management: The Procurement and Supply Chain Management Department supports the District by soliciting and managing contracts; administering and purchasing parts, materials and equipment; managing and securing inventory; and managing warranty programs for parts, material and equipment.

The Department awarded 258 new contracts and executed 518 contract modifications and change orders during FY2024 for a total contractual commitment of about \$544 million. In addition, the Department issued 9,565 purchase orders with a total value of about \$40 million. The Department administers the Purchasing Card (P-Card) program on behalf of TriMet, allowing staff to make low-dollar purchases for repair and maintenance materials for vehicle, equipment and facility maintenance, as well as for other minor purchases in support of TriMet operations. There were 12,342 individual transactions during FY2024, which accounted for about \$7.3 million in total value.

During FY2024, the Department was highly focused and active in supporting ongoing management of spare parts orders for the Type 6 LRVs, 4500-series articulated buses, and 4400-series battery-electric buses. The Department operationalized the Materials Management Center (MMC), which will be the central delivery hub for the District's maintenance materials inventory. Staff worked in collaboration with IT to implement 4 vertical lift modules at the MMC to increase storage capacity and reduce floor space. There was a FTA Triennial Review conducted in FY2024 with no findings in the procurement and supply chain operation. Lastly, the Department worked closely with the District's Learning Management System team to develop and implement multiple e-Learning modules to better support District staff and their responsibilities around p-card utilization, writing scopes of work, and managing contracts more effectively. Lastly, the Department received an Excellence Award from the Government Finance Officers Association for its work reducing and removing barriers for small businesses in doing work for TriMet in an overall effort to increase participation on TriMet contracts.

## **J. LABOR RELATIONS & HUMAN RESOURCES DIVISION (LRHR)**

The LRHR division's mission is to create a workplace where diverse and talented people want to come, stay and thrive. To accomplish its mission, LRHR has key strategic objectives around pursuing respectful labor and employee relations, recruiting a talented and diverse workforce, fulfilling its regulatory and statutory compliance obligations, and enhancing workforce engagement.

Collaborative and Productive Labor and Employee Relations: The District reached a tentative agreement on a successor working and wage agreement (WWA) with ATU. The agreement was bargained with a collaborative approach that focused on improving working conditions for union staff while bolstering TriMet's ability to provide service that enhances regional economic vitality. Once the tentative agreement is ratified by ATU members, it will be submitted to the Board for approval. The agreement advances several key Vision 2030 priorities, including contract modifications designed to improve employee retention, safety and security efforts, and TriMet's ability to maintain infrastructure. The agreement, which includes a significant enhancement in Operator scheduling, a new attendance policy, and a child care subsidy, is the product of a trusting and collaborative relationship with ATU. Finalized early and in record time, the four year agreement provides extended labor security to TriMet and a platform on which to continue effective collaboration with ATU on organizational priorities. In addition to the new agreement, Labor and Employee Relations continues to support employee hiring and retention through negotiated agreements, including the new ability to hire Rail Operators externally rather than just through internal hiring. This new hiring ability has already resulted in a significant uptick in Rail Operator candidates and will continue to assist in stabilizing and growing TriMet's Operator ranks.

Non-Represented Employees: TriMet has a merit program that recognizes and rewards employees for their work performance. Pursuant to Board approval, in FY2024, effective 9/17/23, 564 employees received an average merit increase of 6%, resulting in an annualized cost of \$4,041,703. In an effort to maintain our competitive market salaries, LRHR conducted a compensation market update for non-union jobs, following the recommendations made by the compensation consultant we retained in 2022. This market update keeps the agency on-track with its goal of conducting the updates every three years. Prior to the market survey conducted in 2021, TriMet had not conducted a full market survey in approximately 10 years. This new process of regular market updates has improved our retention and candidate acceptance rates. The cost for the market update, paid in April 2024, was \$1,783,070.

Recruitment and Turnover: In FY2024 the agency continued to see unprecedented activity in recruitment and turnover especially in TriMet's represented positions. We made significant impact in our hiring for Bus Operators and for front-line Maintenance positions and will continue our recruitment efforts to attract and select a diverse workforce for all positions. In FY2023, there were over 226 recruitment requisitions, with many of the requisitions requesting for multiple positions. TriMet is starting to see a positive impact on our recruitment and workforce development efforts.

Recruitment and Turnover: In FY2024, TriMet continued its work and efforts in our leadership development strategy including redeveloping the succession planning program and establishing 14 leadership competencies. Those competencies will apply broadly across all leadership roles and have been adopted by the General Manager and Leadership Team. TriMet continues to offer the Leadership Essentials Program and over 30 leaders attended this year. We launched the Director Leadership Academy and, by January 2024, the majority of TriMet Directors participated in the program. We continue to develop and support self-directed learning and ongoing employee development for our entire employee base.

Employee Development and Leadership Development Strategy: In FY2024, TriMet continued its work and efforts in our leadership development strategy including redeveloping the succession planning program and establishing 14 leadership competencies. Those competencies will apply broadly across all leadership roles and have been adopted by the General Manager and Leadership Team. TriMet continues to offer the Leadership Essentials Program and over thirty leaders attended this year. We launched the

Director Leadership Academy and by January 2024, the majority of TriMet Directors participated in the program. We continue to develop and support self-directed learning and ongoing employee development for our entire employee base.

Regulatory and Statutory Compliance: The District is committed to a workplace that is free of harassment, discrimination and retaliation. LRHR responds to and investigates all reports of alleged workplace harassment or discrimination.

Employee Engagement: The District continues to focus on Employee Engagement and that is an essential goal in TriMet's Vision 2030 plan. The agency continues to track results for progress in this area. TriMet leadership continues work to address the lower-scoring engagement survey items. To support employee engagement from the start of an employee's career journey, TriMet has implemented a new employee onboarding project. Phase one on the new employee onboarding project, focuses on the days leading up to joining TriMet and the employee's first week on the job.

## **K. LEGAL SERVICES DIVISION**

Administration and Governance: In FY2024 the Office of General Counsel continued its main role of advising TriMet's General Manager, Board of Directors and Executive Team on a wide array of legal, strategic, and governance issues. In addition, the General Counsel devoted significant efforts to enrolling the Board and activating manager-level employees in Vision 2030, including Board education sessions, a public Board Strategy Session, Board site inspections, and a series of increasingly larger employee events.

In FY2024, the Records Governance Department co-led the launch of an enterprise-wide Information Governance (IG) Program, which is administered by a cross-functional IG Council that serves as a standing advisory group on IG matters for the agency. The IG Program's mission is to strategically govern TriMet's information utilizing a coordinated, interdisciplinary approach to mitigate risk, satisfy information compliance requirements, and improve business efficiencies while optimizing information value to support the Agency's mission. In addition, Records Governance worked with the IT Division and OpenText Professional Services to upgrade the OpenText Enterprise Content Management (ECM) platform and officially handed over the ECM to IT Operations in FY2025. The Records Governance Team also conducted an audit of TriMet's off-site records in preparation of the upcoming solicitation for a new off-site records storage vendor; efforts thus far have identified 350+ boxes for destruction. The Team also processed 786 public records requests in FY2024 -- a 42% increase over FY2023 and the highest number of requests received annually since tracking began in 2013.

Litigation: In FY2024, the Litigation team successfully defended TriMet in a variety of legal matters in both state and federal court at the trial and appellate levels, as well as before administrative agencies. Litigated cases have continued to increase following pandemic lows, and courts are returning to more regular business. The Litigation team averages 40-50 active legal matters at a time. Litigation attorneys also provide advice to the Claims Department and numerous other divisions to reduce exposure and mitigate legal risk, advise on key legislative proposals, provide relevant trainings, assist with the issuance of long term exclusions, and support special projects like the TriMet Crash Advisory Committee.

Real Estate and Transit Oriented Development: In FY2024, the Real Estate/TOD group engaged in numerous tasks to successfully support the agency, including significant work acquiring property and agreements needed to support the completion of the Better Red Project. After successfully working to move TriMet's administrative headquarters from Harrison Square to One Main Place in FY2023, the Real Estate team managed the negotiation and construction of TriMet's first boardroom on the second floor of the building, and the TriMet Board held its June 2024 business meeting in the new space. After selling a portion of the Gresham City Hall park and ride to Multnomah County in FY2023 for the construction of its new East County library, the TOD team worked with the County to create a site design that is transit-oriented, pedestrian friendly, supports future housing development at the site, and includes the construction of a new plaza space adjacent to the light rail station. TriMet's infrastructure improvement project at the Hollywood Transit Center is scheduled for completion in October, making way for the start of construction of a 220 unit affordable housing project on the site.

## L. ENGINEERING & CONSTRUCTION AND PLANNING DIVISION

The Engineering & Construction division plans, designs, permits and constructs transit projects. Projects include delivery of new assets and renovations to in-street (bus) facilities, operations and administrative facilities, rail vehicles, and the light rail system. In FY2024, the division actively managed approximately 43 projects and programs with a total budget of ~\$212 million.

Program Management. This department supports the division in tracking costs, quality, scheduling, estimating, engineering support, drafting services and staff augmentation services to support the capital program. The department continues to advance the replacement of the project management information system (PMIS) software with support from a consultant. In addition, the department assesses and maintains TriMet's public art portfolio and coordinates new opportunities including the rehabilitation of the Timber Gate artwork at the Expo Station.

Design and Construction Department (DCD): This department managed numerous projects and provided ongoing technical support/subject matter expertise to other projects and internal departments. The most notable accomplishments for the year include:

- **Buildings:** Advanced design of the Columbia Operations Facility to 60%, procured construction for two early work packages and completed the Materials Management Center element of the project. Advanced construction of the Hollywood Transit Center project (in support of a new transit oriented development).
- **Stations & Guideways:** Advanced design of the Main St element of the Rail Crossing Safety Enhancement project to 100% and procured construction. Completed construction of the Yamhill Morrison and King's Hill element of the MAX Station Optimization and advanced the design of the Skidmore element to 60%. Advanced design of the Crosssmall Turnback project to 75%. Procured design for the 82<sup>nd</sup> Ave element of the Blue Line Station Rehabilitation project.
- **Vehicle Engineering:** Continued accepting delivery of Type 6 Light Rail Vehicles so that 19 (of 30) are now on site, but have not been placed in revenue service. Completed design of the Vehicle CCTV retrofit project for Type 3 LRVs and initiated construction procurement. Provided ongoing technical support to REM.
- **Rail Systems.** Advanced design of the Type 1 substation element at Pioneer Courthouse Square and procured a construction contractor. Procured designer for the remaining elements. Advanced conversion of the light rail signal system at the Double Tree siding to programmable logic controllers (PLC). Installed pilot of new OCS tensioning device. Provided ongoing technical support to MOW and Red Line projects.

Major Projects: This department is responsible for developing and delivering projects funded through the FTA Capital Investment Grant Program and the Oregon House Bill 2017 (HB2017) Statewide Transportation Improvement Fund (STIF). Most notable accomplishments this year include:

- **Red Line Light Rail Project:** Reached substantial completion and project opening scheduled for August 2024.
- **Portland Milwaukie LRT Project:** Construction began on addition of two more floors to the Park & Ride.
- **Interstate Bridge Replacement Project:** Project entered into Project Development phase under the FTA Capital Investment Grant New Starts Program. Supplemental Draft Environmental Impact Statement will be available for public comment in September 2024.

- Transit Centers & Layovers: Completed improvements at the Gresham Central transit center and advanced design for Oregon City and Beaverton transit centers. Construction began on the Gateway Transit Common Stop.
- 82<sup>nd</sup> Ave High Capacity Transit Project: Project submitted the application to enter into the Project Development phase under the FTA Capital Investment Small Starts Program.
- TV Highway High Capacity Transit Project: Continued to develop conceptual designs and order of magnitude cost estimates for corridor level investments in transit.
- Willamette Shore Line: Completed design and started construction on two at-grade crossings and improvements to the Jones Trestle.
- Better Bus Program: Developed regional process, received proposals for transit priority improvements at key locations across the region. Started construction on SW 4<sup>th</sup> Avenue project.