



Proposed Budget

2025–2026

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

TRIMET
How life moves®

Table of Contents

Overview

- Board of Directors 6
- TriMet Officials..... 6
- TriMet Budget Organization Chart 7
- GFOA Distinguished Budget Presentation Award 10
- Budget Message..... 11

Financial Summary

- Summary of Financial Resources & Requirements..... 66
- Resource Summary 67
- Requirement Summary..... 68
- CIP Resource Summary..... 72
- CIP Requirement Summary 73
- Summary of Fund History 74
- Pass through Revenues and Requirements 75

Resources

- Resources Chart 76
- Resource Summary 78
- Resource Summary by Source..... 79
- Federal & State/Local Grant Summary 80

Requirements

- Requirements Chart 82
- Requirement Summary..... 84
- Requirements by Object Class..... 88
- Personnel Services Schedule..... 90
- Materials & Services Schedule 91
- Summary of Employees 92
- Staffing Changes 96

- Summary of Fixed Route Service.....98
- Summary of Fixed Route.....99
- Summary of Accessible Transportation Vehicles99

Debt Service

- Debt Service Overview100
- Bond Purpose & Bond Ratings104
- Principal & Interest Payments through Maturity107
- Summary of Debt Service108
- Summary of Debt Service Principal and Interest109
- Continuing Revenues110
- Calculation of Payroll Tax Debt Service Ratio110

Other Post-Employment Benefits

- Other Post-Employment Benefits Overview112
- Other Post-Employment Benefits114

General Manager Division (GM)

- General Manager Overview.....116
- General Manager Performance Metrics.....117
- Division Summary118
- Office of the General Manager120
- Inclusion, Diversity, Equity & Accessibility.....122
- Internal Audit.....124
- Personnel Profile.....126

Chief Operating Officer Division (CO)

- Chief Operating Officer Overview128
- Chief Operating Officer Performance Metrics.....129
- Division Summary130

Office of the Chief Operating Officer 132
 Operations Planning & Development..... 134
 Service Planning & Delivery Department 136
 Operations Training & Planning 138
 Personnel Profile 140

Transportation Division (TR)

Transportation Overview 142
 Transportation Performance Metrics 144
 Division Summary 145
 Transportation Administration..... 147
 Bus Transportation 149
 Operations Command Center..... 152
 Service Delivery 154
 Accessible Transportation Programs 156
 Rail Transportation 160
 Commuter Rail..... 163
 Portland Streetcar..... 167
 Personnel Profile 169

Maintenance Division (MT)

Maintenance Overview..... 174
 Maintenance Performance Metrics..... 175
 Division Summary 176
 Maintenance Administration 178
 Bus Maintenance 180
 Facilities Management Bus-Rail 183
 Rail Maintenance of Way..... 187
 Rail Equipment Maintenance..... 190
 Personnel Profile 193

Transit System & Asset Support Division (TS)

Transit System & Asset Support Overview198
 TS Performance Metrics.....199
 Division Summary201
 Transit System & Asset Support Administration203
 Transit System Support Services205
 Transit Training & Development207
 Transit Asset & Maintenance Support.....209
 Personnel Profile.....212

Safety & Security Division (SS)

Safety & Security Overview.....216
 Safety & Security Performance Metrics.....217
 Division Summary218
 Safety & Security Administration220
 Safety & Environmental Services222
 Security & Emergency Management224
 Personnel Profile.....226

Finance & Administrative Services Division (FA)

Finance & Administrative Services Overview.....230
 FA Performance Metrics.....232
 Division Summary234
 Finance & Administrative Services236
 Financial Services238
 Budget & Forecasting.....240
 Risk Management.....242
 Procurement & Supply Chain Management244
 Fare Revenue & Administrative Services.....246
 Grants Development & Compliance249
 Personnel Profile.....251

Information Technology Division (IT)

Information Technology Overview 256
 Information Technology Performance Metrics 257
 Division Summary 258
 Information Technology Administration 260
 Operations & Infrastructure 262
 Information Security 264
 Enterprise Systems 266
 Intelligent Transportation Systems 268
 Personnel Profile 270

Labor Relations & Human Resources Division (HR)

Labor Relations & Human Resources Overview 274
 HR Performance Metrics 276
 Division Summary 278
 Human Resources Administration 280
 Benefits & HRIS 282
 Talent Management 285
 Labor Relations 287
 Compensation 289
 Personnel Profile 291

Inclusion, Diversity, Equity & Accessibility Division (IDEA)

Inclusion, Diversity, Equity & Accessibility Overview 294
 IDEA Performance Metrics 295
 Division Summary 296
 Inclusion, Diversity, Equity & Accessibility 298
 Personnel Profile 301

Legal Services Division (LS)

Legal Services Overview302
 Legal Services Performance Metrics303
 Division Summary304
 Legal Services Administration306
 Litigation308
 Real Estate & Transit Oriented Development310
 Personnel Profile312

Strategy & Planning Division (SP)

Strategy & Planning Overview314
 Strategy & Planning Performance Metrics315
 Division Summary316
 Strategy & Planning Administration318
 Service Planning Department320
 Personnel Profile322

Public Affairs Division (PA)

Public Affairs Overview324
 Public Affairs Performance Metrics325
 Division Summary327
 Public Affairs Administration329
 Community Affairs & Engagement331
 Government Services and Public Affairs333
 Communications & Marketing335
 Customer Information Services337
 Personnel Profile339

Engineering & Construction Division (EC)

Engineering & Construction Overview 344
 Engineering & Construction Performance Metrics 345
 Division Summary 347
 Engineering & Construction Administration 349
 Policy & Planning..... 352
 Design & Construction..... 354
 Major Projects..... 356
 Personnel Profile 358

Capital Program (CIP)

Capital Program Overview 362
 CIP Resource Summary..... 373
 CIP Requirement Summary 374
 CIP Detail 375
 CIP Division Summary..... 378

Trends

TriMet Service District Area.....390
 Top 25 Largest Employers in TriMet District391
 Ridership and Expense (Fixed Route).....393
 Local Economic Statistics396

Personnel Profile

Personnel Profile.....400

Glossary & Acronyms

Glossary408
 Acronyms.....417



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



Tyler Frisbee

District 4: SE Portland



JT Flowers

District 5: N and NE Portland



Kathy Wai

Secretary/Treasurer
District 7: Clackamas County

TriMet Officials



Sam Desue, Jr.
General Manager

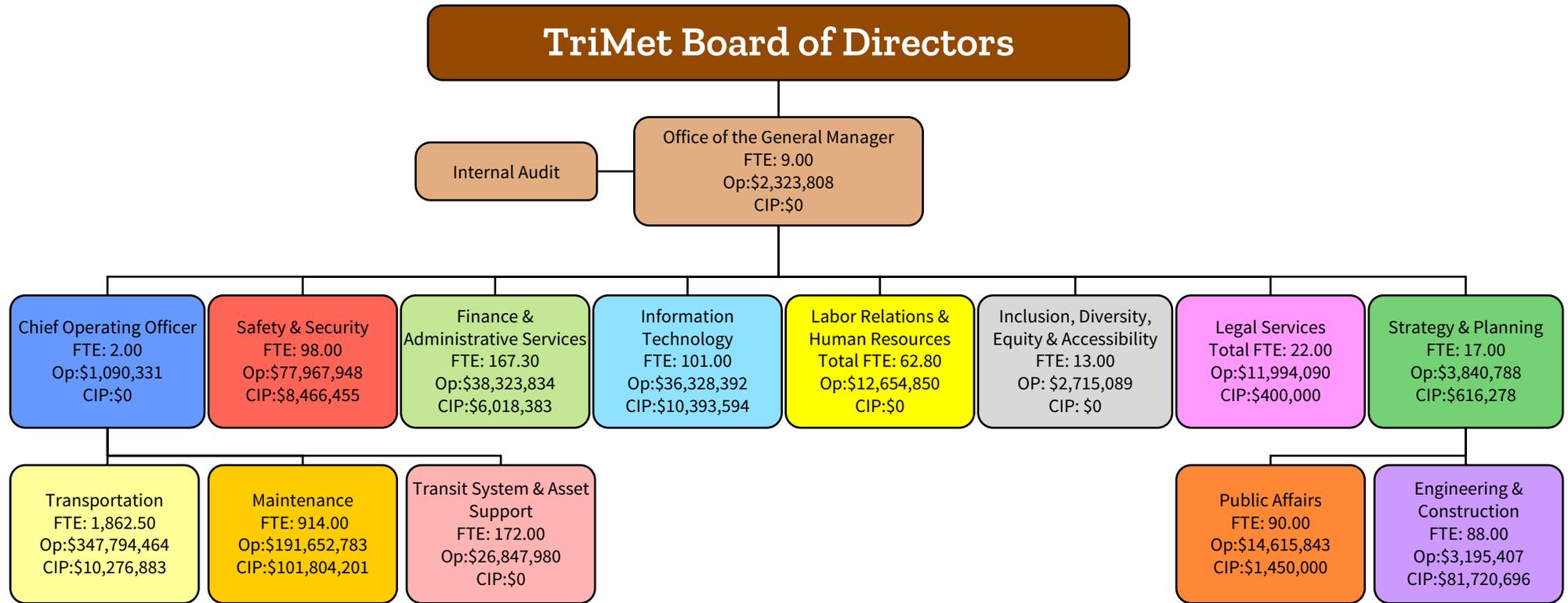


Nancy Young-Oliver
CFO/Budget Officer

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

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

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.

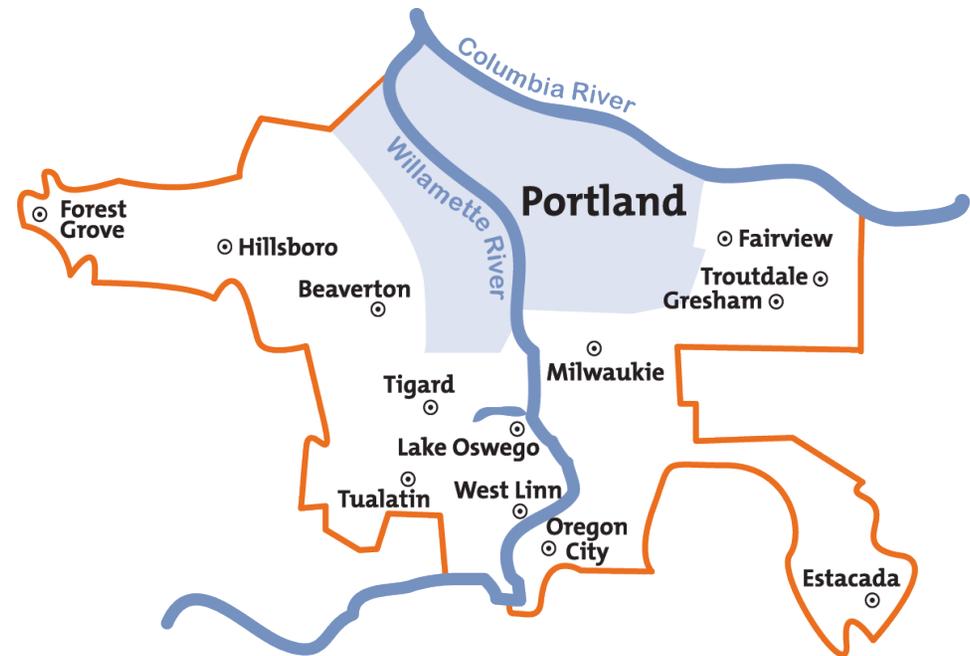
About TriMet

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 of 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 | Equity | Environment |
|---|--|--|
| Public transit provides safe, convenient and reliable options for people to live, learn, work and play. | Public transit is accessible and welcoming to all. | 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

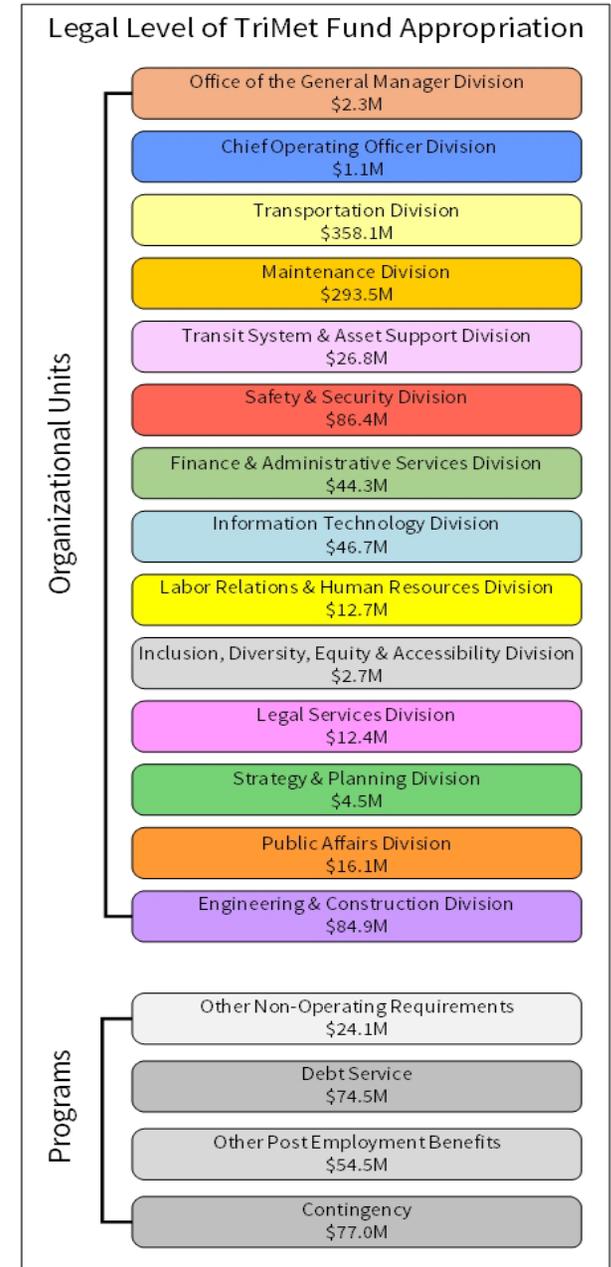
TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statute (ORS) 267 to provide mass transit services to the Portland Metropolitan area with the assumption of the operations of a privately owned bus and light rail system. As such, TriMet is authorized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

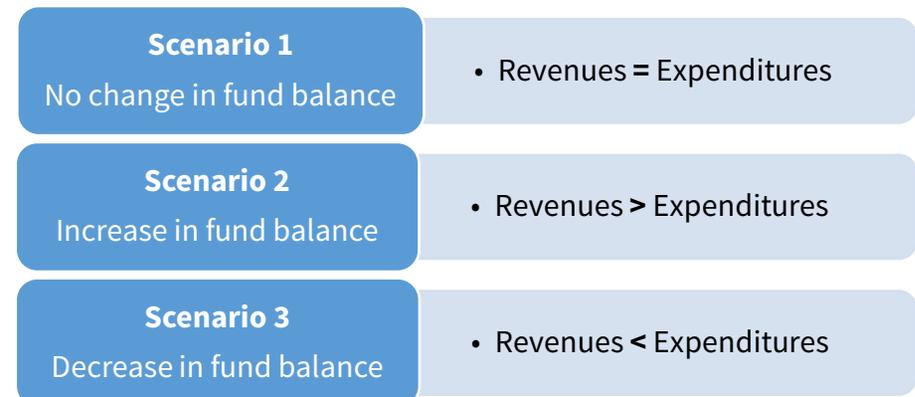
In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2026 Proposed Budget:

- 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:

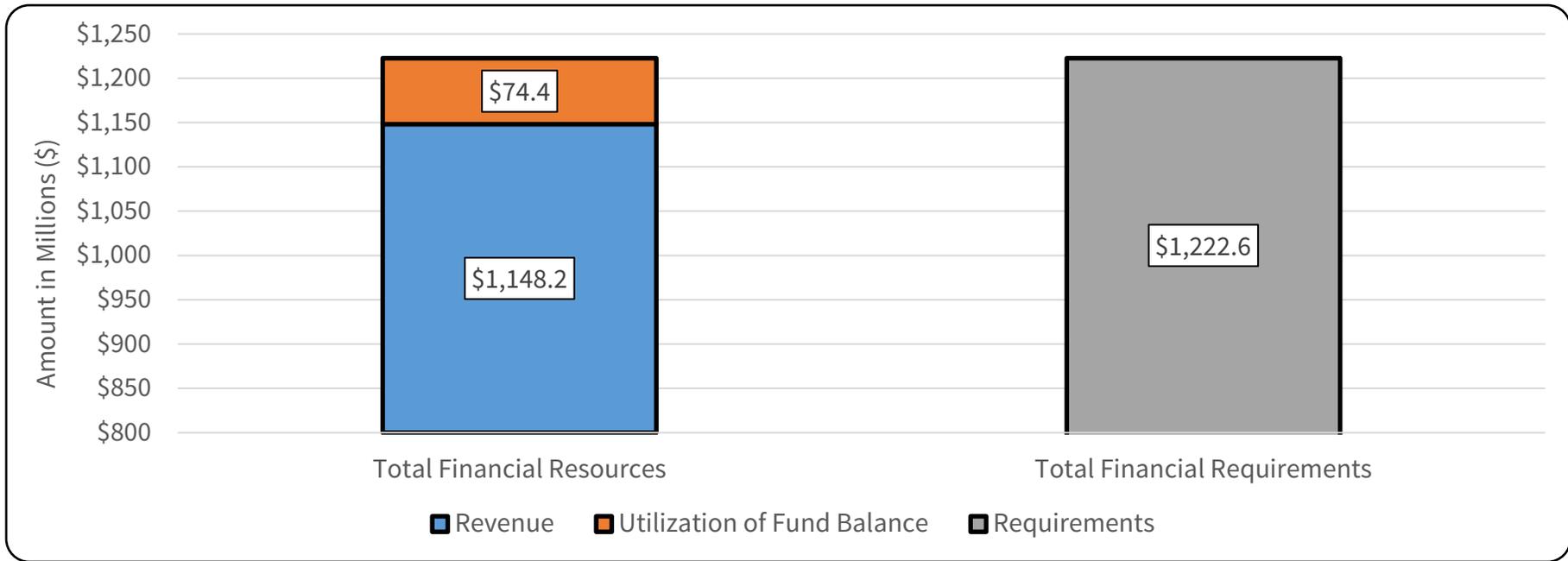
- **Scenario 1:** When total revenues are equal to total expenditures, resulting in no change to fund balance;
- **Scenario 2:** Total revenues exceed total expenditures, resulting in increases to ending fund balance, or;
- **Scenario 3:** Expenditures exceed revenues and spending from previous year’s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



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.

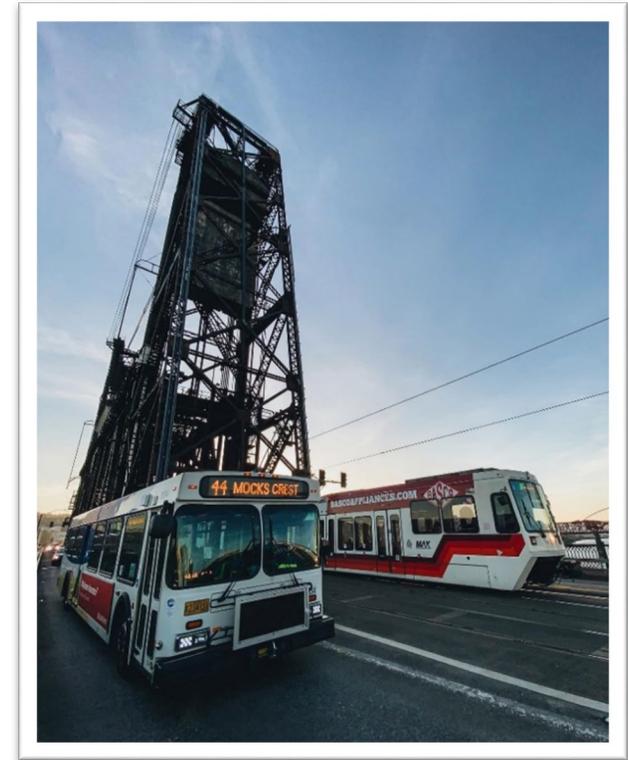
It is with this framework that divisional and departmental expenditure requests are made and subsequently reviewed.

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.

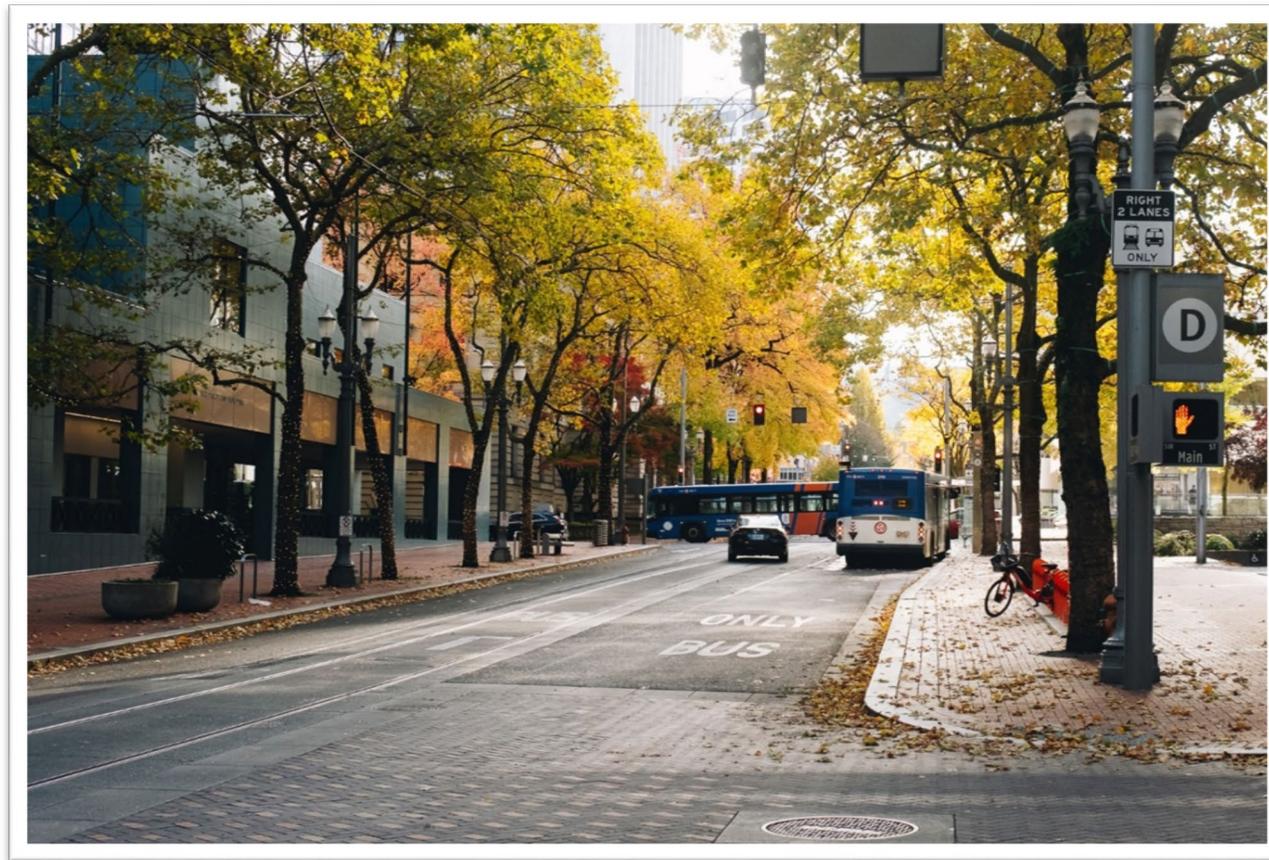
TriMet maintains a community budget web page: www.trimet.org/about/accountability.htm#financial. The site contains TriMet's Proposed, Approved and Adopted Budgets, along with TriMet's audited financial statements, Strategic Financial Plan, pension/OPEB valuations, and Board approved policies.

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.

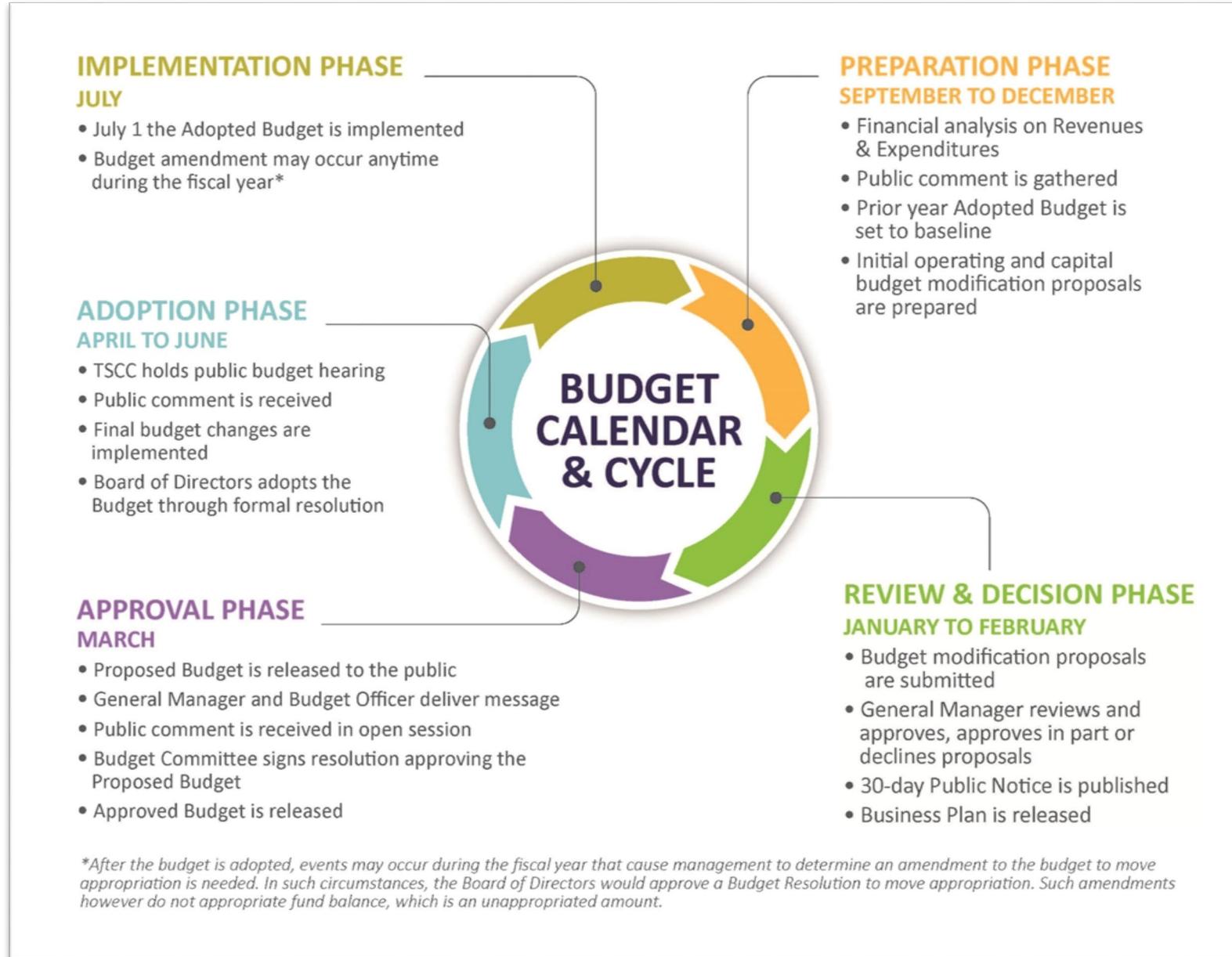
Adopting the Budget: The Board of Directors votes to officially adopt the budget before the start of the new fiscal year, which begins on July 1st. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include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

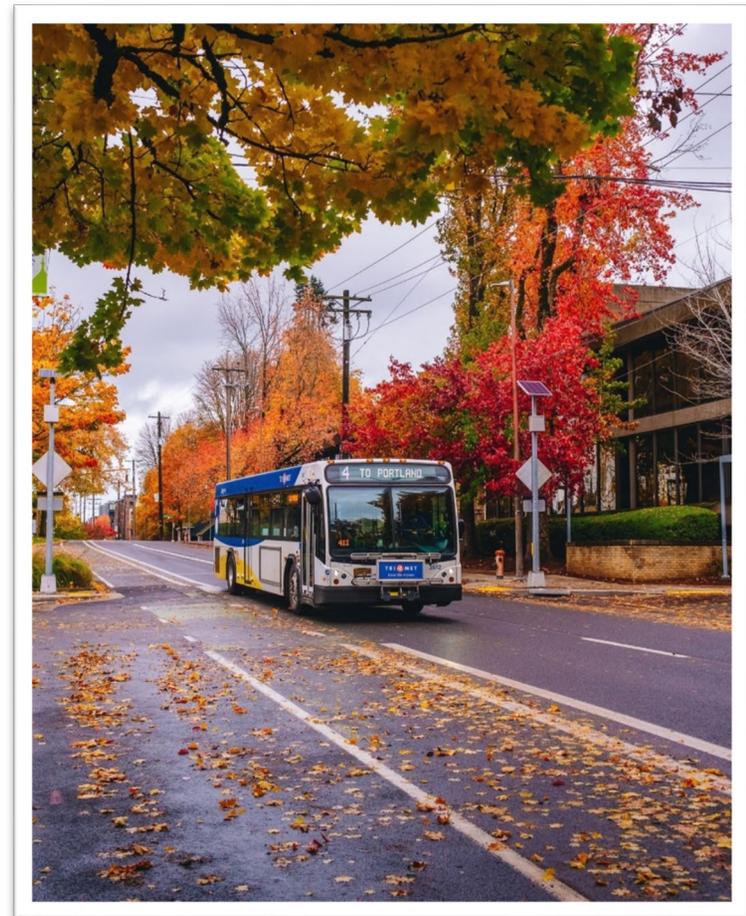
The Forecast includes elements that may impact the financial outlook over the coming years, such as:

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.

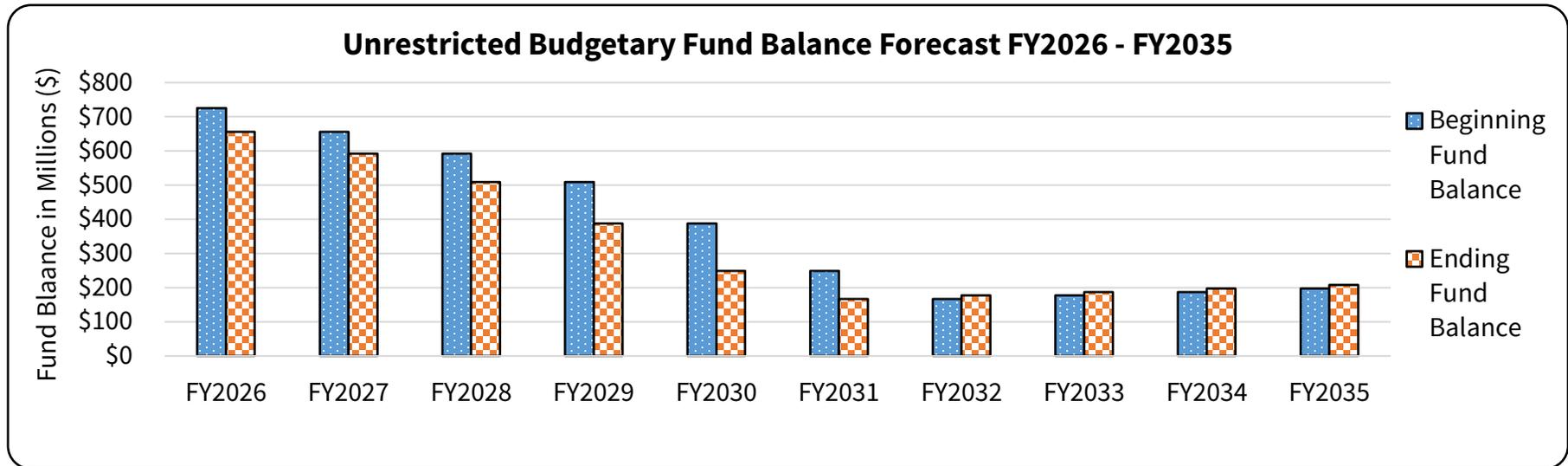
TriMet’s Strategic Financial Plan requires maintaining an unrestricted fund balance of 2.0–2.5 times monthly operating expenses. If this target is unmet, a 1–3 year recovery plan is required. Additionally, the budget includes a 3% contingency fund, requiring Board approval for use.

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.

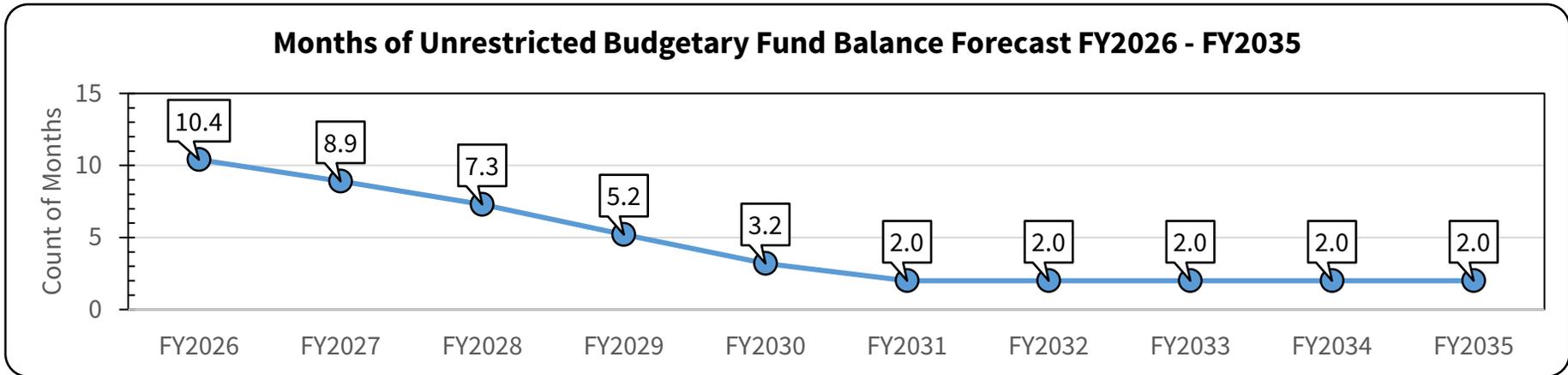
| Fund Balance | FY2026 Forecast | FY2027 Forecast | FY2028 Forecast | FY2029 Forecast | FY2030 Forecast | FY2031 Forecast | FY2032 Forecast | FY2033 Forecast | FY2034 Forecast | FY2035 Forecast |
|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| 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:

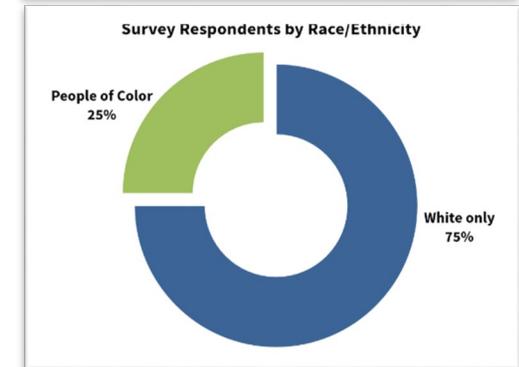
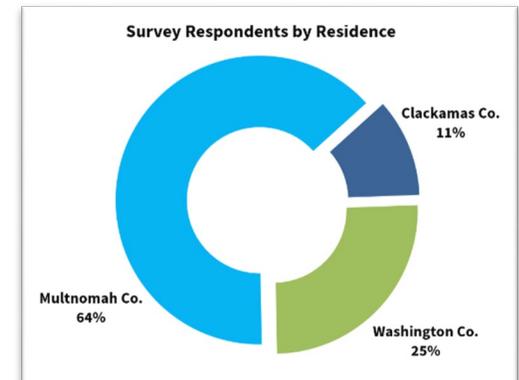
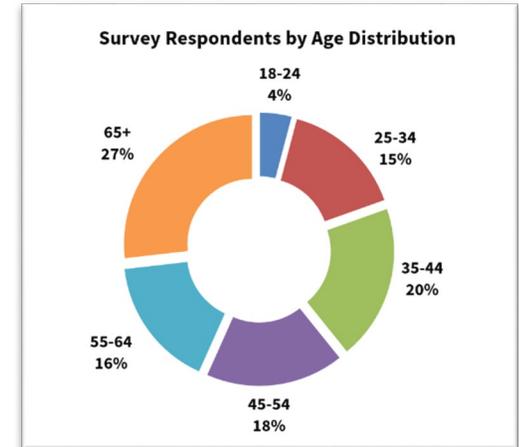
- Age Distribution:** The largest segment of survey respondents, 26%, were 65 years or older, followed by 19% between the ages of 35 and 44. Those aged 45 to 54 made up 17% of respondents, while 16% were between 55 and 64 years old. Younger age groups were less represented, with 15% of respondents between 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%).



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.



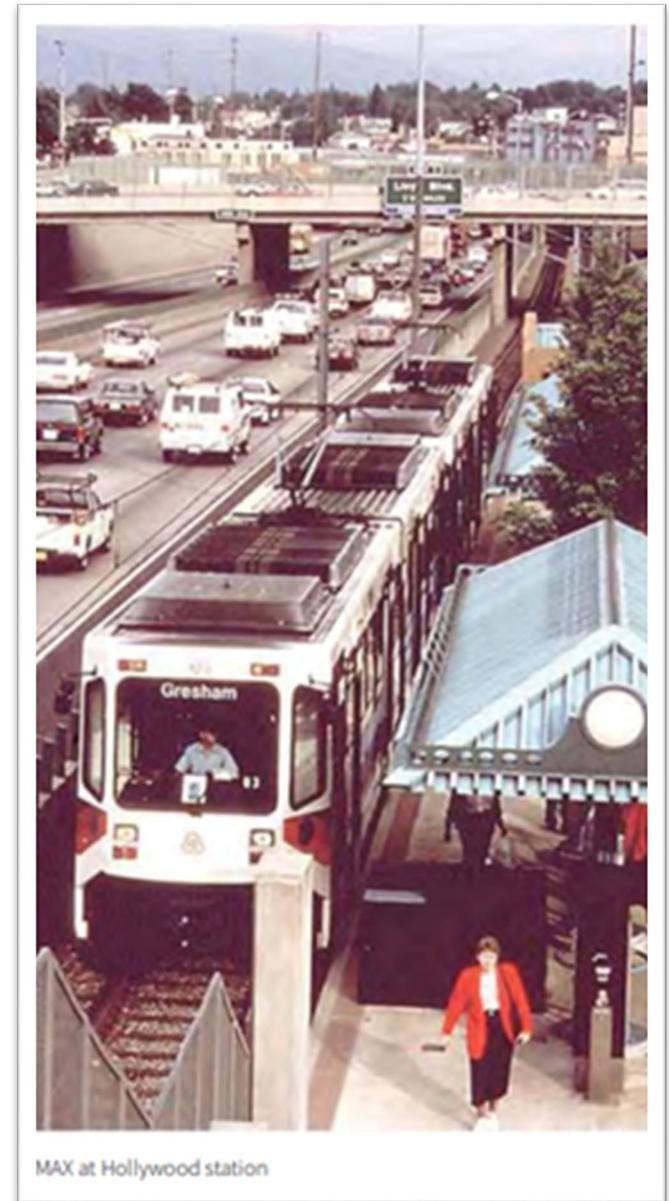
⁹ Data taken from 2023 Quarterly Census of Employment Wages

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 | 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.

CIP Resources

| Revenue Category | FY2023 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------|---------|
| | Actual | Actual | Budget | Estimate | 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 | | |

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 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------|---------|
| | Actual | Actual | Budget | Estimate | 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 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|--------------------------------------|--------|--------------------|--------------------|--------------------|--------------------|----------|---------|
| | Actual | Actual | Budget | Estimate | 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

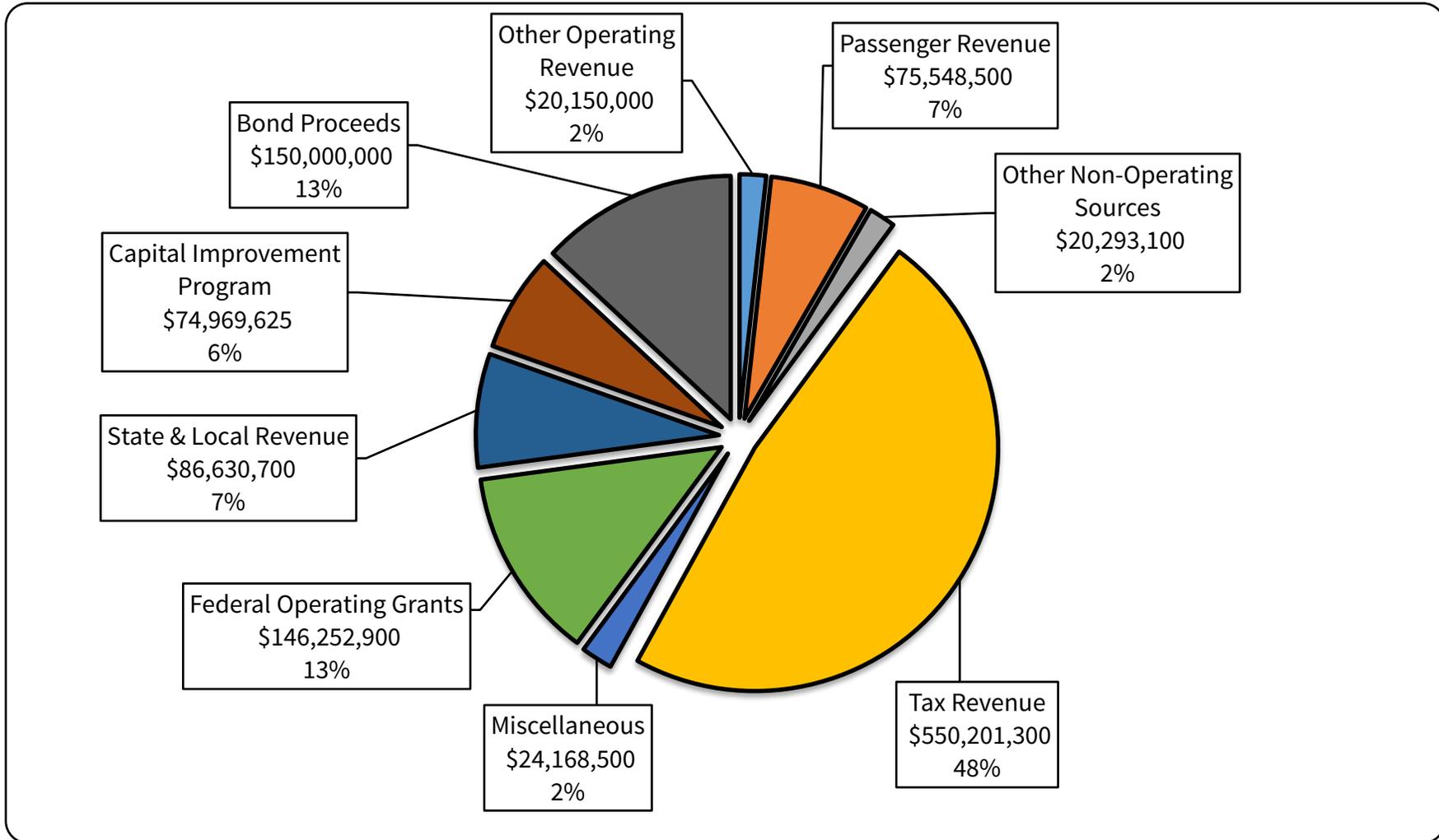
| | FY2023 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|---|--------------------|------------------|--------|----------|----------|----------|---------|
| | Actual | Actual | Budget | Estimate | Proposed | Approved | Adopted |
| City of Portland/Portland Streetcar (Stimulus Credit) | 2,160,827 | 892,302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

Pass Through/Fund Exchanges/Special Payments

| | FY2023 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------|---------|
| | Actual | Actual | Budget | Estimate | 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 | 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 | | |
| 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

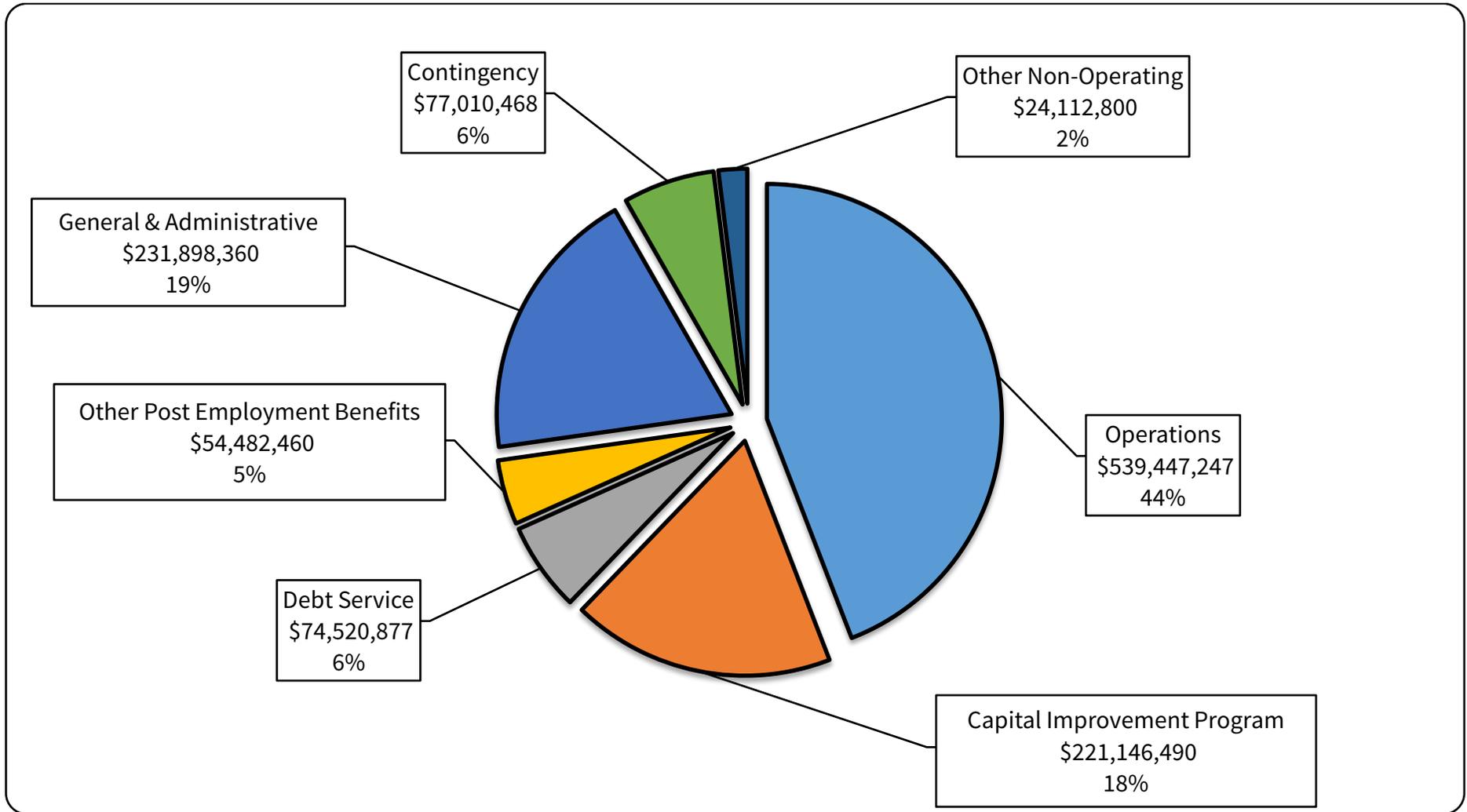
| Type of Funding | Purpose | FY2026 | | |
|--|---|----------------------|----------|---------|
| | | Proposed | Approved | Adopted |
| Federal Operating Grants | | | | |
| FTA Section 5307 Urbanized Area Formula | Preventive Maintenance | 63,196,400 | | |
| FTA Section 5307 Urbanized Area Formula | 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 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|----------|---------|
| | Actual | Actual | Budget | Estimate | 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

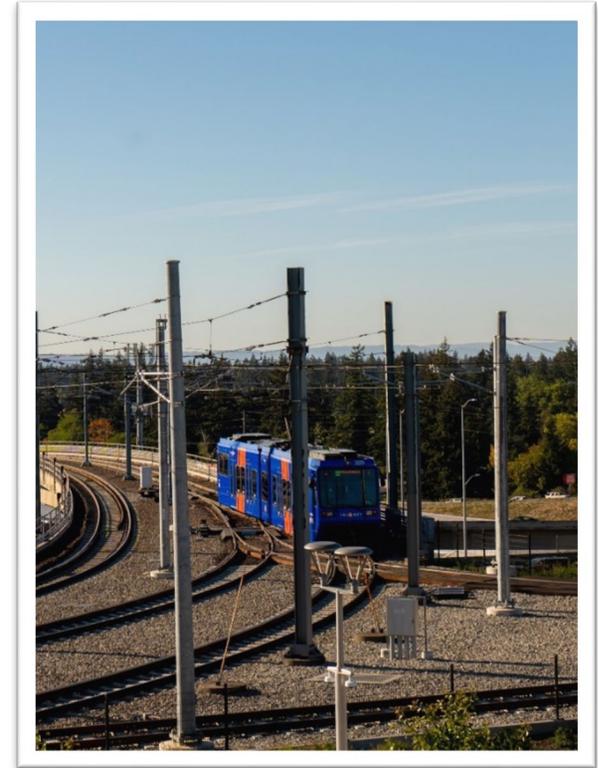
Debt Service Overview

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.trimetbonds.com). Information on this site includes:

- Background information about TriMet’s operations, including services provided and quick facts
- Details on the types of bonds offered by TriMet, debt service coverage, credit ratings, and updates on future issuances
- Priorities for TriMet’s environmental, social, and governance (ESG) initiatives

¹ Specified revenues in FY2020 though 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.

| Series | Purpose | Issued | Term (Years) | (\$ in Thousands) | | Bond Ratings | | | |
|---|--|------------|--------------|-------------------|--------------------------|--------------|-------------------|-----------|--|
| | | | | 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

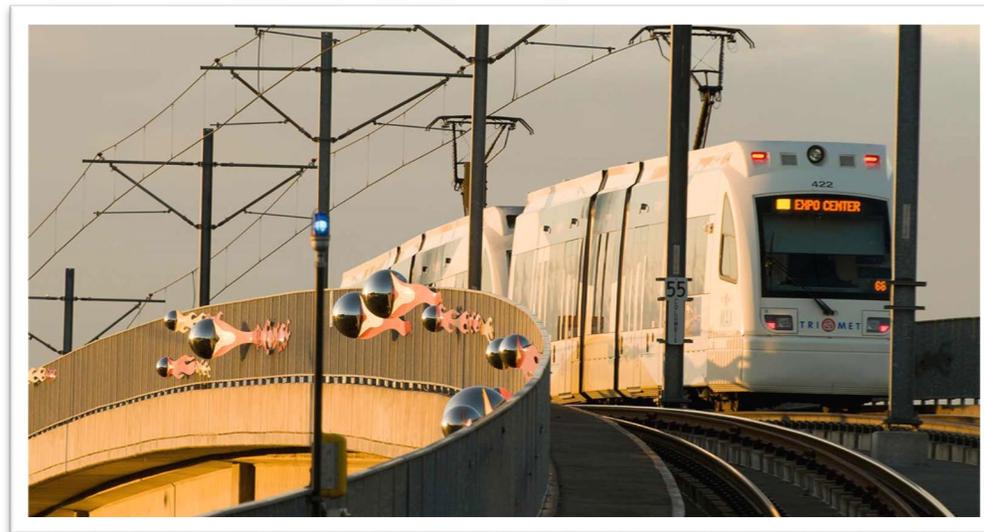
Capital Grant Receipt Bonds Purpose

- 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

| Fiscal Year | Payroll Tax Bonds | | | Capital Grant Receipt Bonds | | | Total Bonds | | |
|--------------|-------------------|------------------|--------------------|-----------------------------|-----------------|------------------|------------------|------------------|--------------------|
| | 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

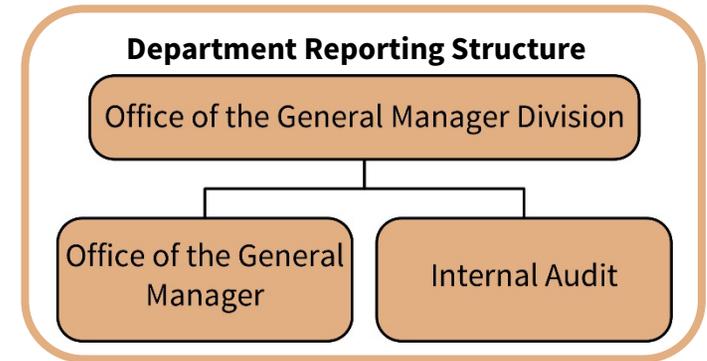
- Office of General Manager (OGM) 120
- Inclusion, Diversity, Equity & Accessibility¹ (IDEA)..... 122
- Internal Audit (IA) 124

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

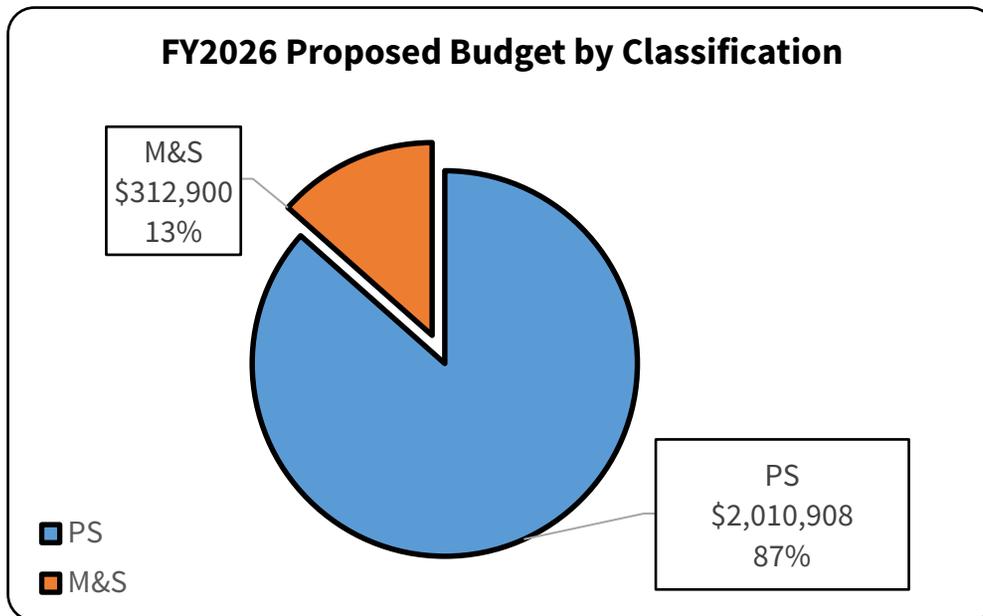
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 1,719,519 | 2,551,937 | 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

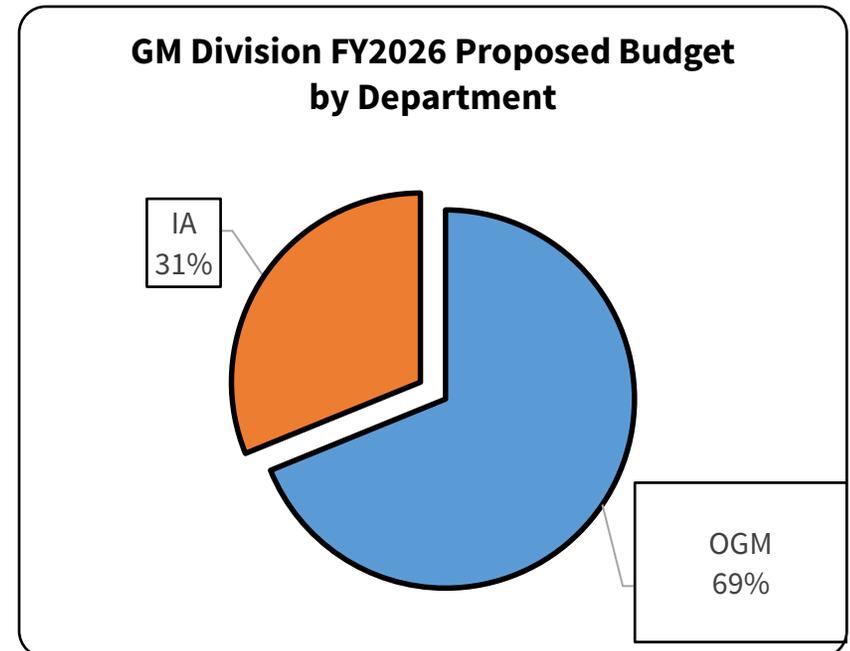
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|-------------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| OGM | 1,098,388 | 1,235,932 | 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%.



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

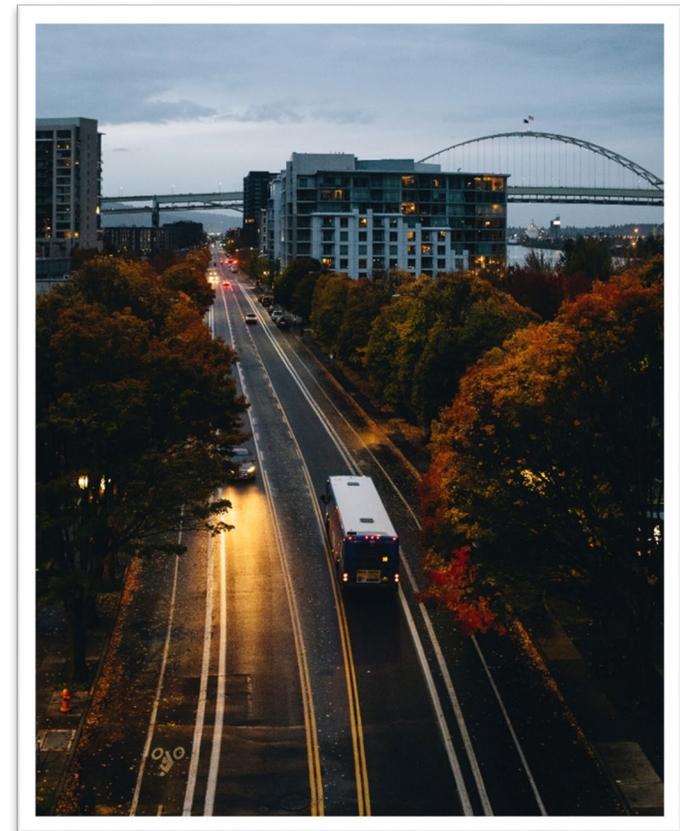
Major Functions

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

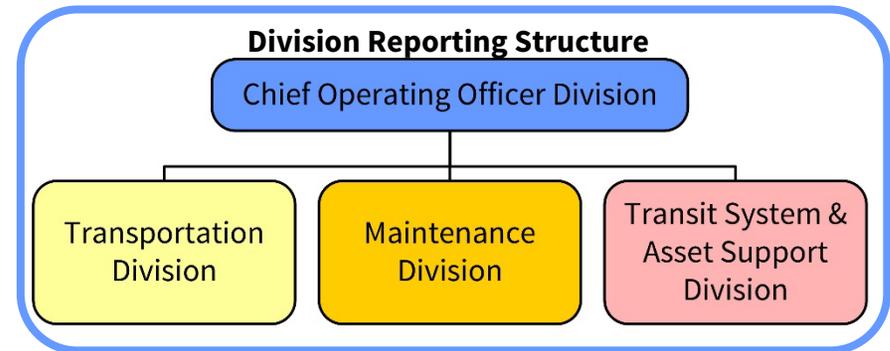
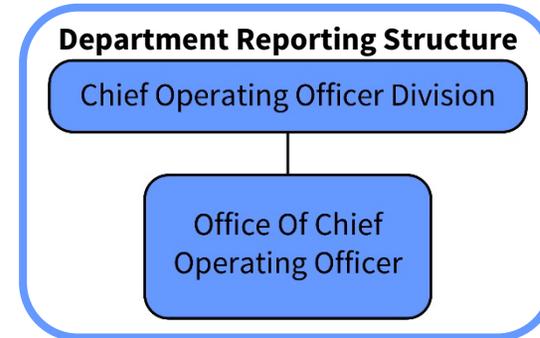
- Office of Chief Operating Officer (COO)..... 132
- Operations Planning & Development (OPD)¹ 134
- Service Planning & Development (SPD)² 136
- Operations Training & Planning (OTP)³ 138

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

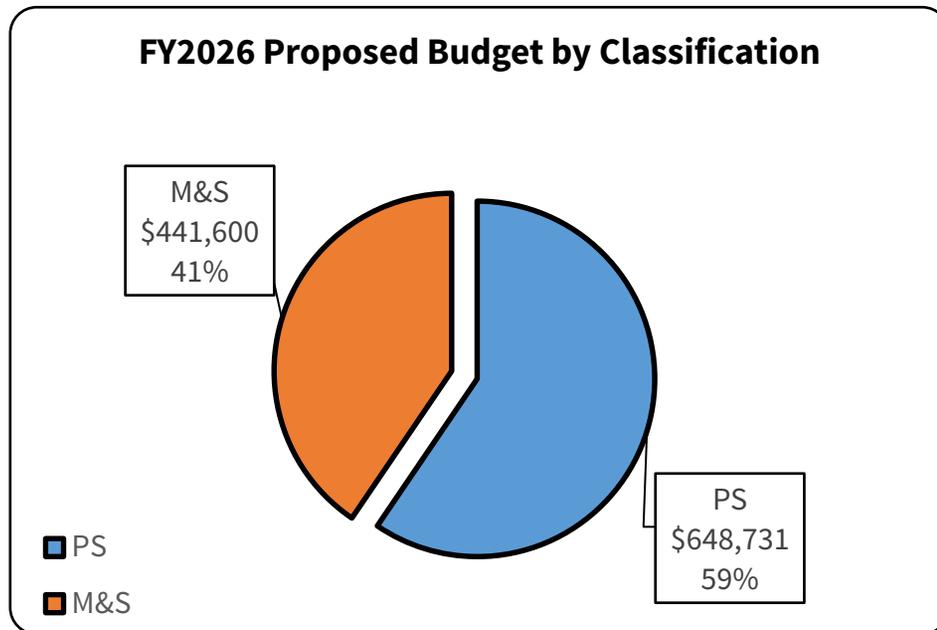
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 12,064,710 | 10,102,445 | 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).



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

Chief Operating Officer Division Count of Full Time Equivalentents (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 Equivalentents

Chief Operating Officer Division Budget by Department

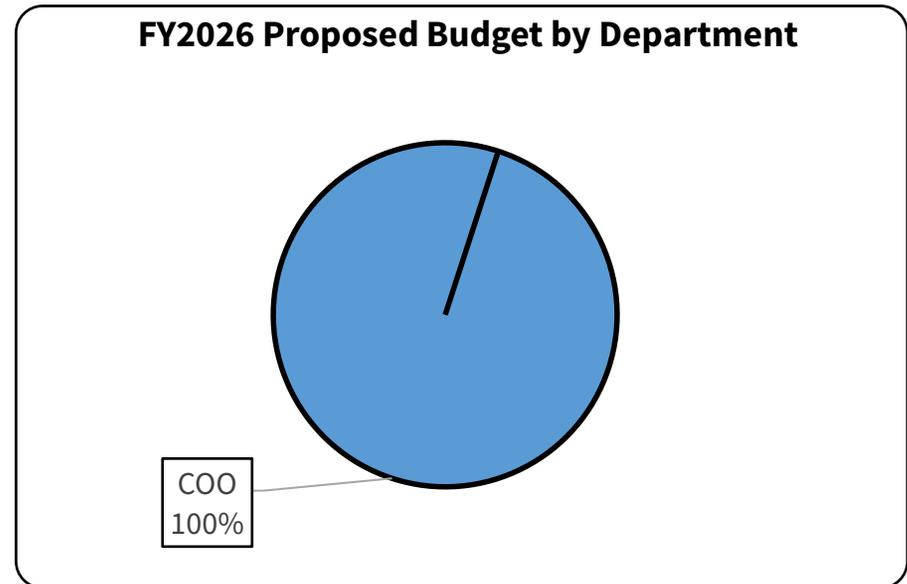
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| COO | 1,292,105 | 1,251,362 | 1,121,920 | 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.



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-Transp 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

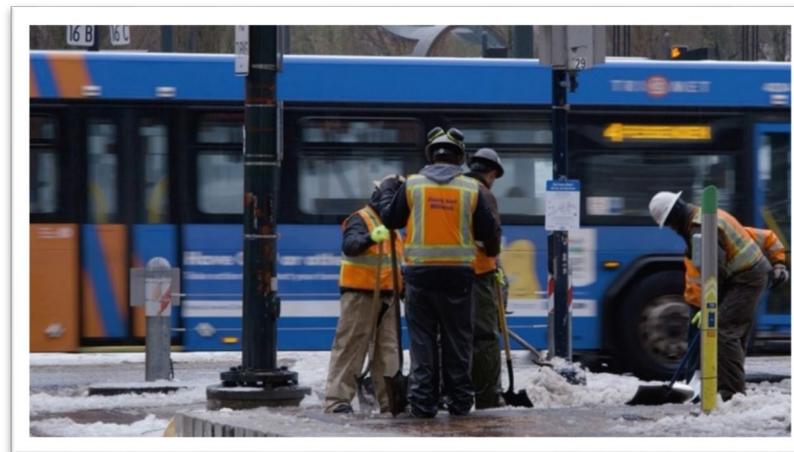
The following tables provide a detailed personnel profile for this division by Position Title, organized by department. Each column represents key position details:

- **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

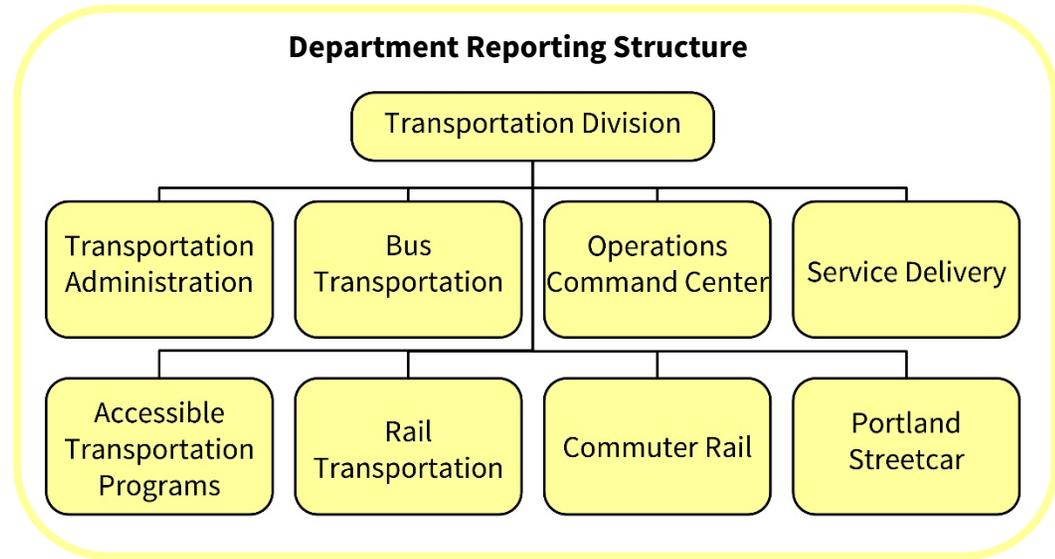
Overview

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

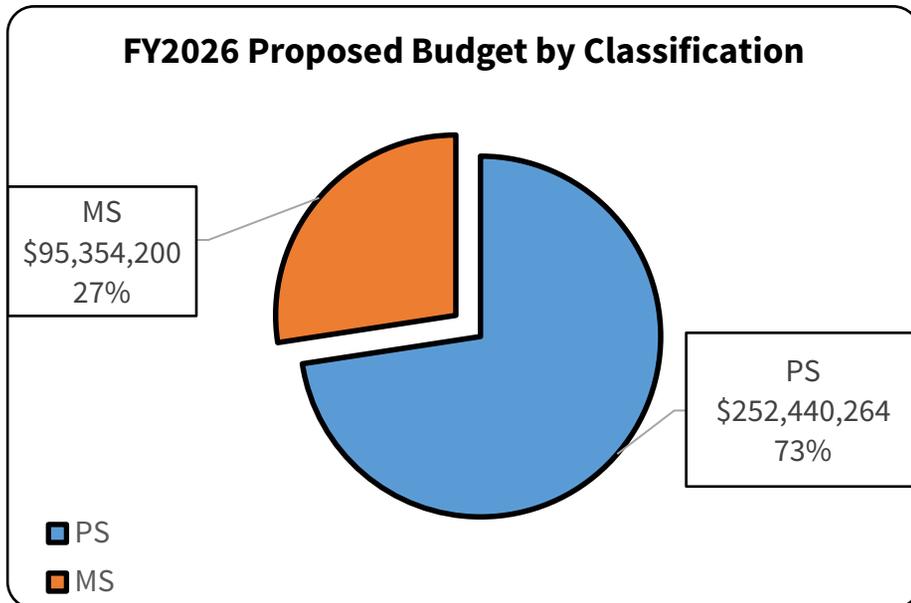
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 201,050,593 | 208,691,547 | 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 Equivalentents (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 Equivalentents

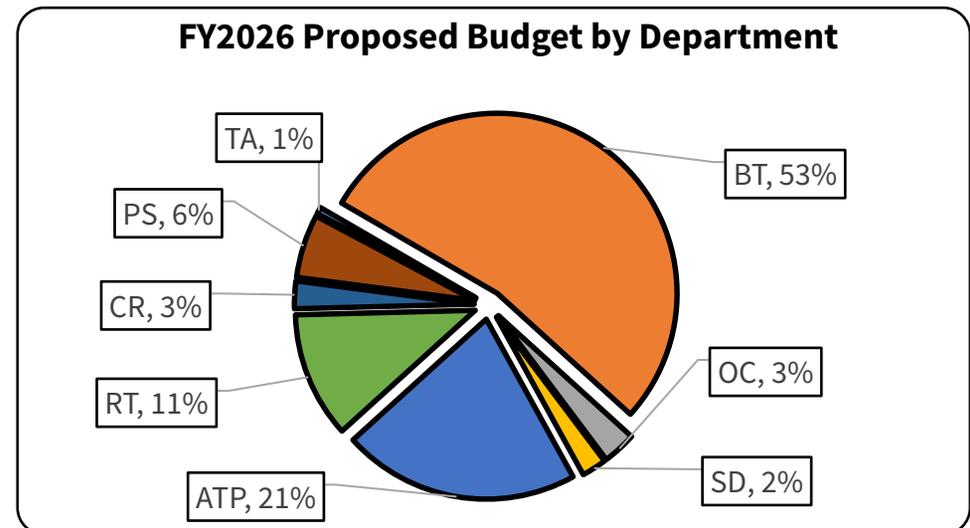
Transportation Division Budget by Department

| 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%.



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

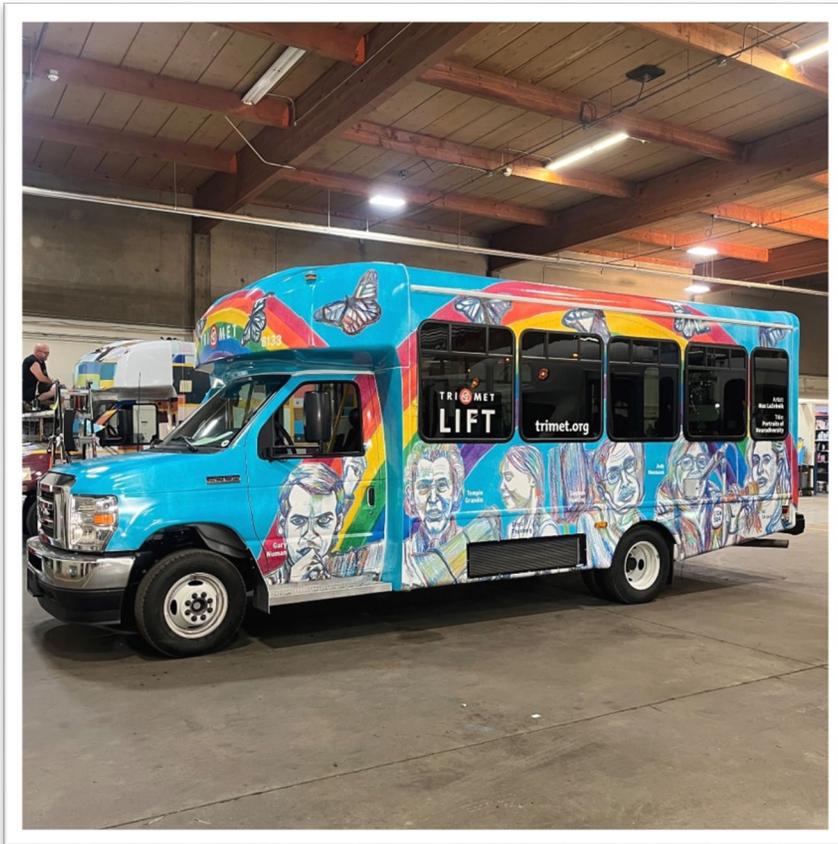
- Work with partners and service providers to address the needs of vulnerable populations and those in need of services. Timeline through June 30, 2026.

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 Srvc 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.

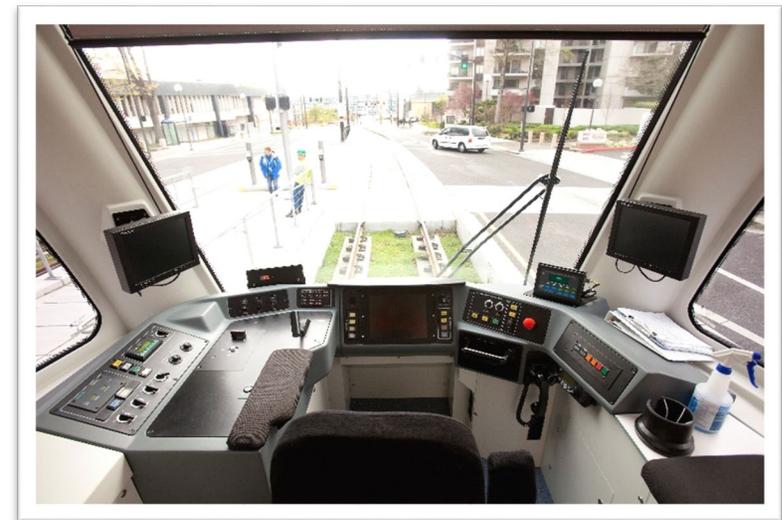
Goals and Objectives

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-Transp 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.

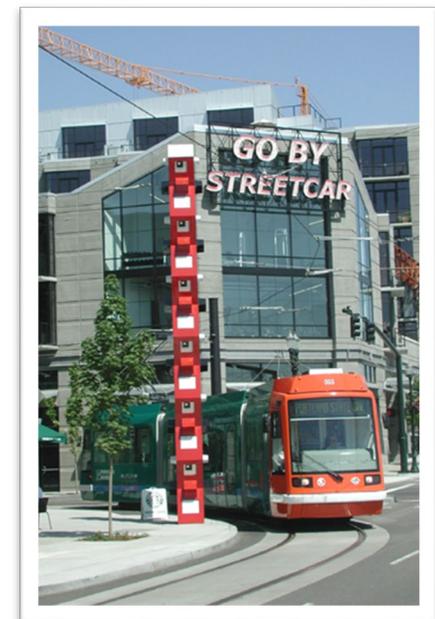
Goals and Objectives

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

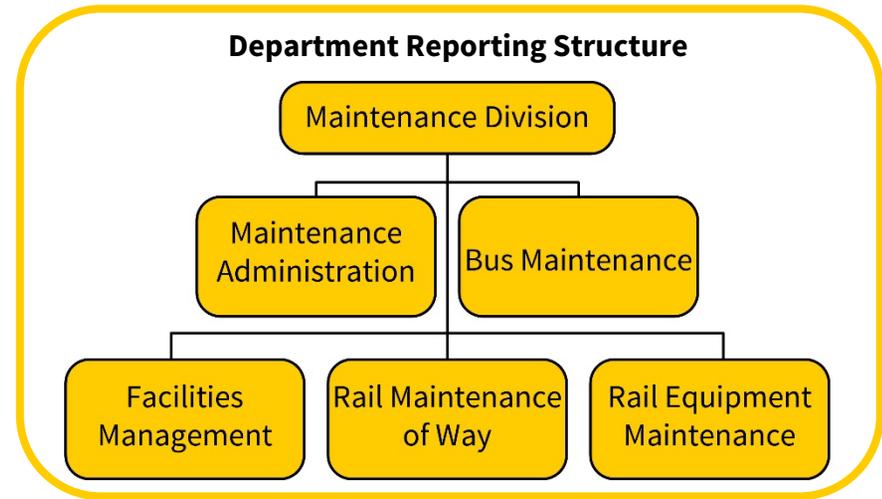
Overview

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

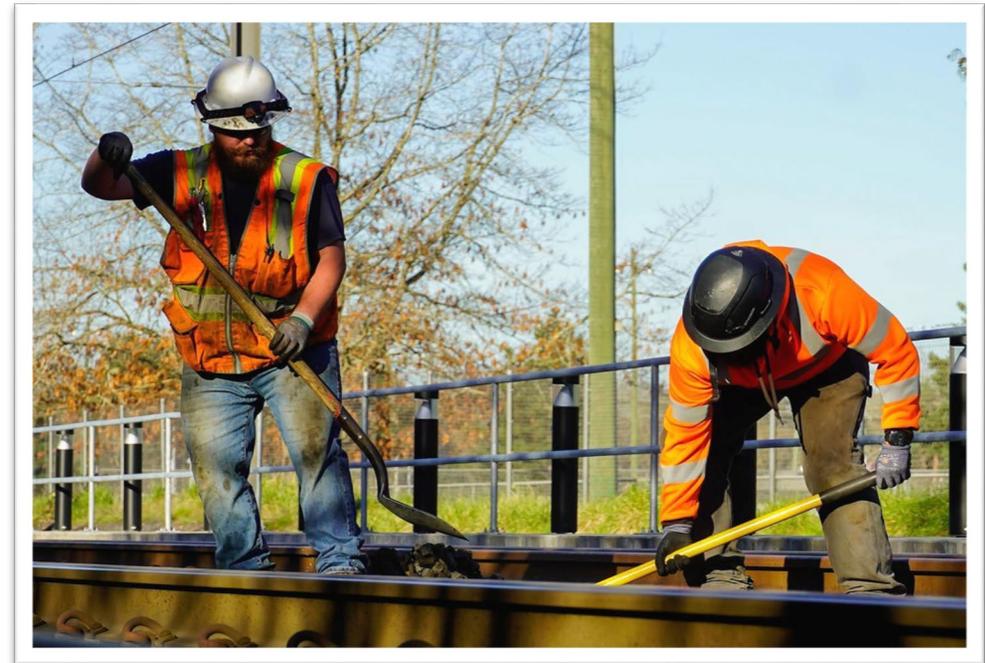
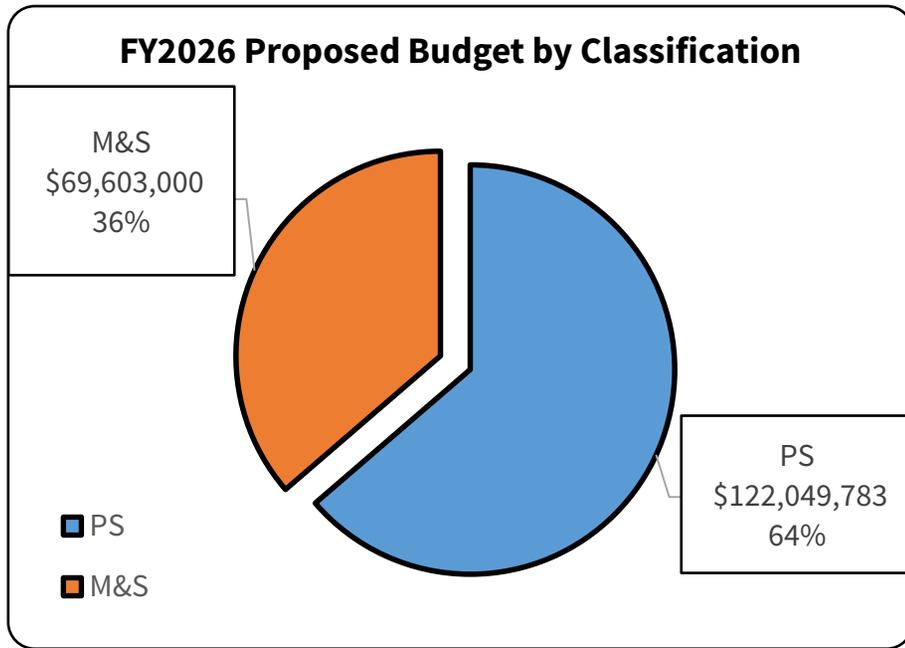
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 88,280,938 | 96,879,688 | 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

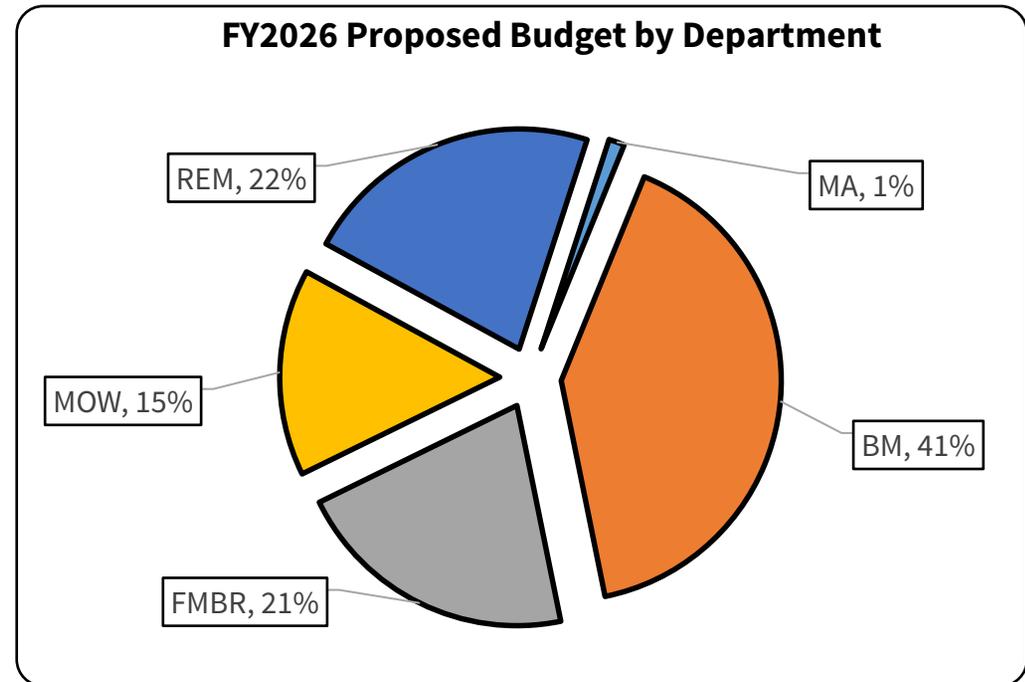
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| MA | 1,199,984 | 972,884 | 2,516,950 | 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).



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

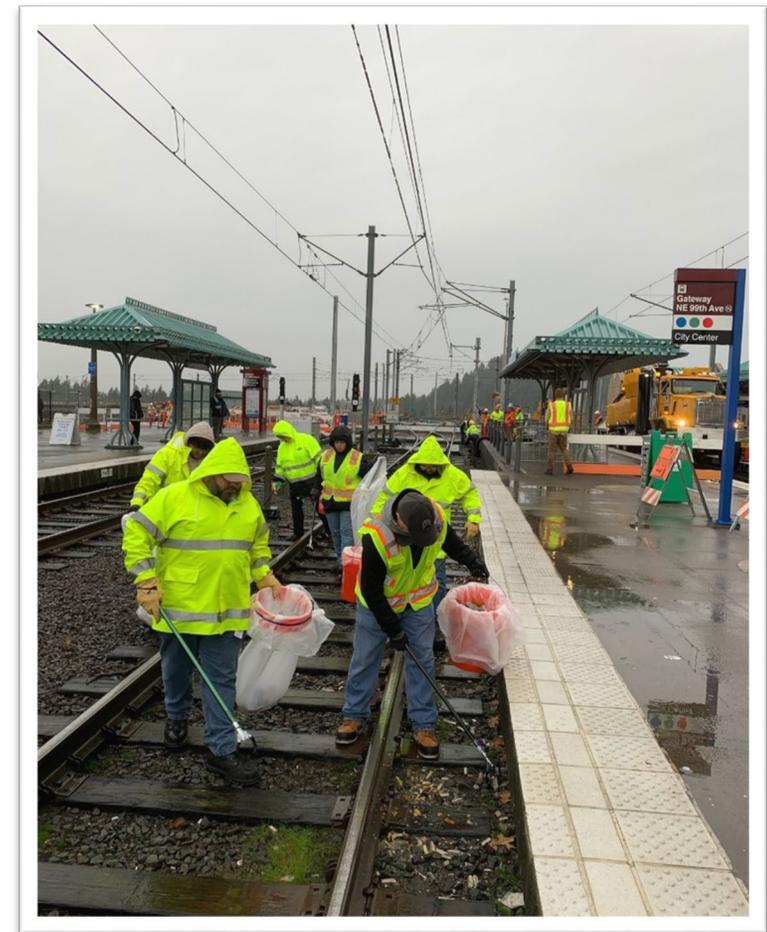
Major Functions

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 - Vandlsm | 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

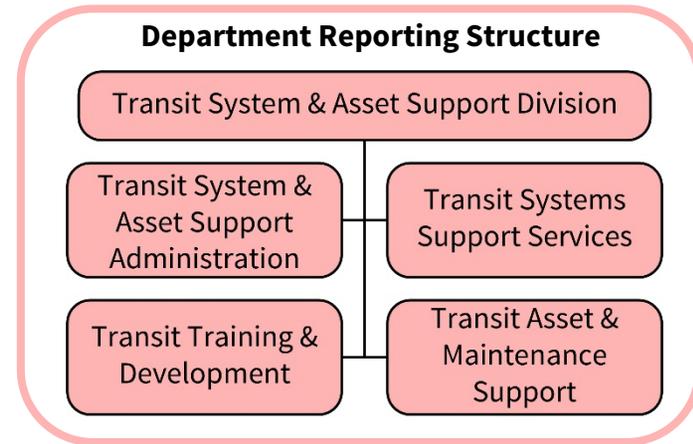
Overview

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

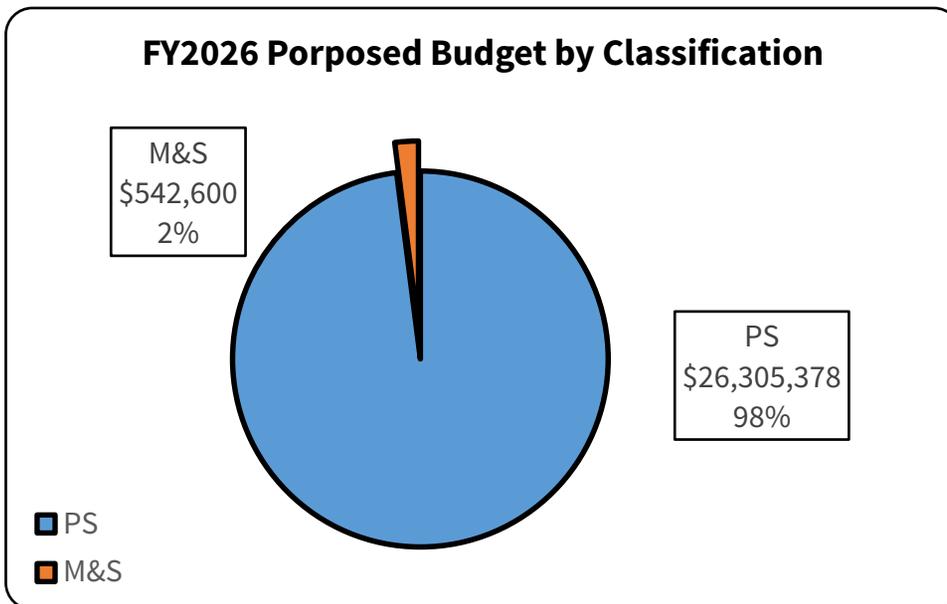
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | - | 12,986,669 | 19,706,790 | 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).



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

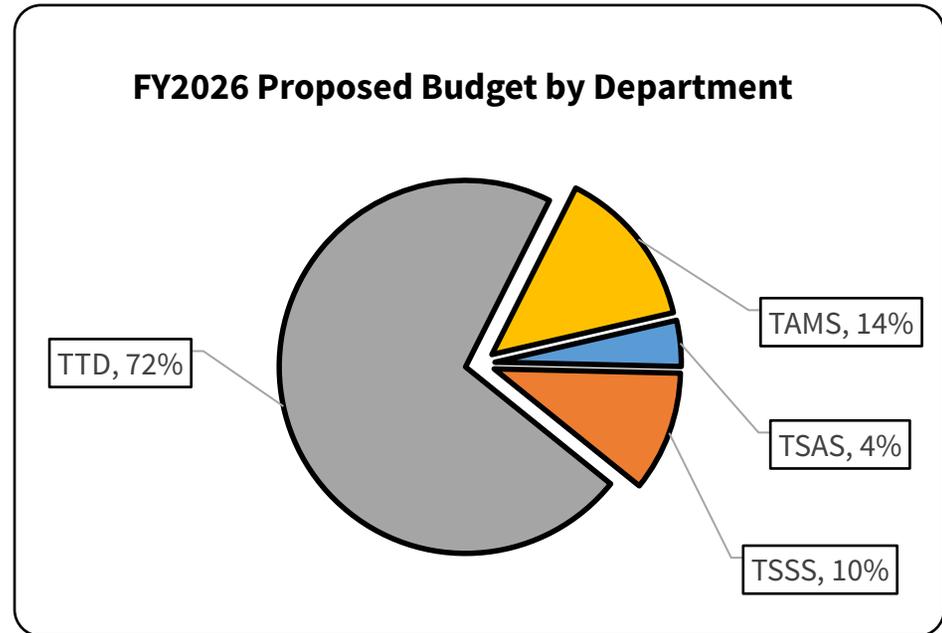
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| TSAS | - | 704,022 | 1,638,855 | 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).



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.

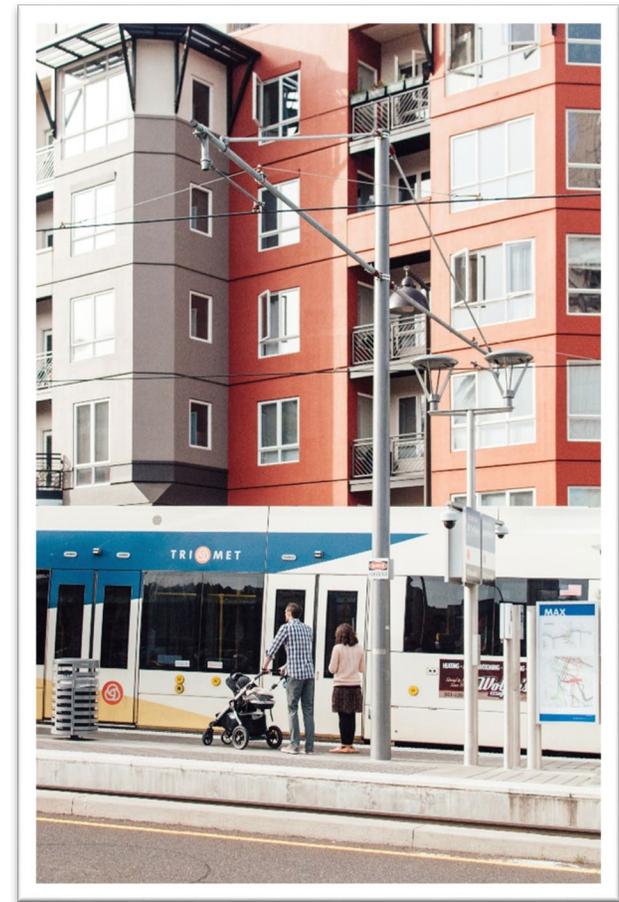
Goals and Objectives

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

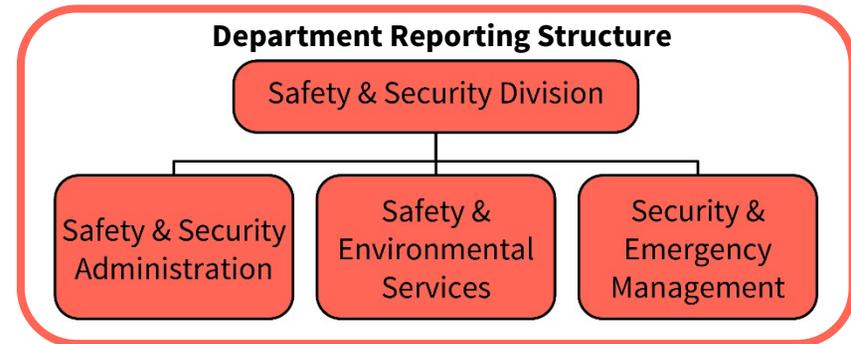
Overview

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

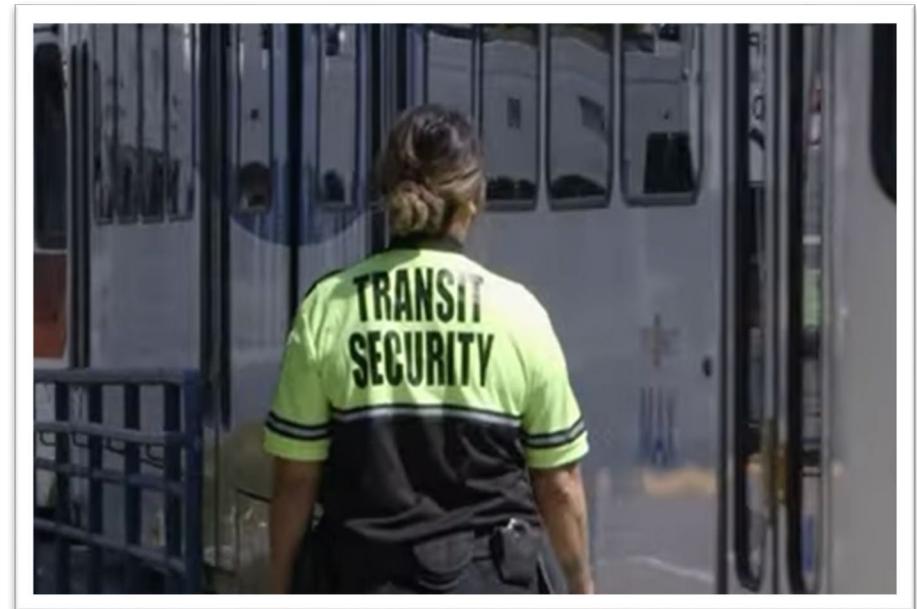
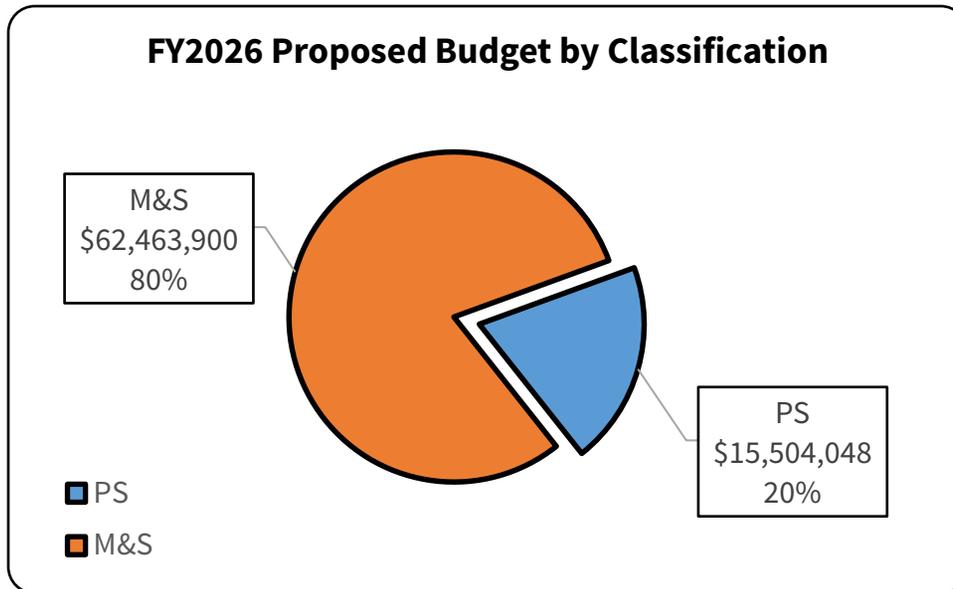
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 8,719,145 | 12,501,040 | 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 Equivalentents (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 Equivalentents

Safety & Security Division Budget by Department

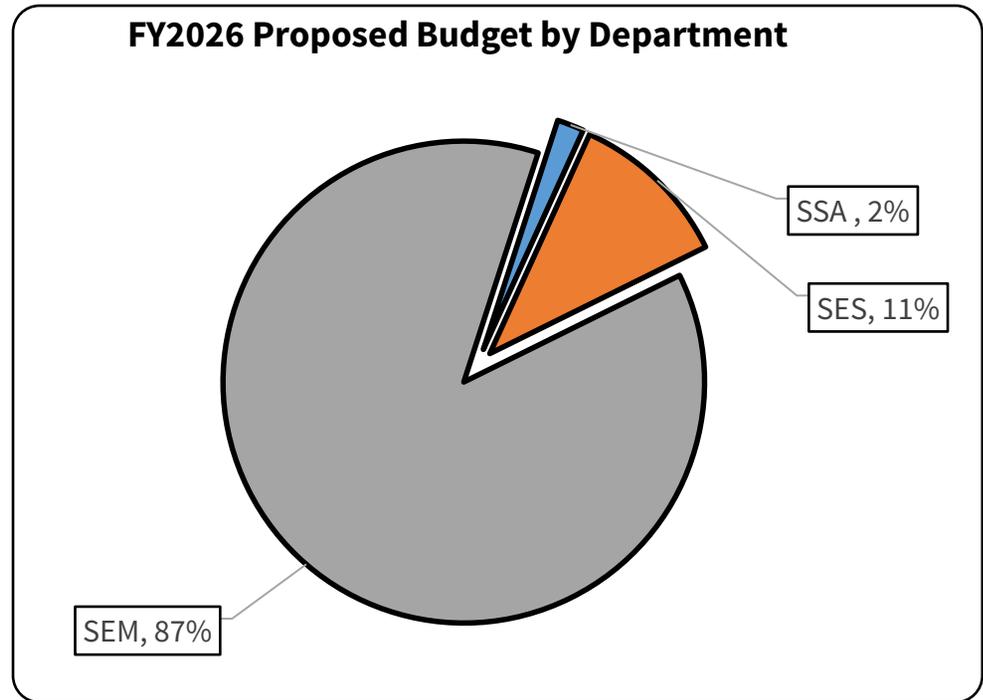
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| SSA | 883,998 | 1,222,327 | 1,537,279 | 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.

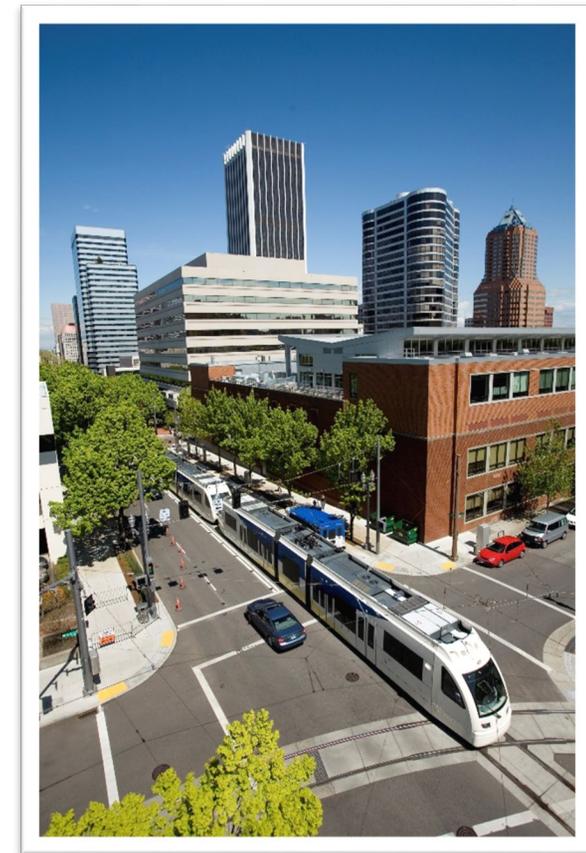
Goals and Objectives

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

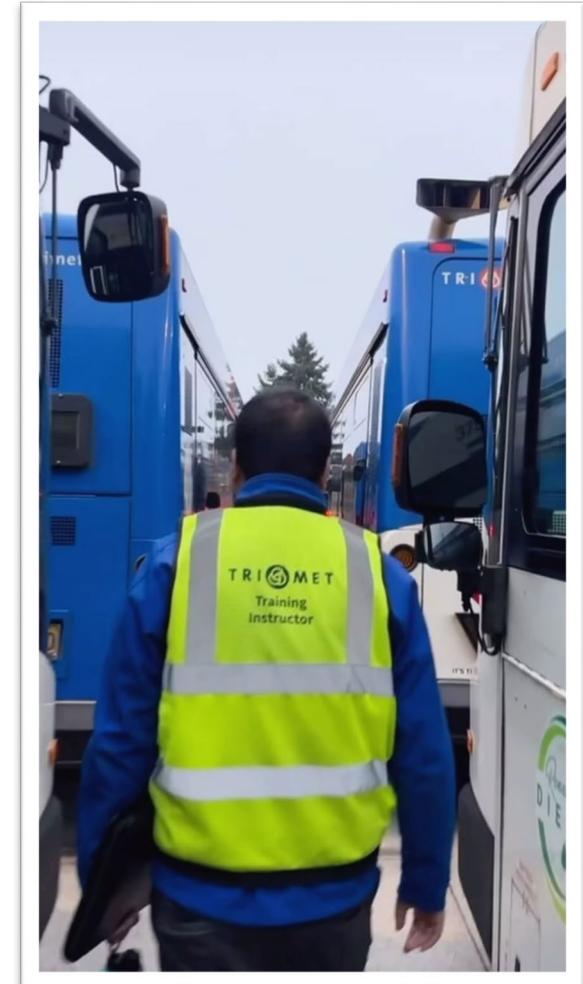
Major Functions

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



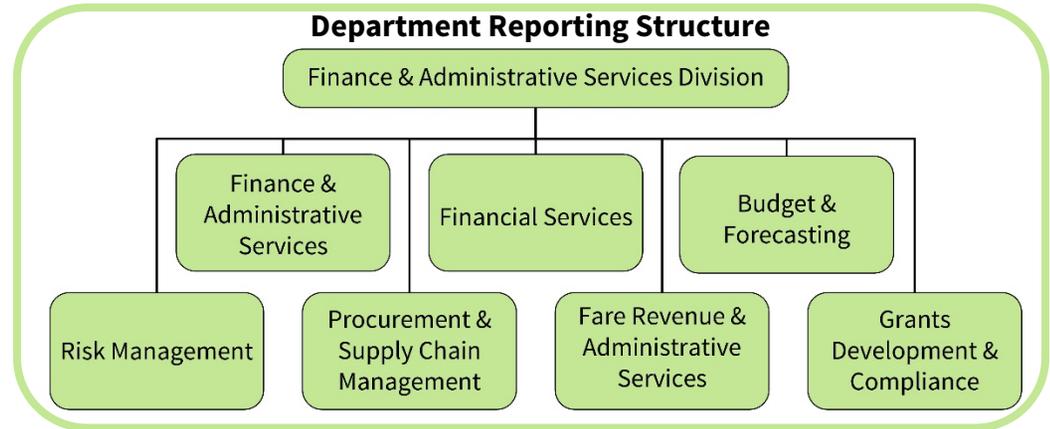
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Finance & Administration Services Division

Overview

Departments

- Finance & Administrative Services (FAS) 236
- Financial Services (FS) 238
- Budget & Forecasting (BF) 240
- Risk Management (RM) 242
- Procurement & Supply Chain Management (PSCM) .. 244
- 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

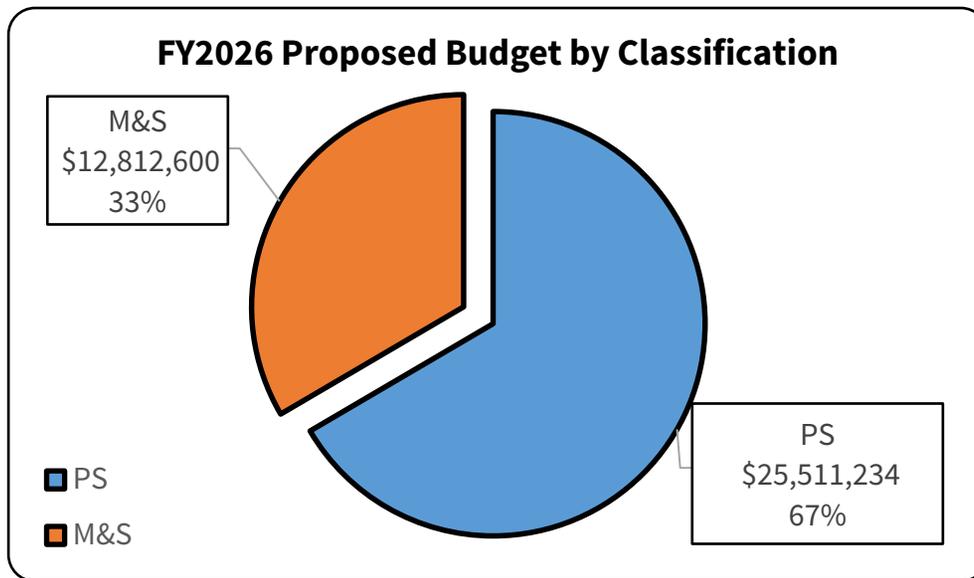
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 18,286,017 | 20,254,318 | 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

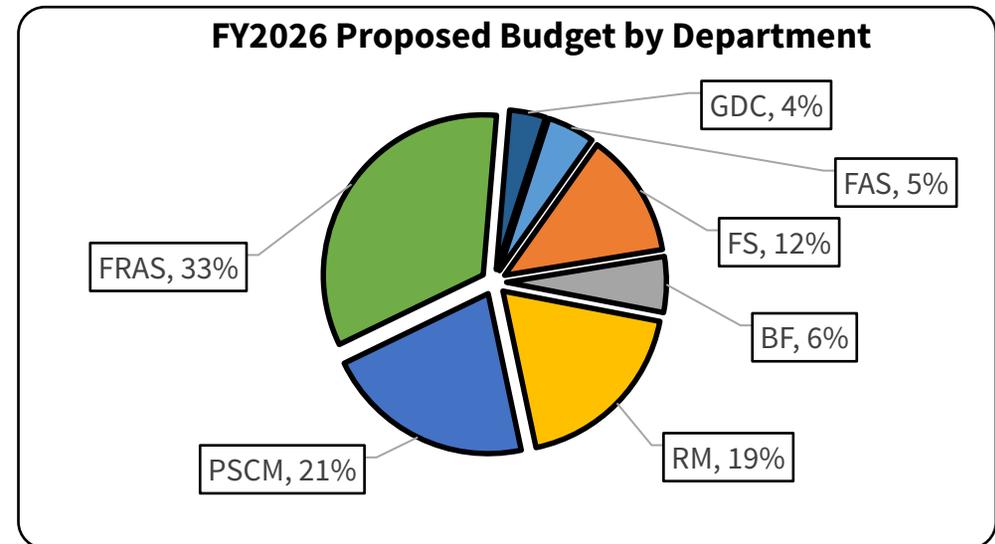
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| FAS | 915,336 | 1,002,464 | 2,327,563 | 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).



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

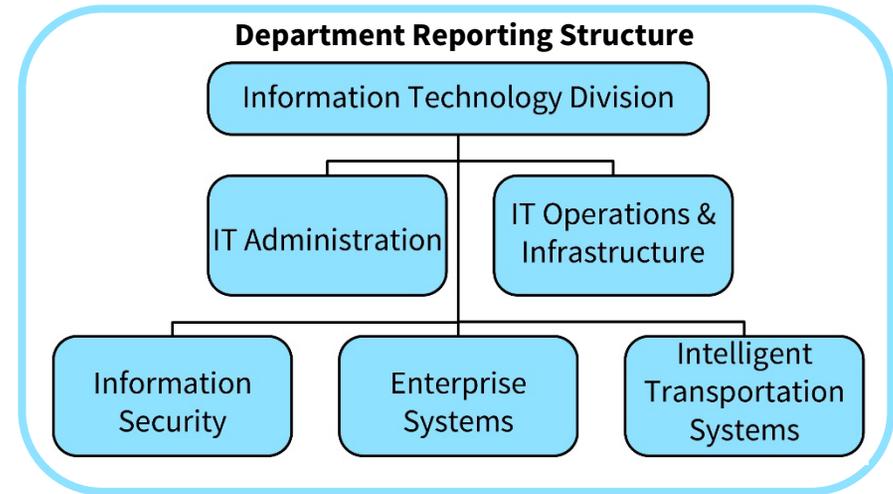
Overview

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

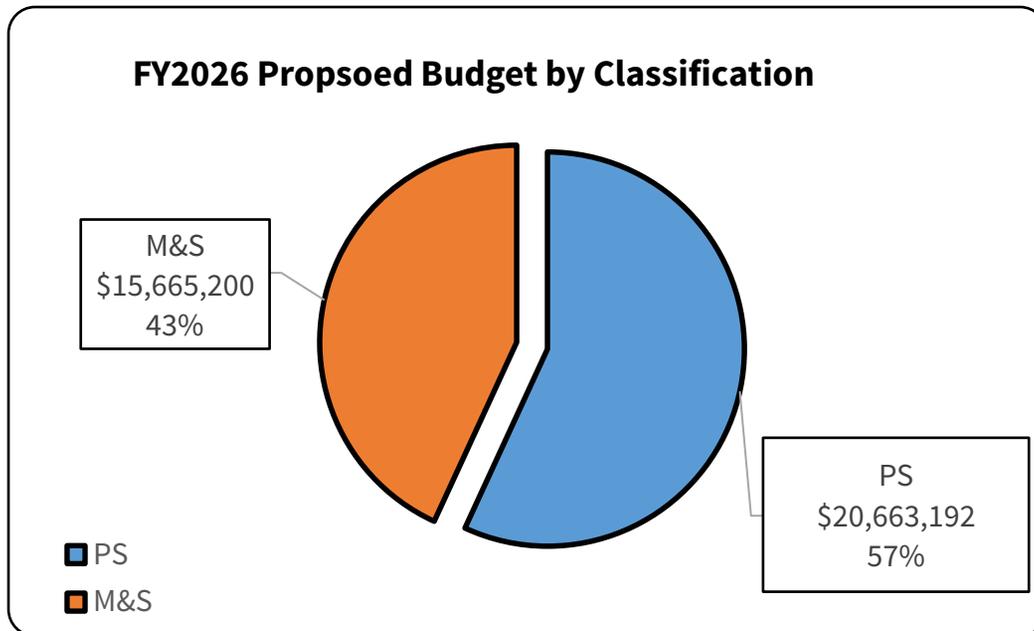
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 15,692,471 | 17,061,736 | 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

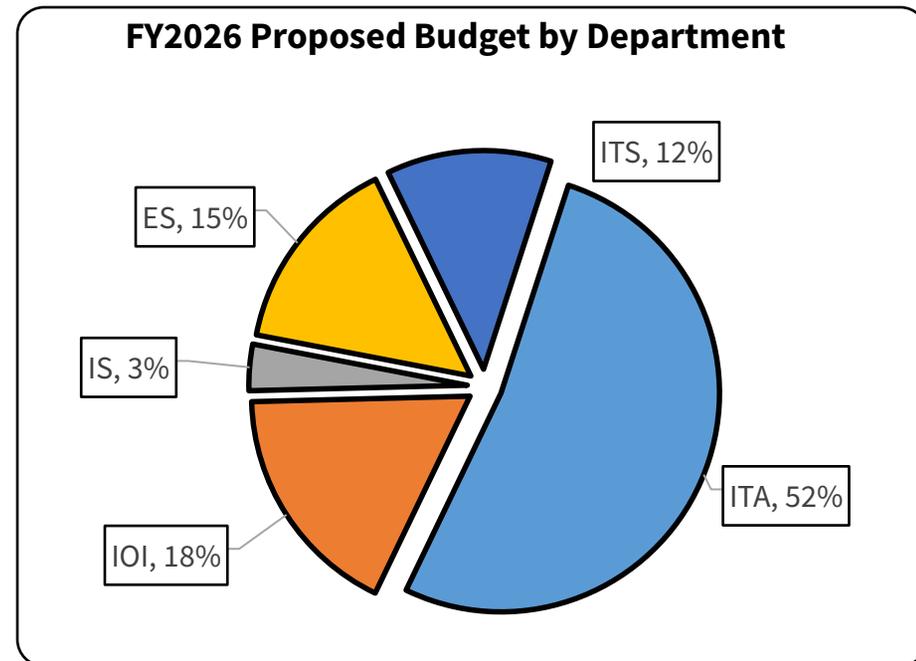
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| ITA | 14,547,959 | 15,074,886 | 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).



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

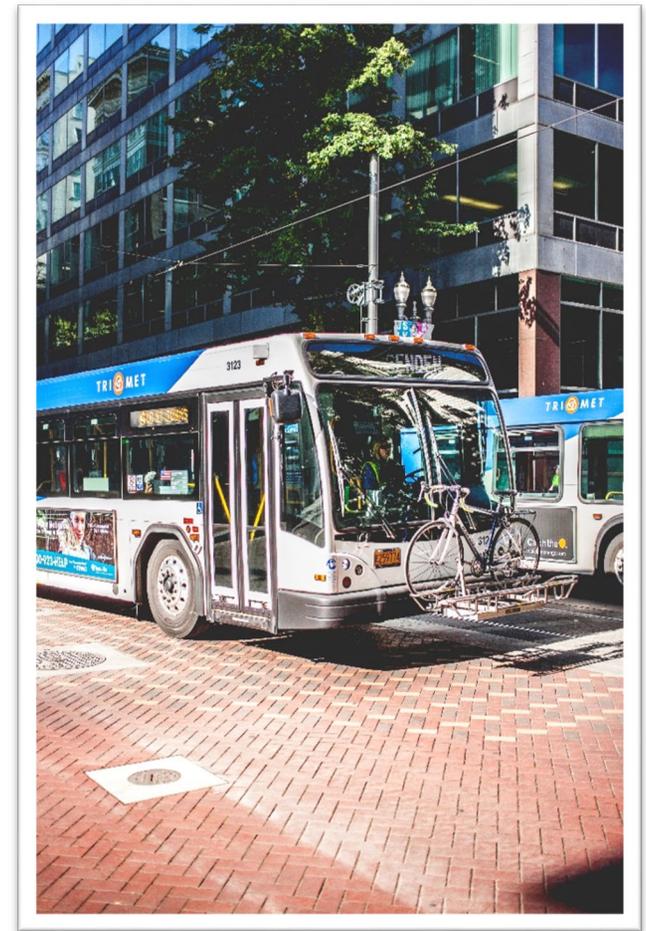
Major Functions

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

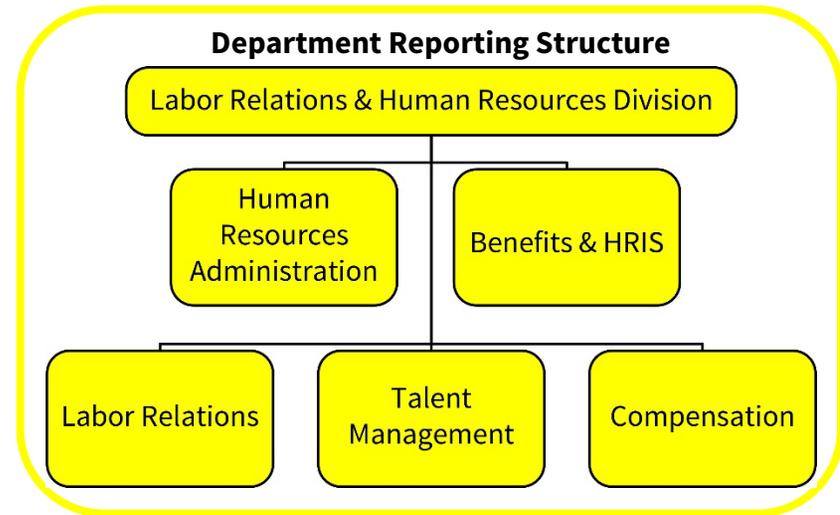
Overview

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

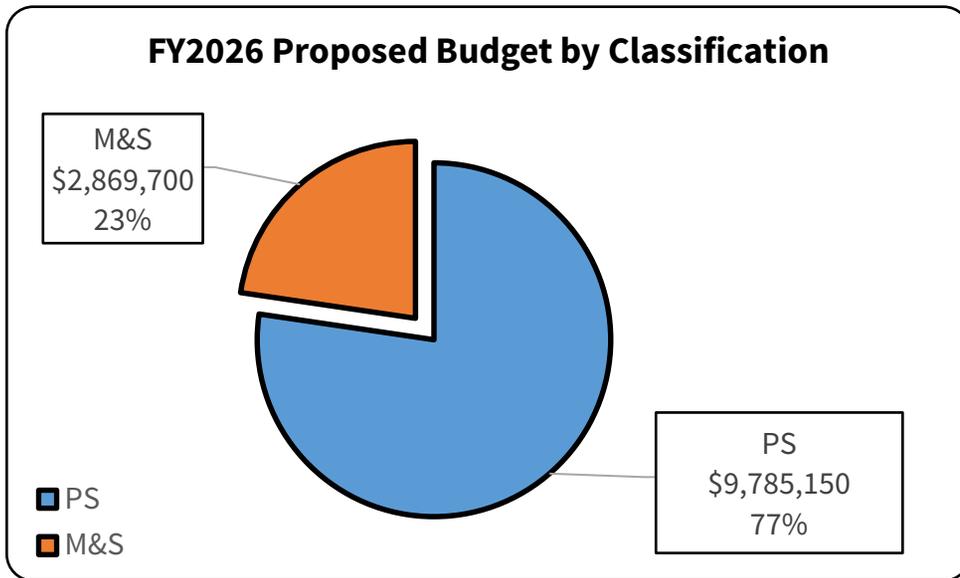
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | 5,352,051 | 6,337,382 | 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

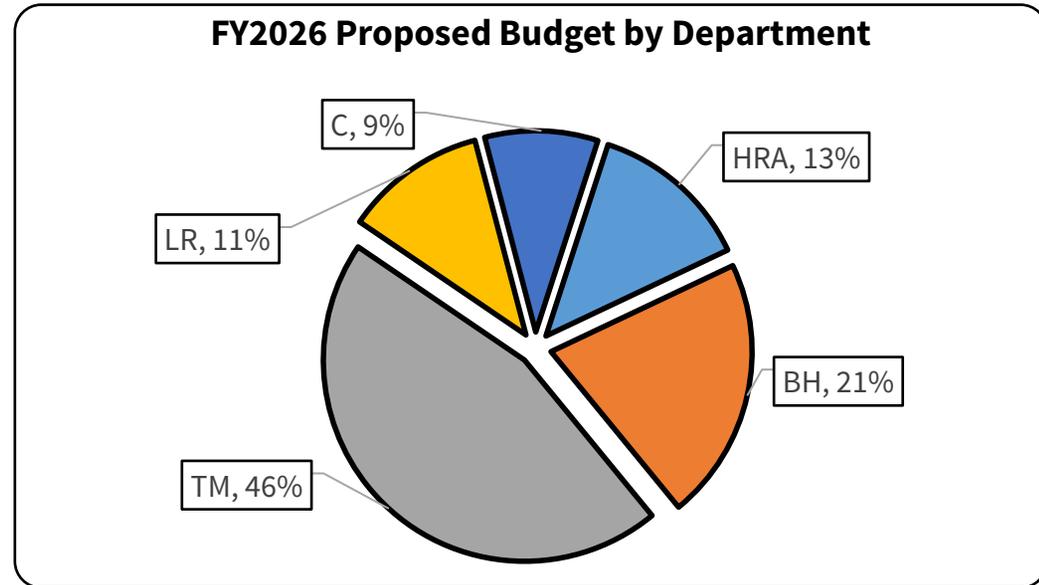
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| HRA | 964,404 | 1,312,009 | 1,816,449 | 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).



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

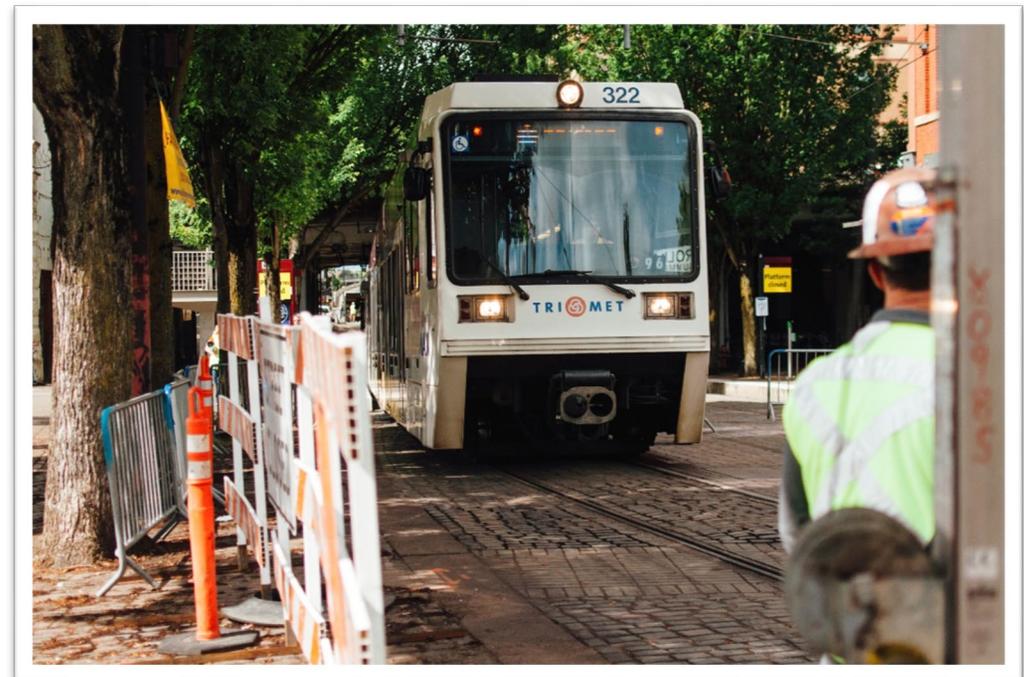
Major Functions

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

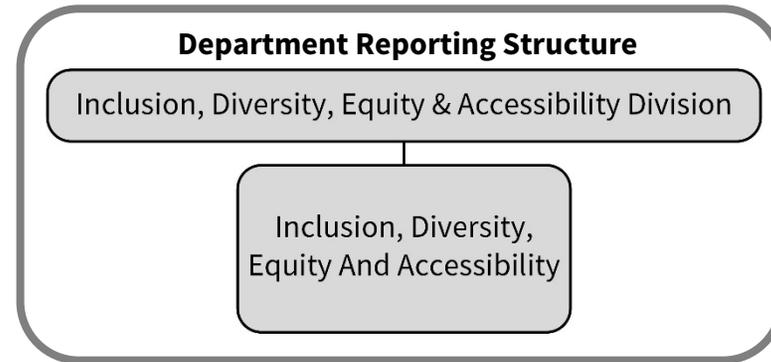
Major Priorities of the Division

(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 Manger, the DBE & Small Business Manager, and the Language Access Programs Manager and a strong team of coordinators and project managers is positioned to help TriMet achieve great success in FY2025. The new Fiscal year will include preparation and outreach to support the agencies requirement of developing a new Title VI Program update, a new DBE program update, and an updated Language access Plan as well as the implementation of year one of the agencies new Diversity, Equity, Inclusion and Accessibility Plan.

In FY2023 TriMet's IDEA team led the development of TriMet's 2022-2025 Title VI program update that allowed the agency to communicate and reaffirm its approach to ensuring compliance with FTA Title VI and Civil Rights Policies and standards.



Performance Metrics

| 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

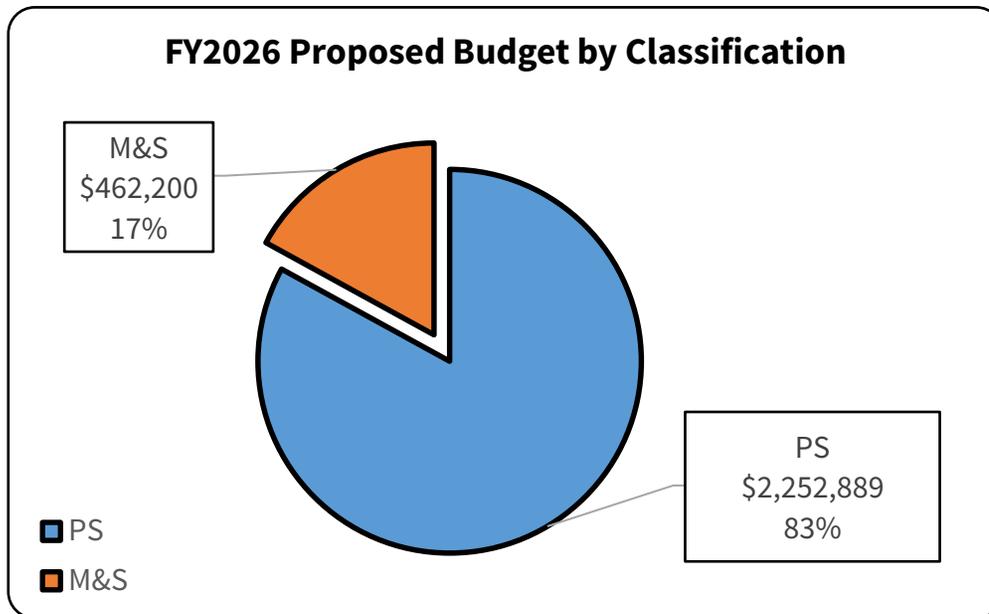
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | - | - | 2,177,774 | 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).



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

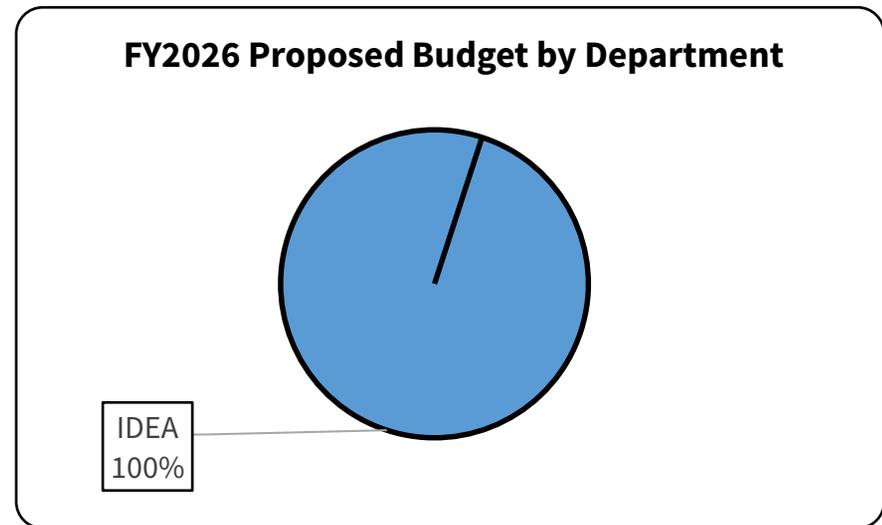
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| IDEA | - | - | 2,839,974 | 2,547,171 | 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.



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

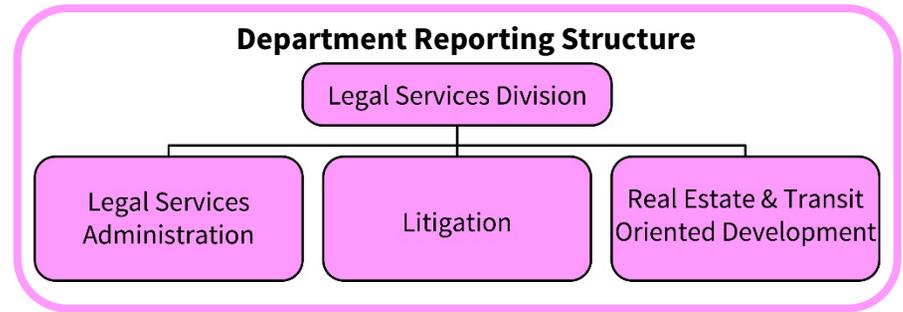
- Legal Services Administration (LSA).....306
- Litigation (L).....308
- Real Estate & Transit Oriented Development (RTOD)310

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

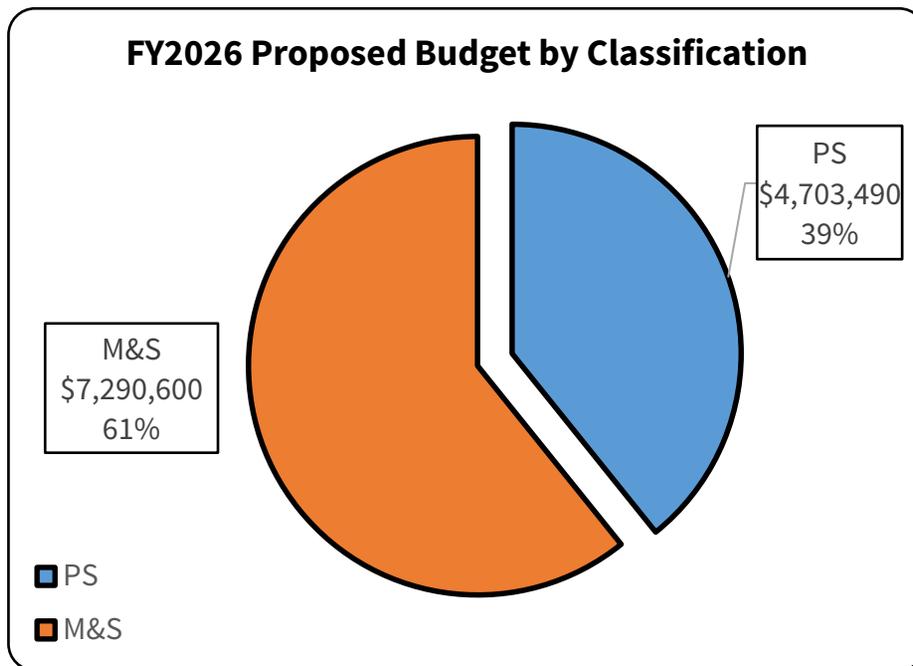
Legal Services Division Budget

| 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

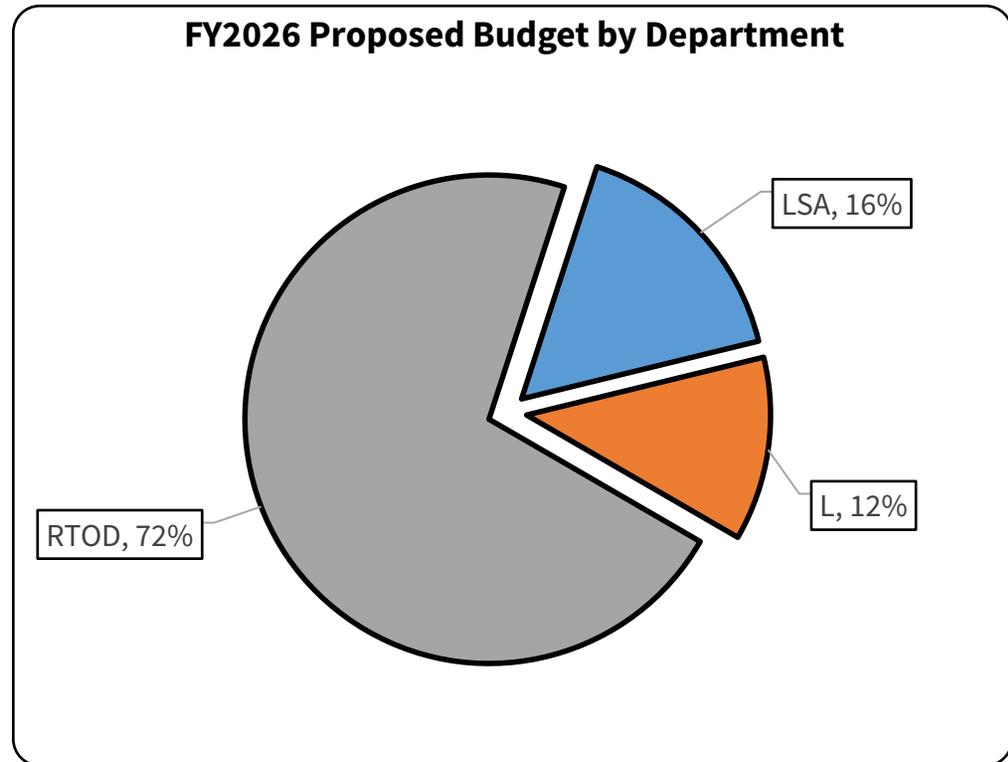
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2065 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| LSA | 1,677,584 | 1,684,619 | 1,978,881 | 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).



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

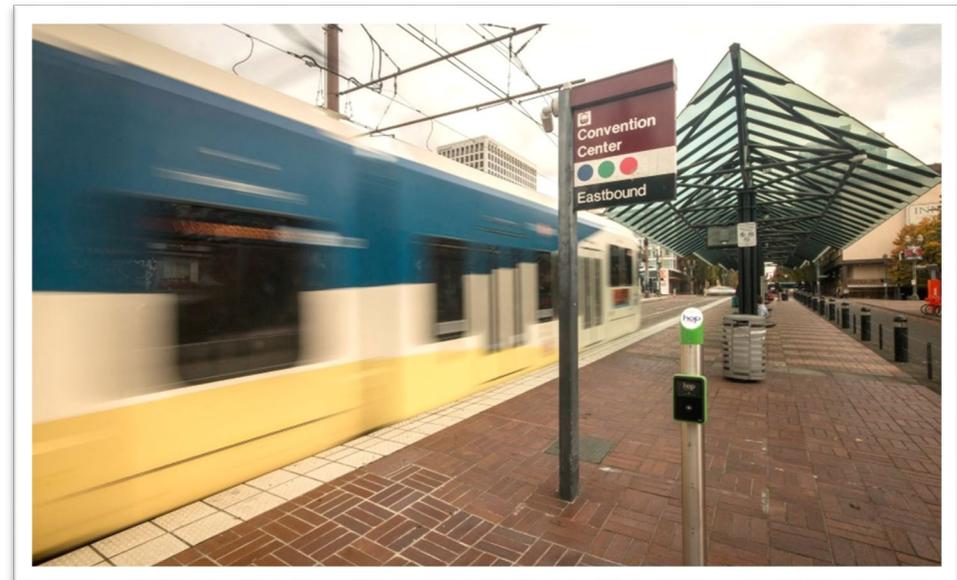
Major Functions

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

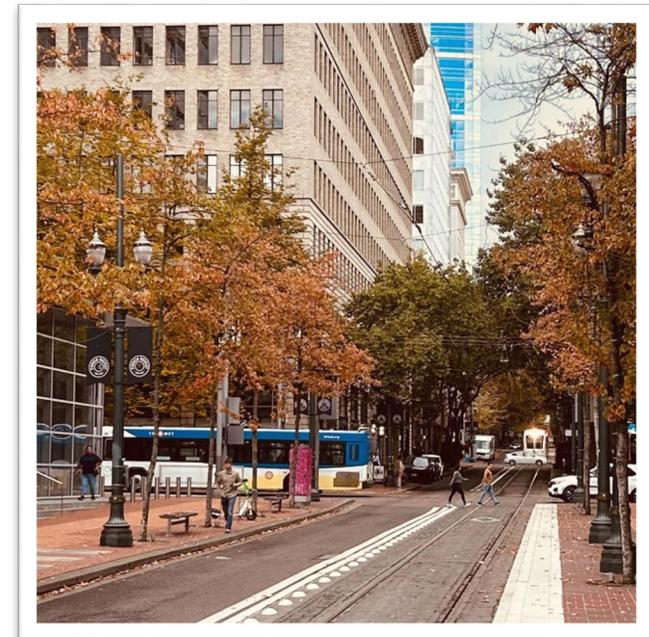
Major Functions

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

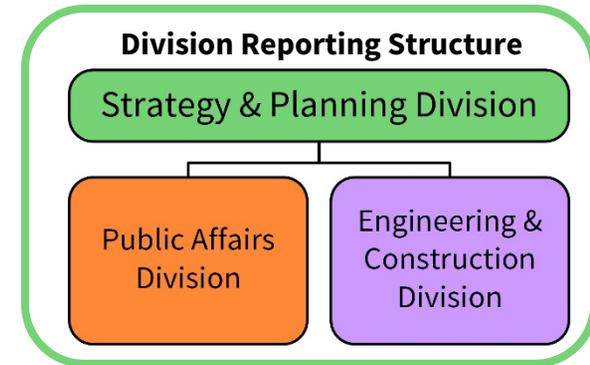
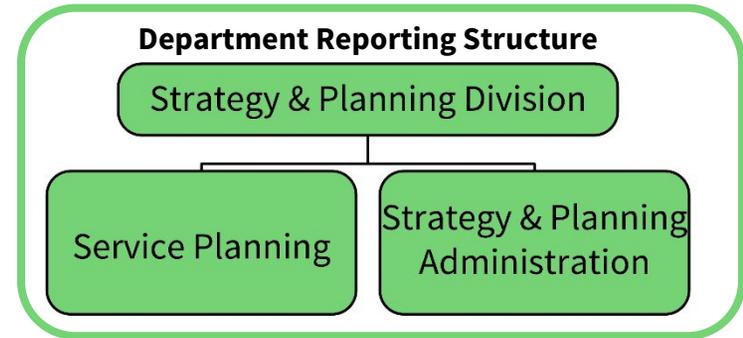
Overview

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

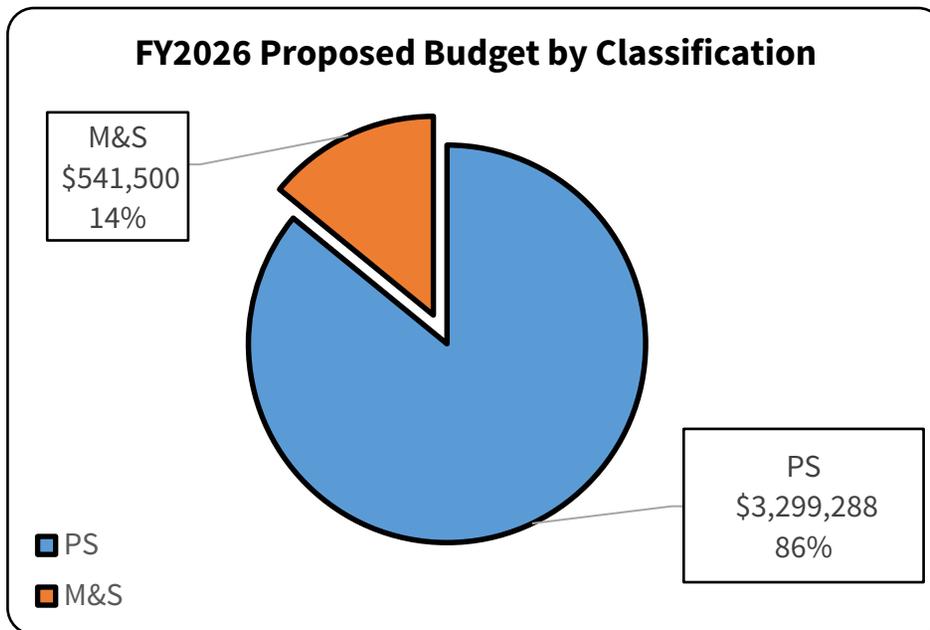
| Classification | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS | - | - | 3,644,251 | 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

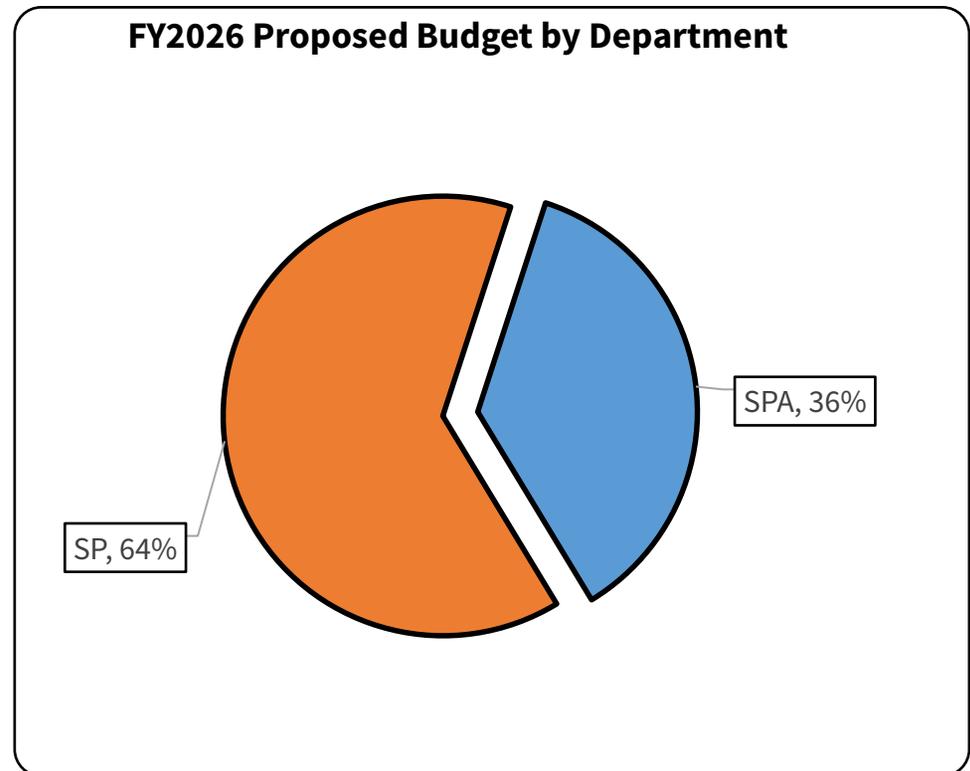
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| SPA | - | - | 1,375,495 | 1,025,020 | 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).



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

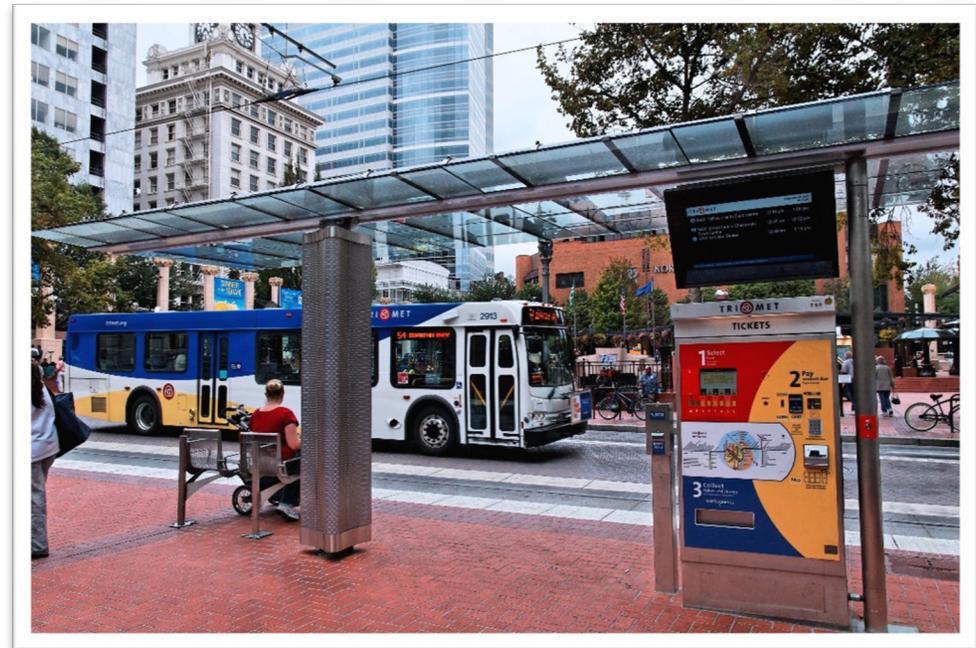
Major Functions

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

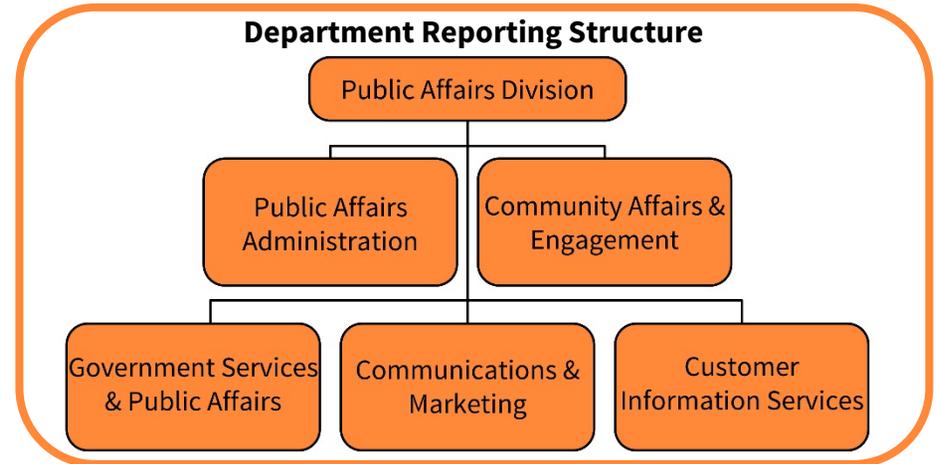
Overview

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

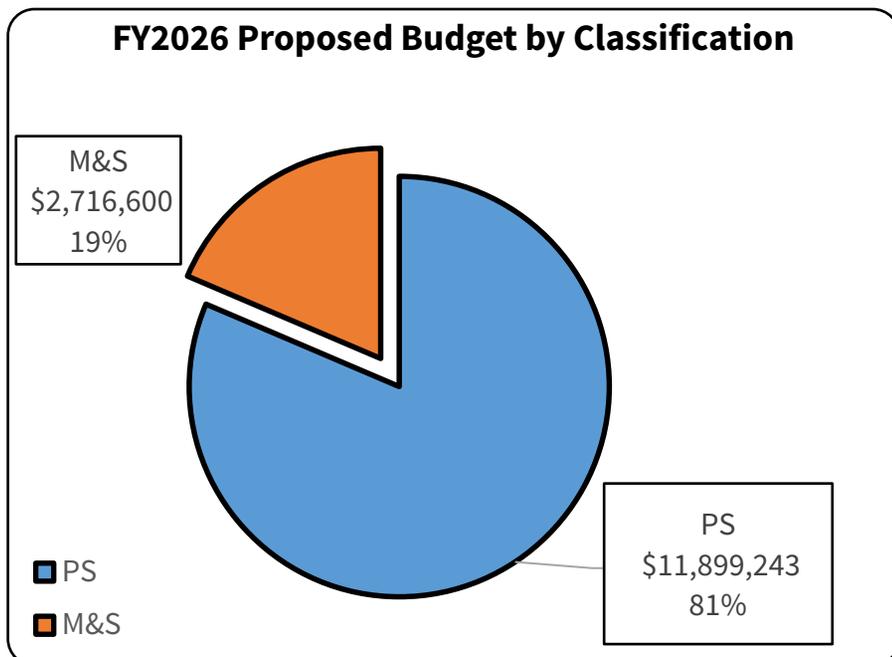
Public Affairs Division Budget

| 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 Equivalent (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

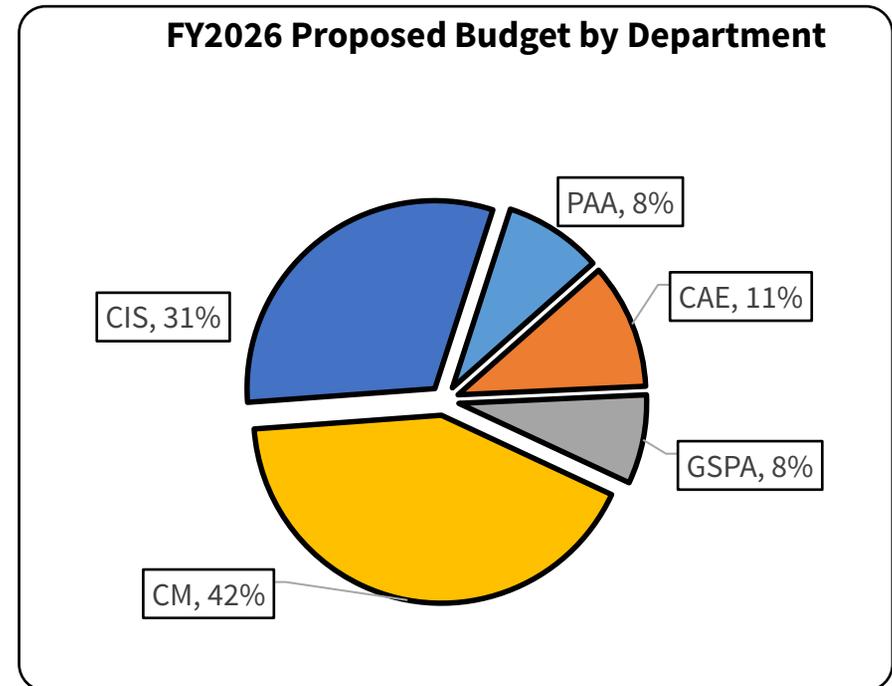
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PAA | 858,308 | 1,010,760 | 1,341,390 | 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 | FY2024 | FY2025 | FY2025 | FY2026 |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Budget | Estimate | 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 | FY2024 | FY2025 | FY2025 | FY2026 |
|--|--------------------|--------------------|--------------------|--------------------|------------------|
| | Actual | Actual | Budget | Estimate | 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/Subsription 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

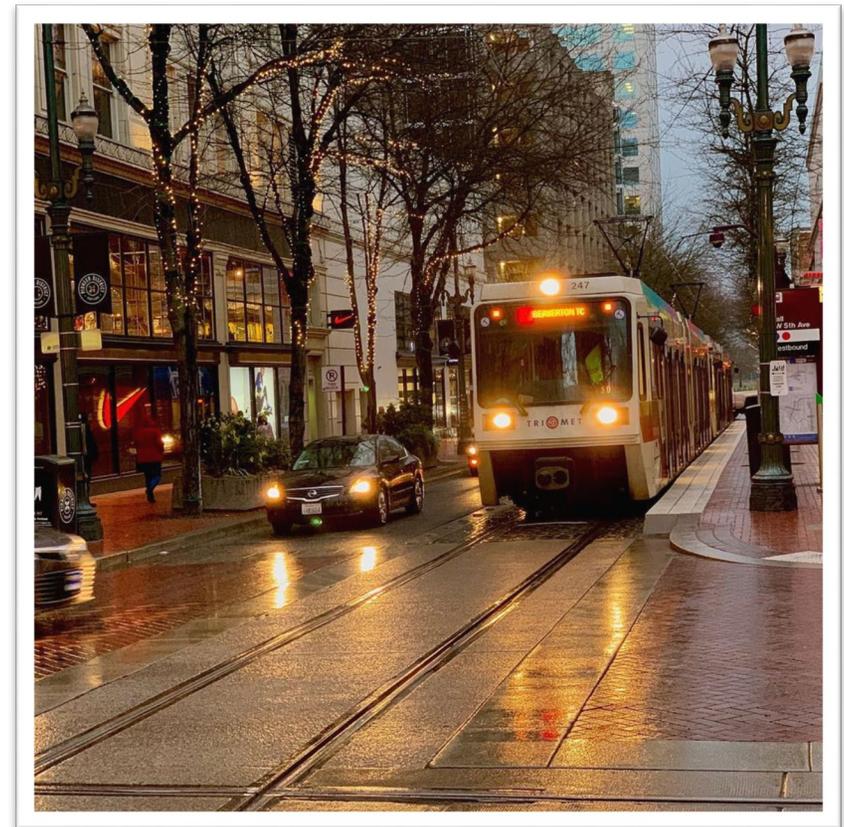
Major Functions

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

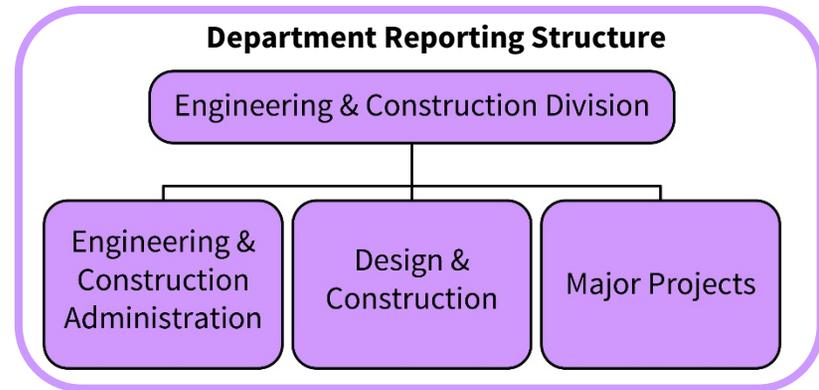
- Engineering & Construction Administration (ECA) 349
- Policy & Planning (P&P) 352
- Design & Construction (DCD) 354
- Major Projects (MP) 356

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

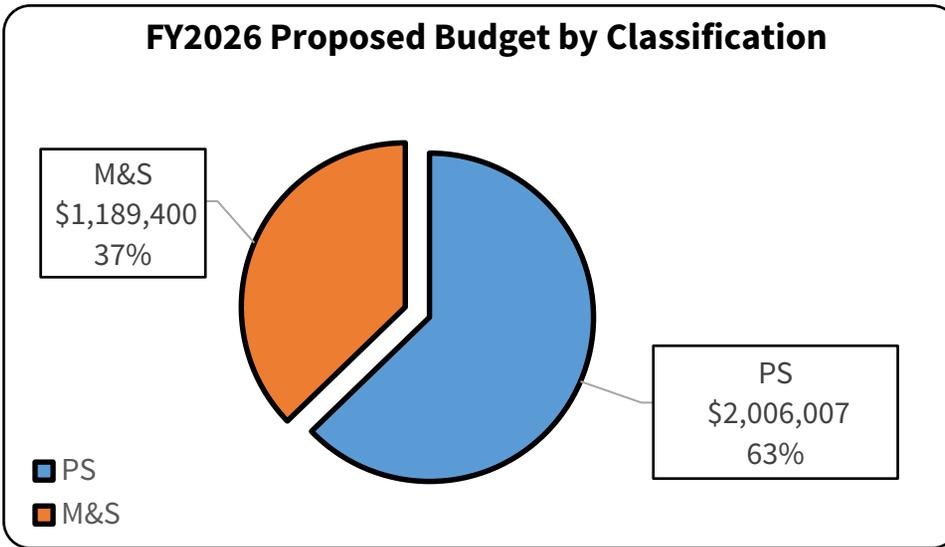
Engineering & Construction Division Budget

| 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).



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

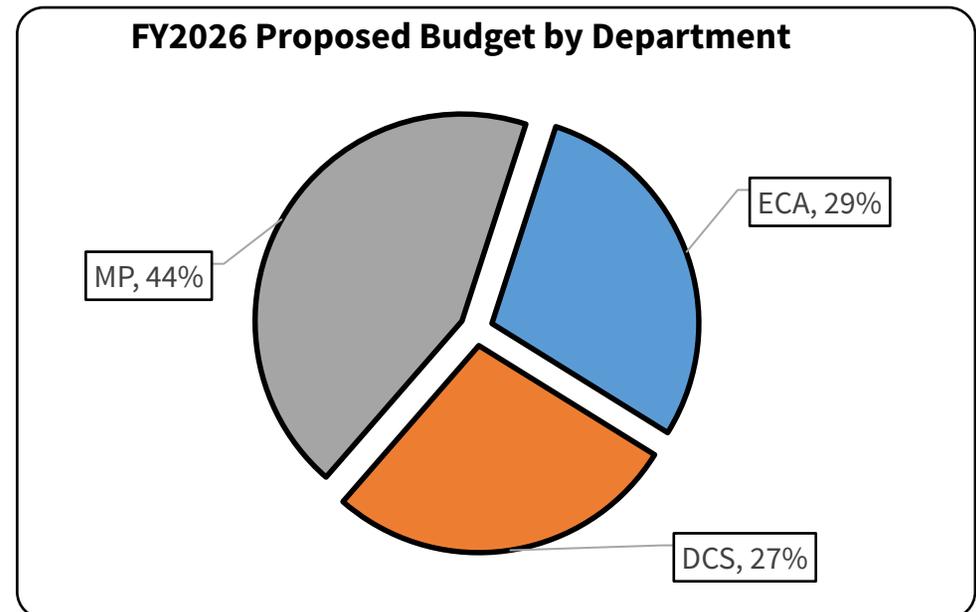
| Department | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Proposed | FY2026 Approved | FY2026 Adopted |
|------------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| ECA | 1,765,456 | 1,867,535 | 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).



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 |

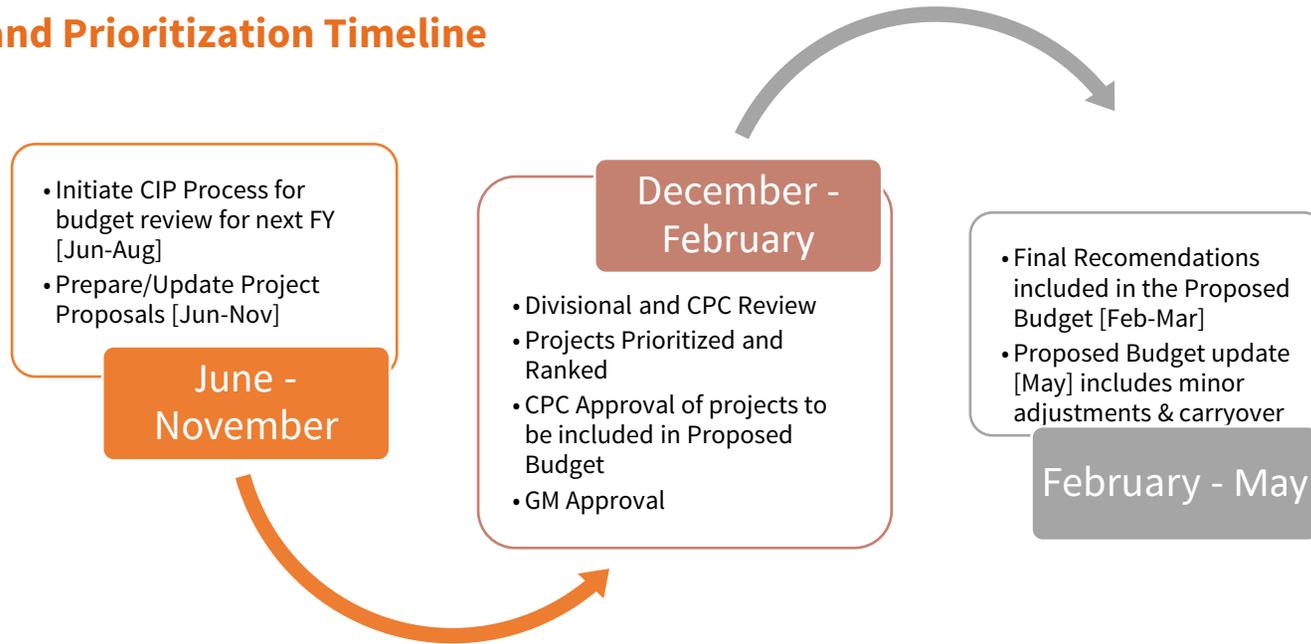
2. MODA Prioritization Criteria Chart

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

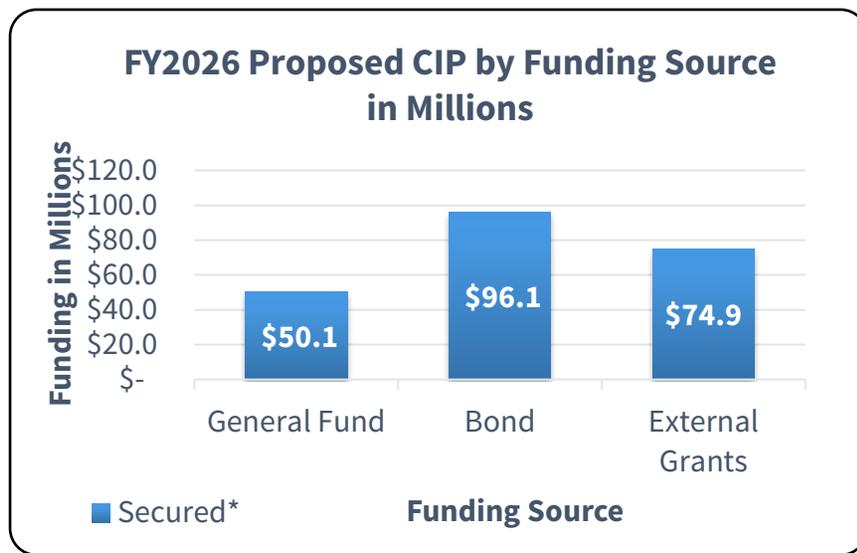
- Final Recommendations included in the Proposed Budget [Feb-Mar]
- Adopted Budget update [May] includes minor adjustments & carryover

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.

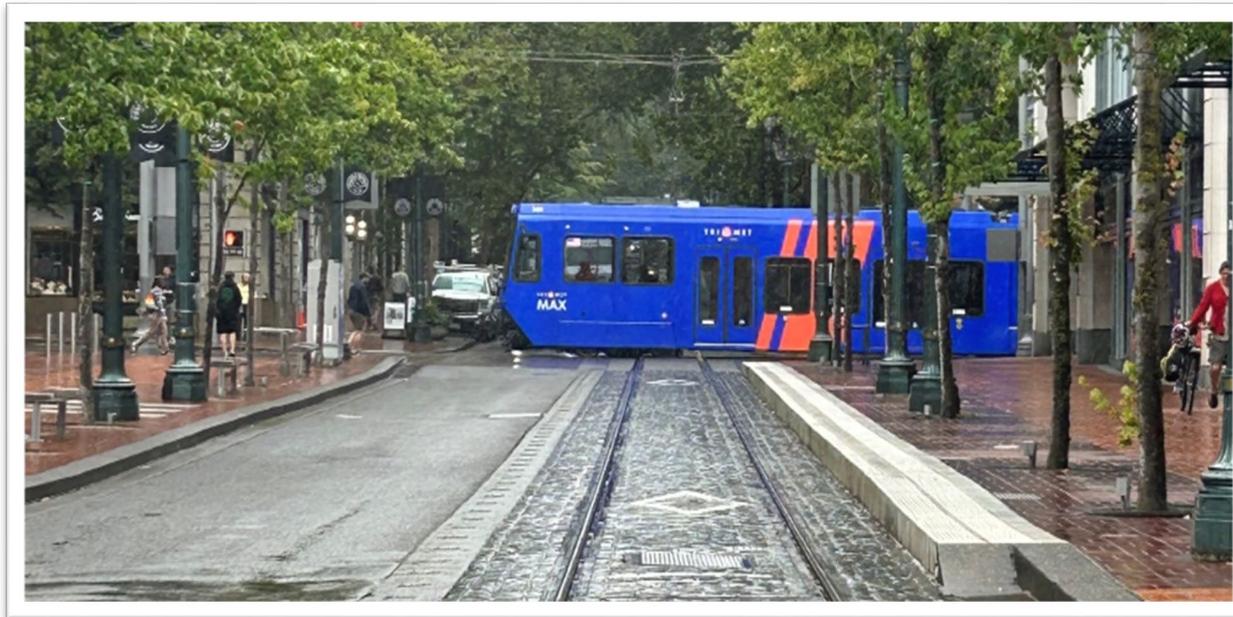
Vehicle Purchases

- **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.

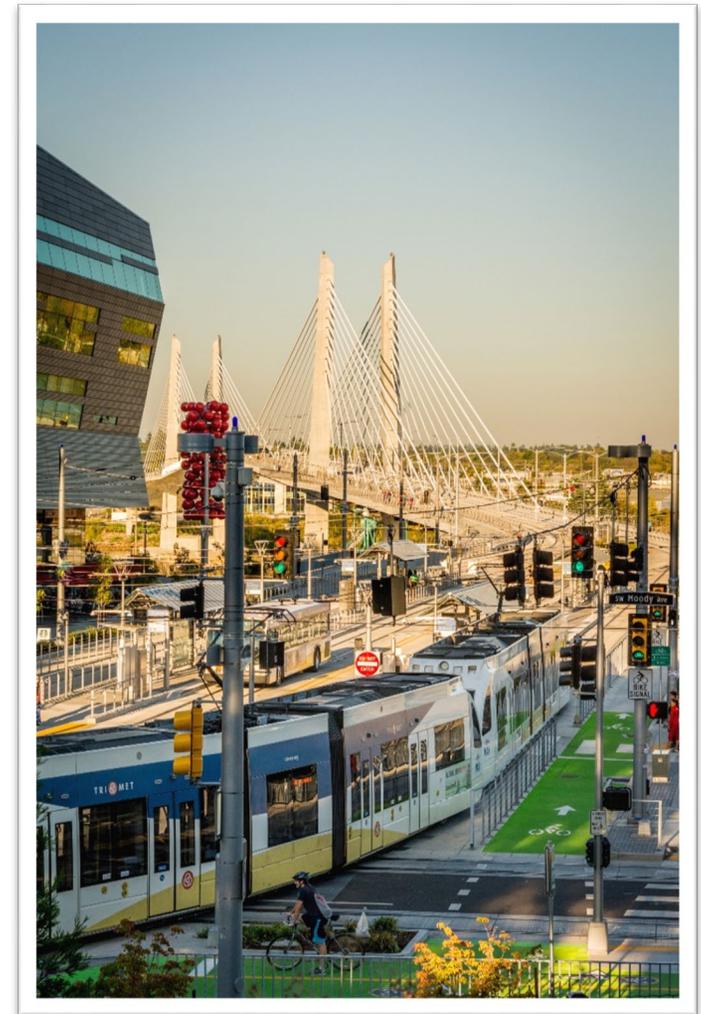
- **Columbia Bus Base:** \$26.8 million has been proposed to develop a fourth bus operations site that supports future service expansion and alternative fuels. The budget in FY2026 will continue to support ongoing site preparation.
- **Garage, Layover & Transit Center Expansion:** There is \$14.1 million 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

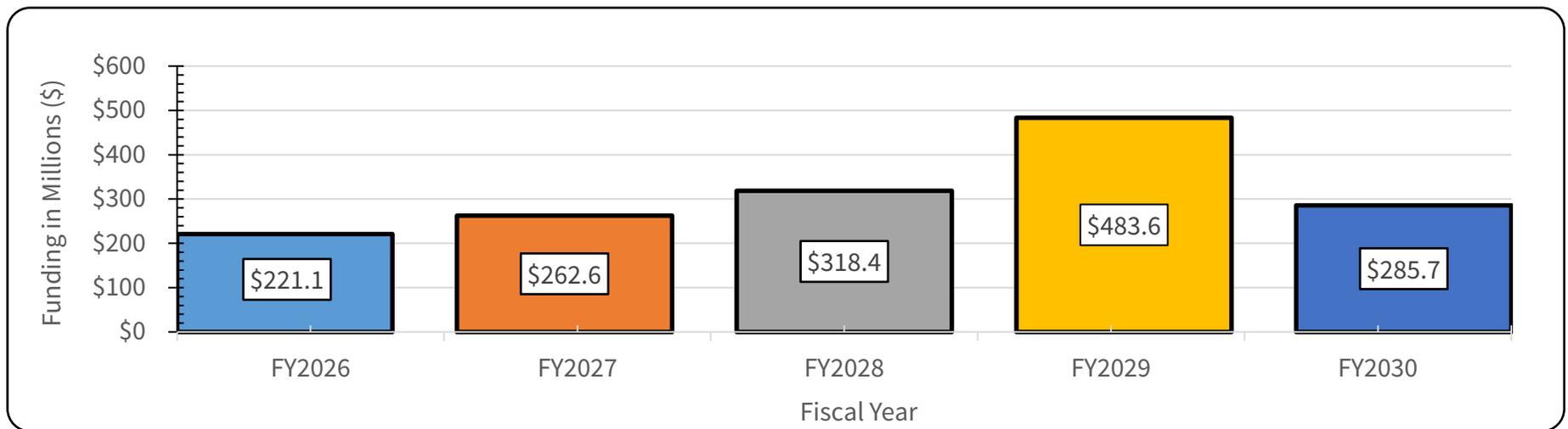
¹ Per internal policy, TriMet limits the Capital Improvement Program (CIP) to \$250 million or less annually, except in years with significant capital activity requiring higher levels of investment.

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 | FY2024 | FY2025 | FY2025 | FY2026 | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------|---------|
| | Actual | Actual | Budget | Estimate | 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

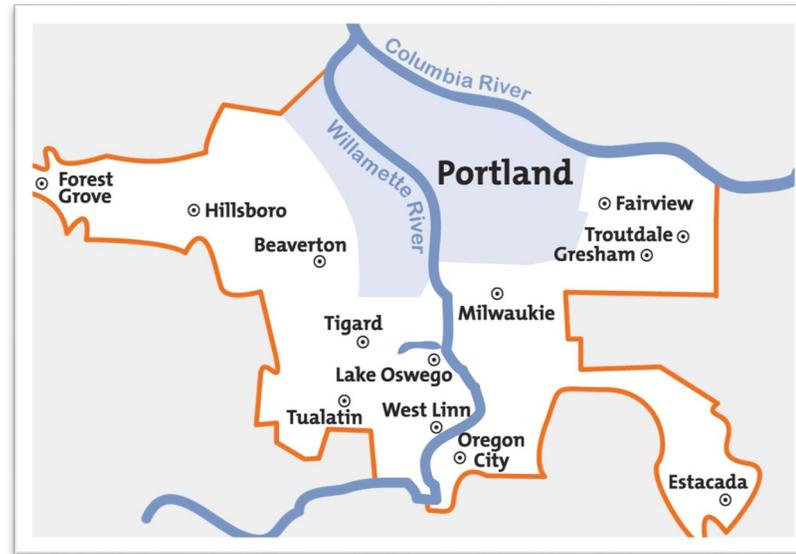
| Expense Category | FY2023 Actual | FY2024 Actual | FY2025 Budget | FY2025 Estimate | FY2026 Budget |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| PRJ_6021 Transit Tracker Project | 1,766,402 | 1,504,265 | 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

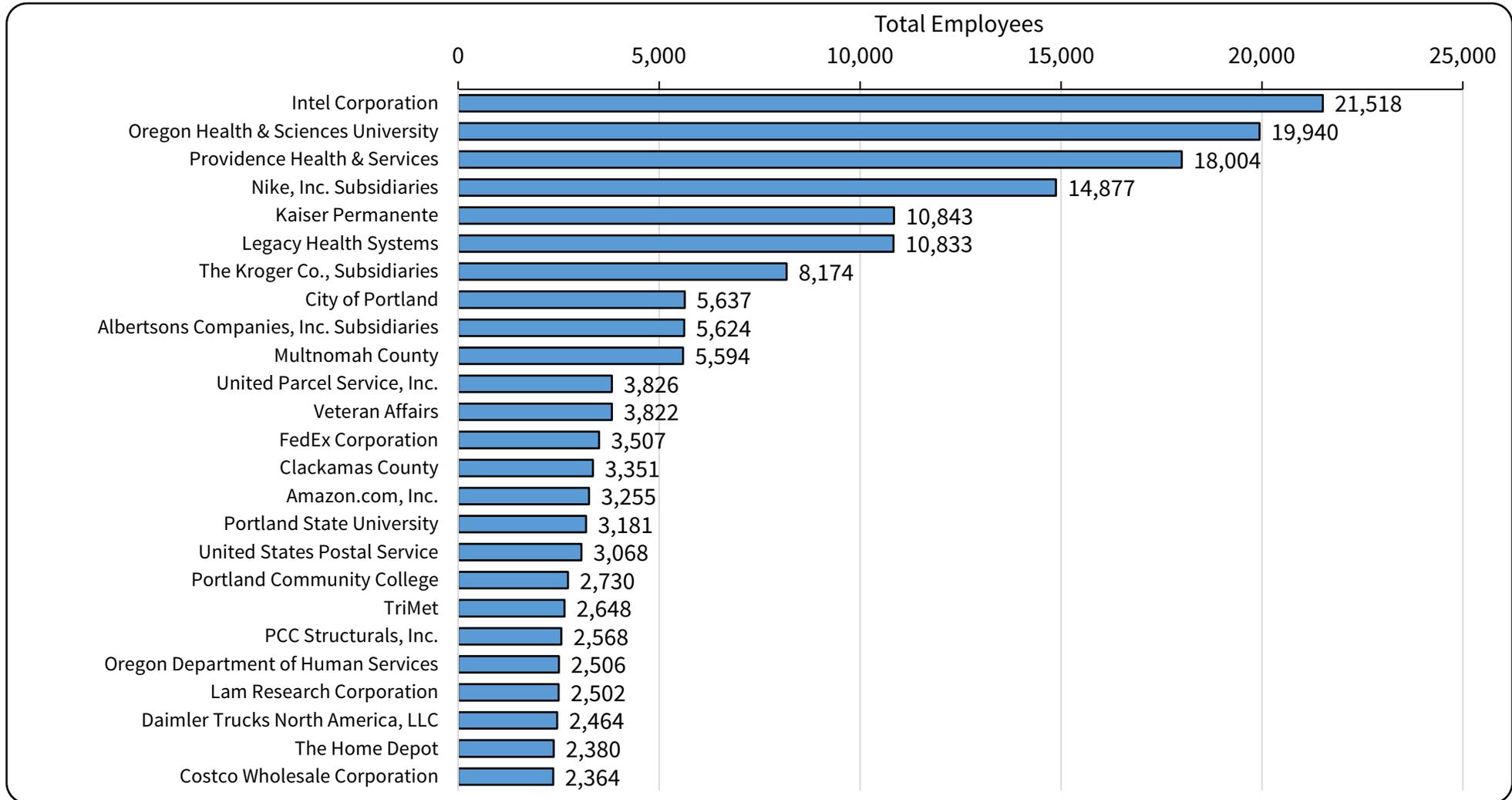
¹ Square mileage is calculated for the area within ½ miles of all TriMet stops.

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 Structural, 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.

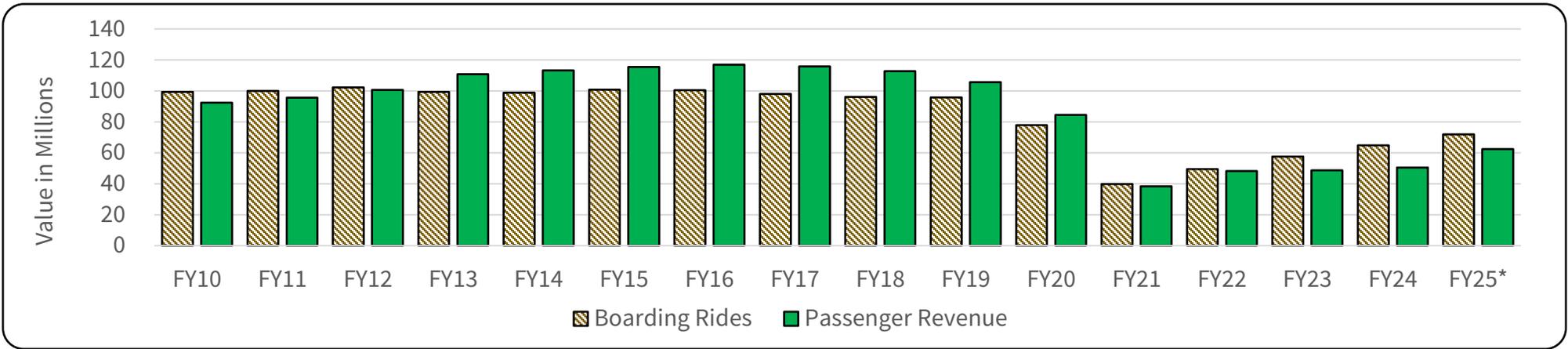
⁶ Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

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 |

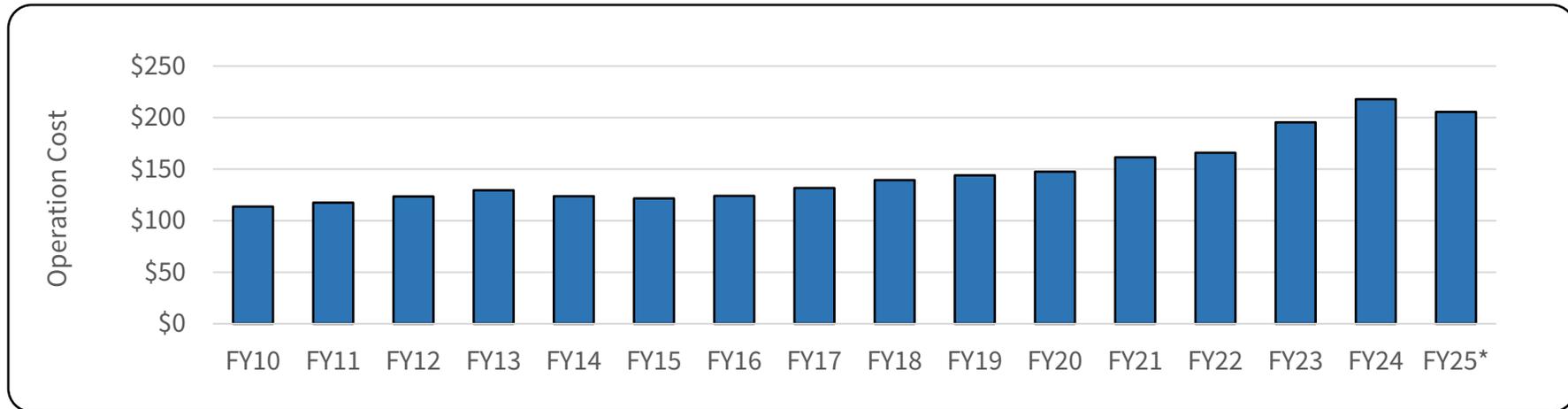
Table 3. Ridership and Revenue Comparison by Fiscal Year Data Table

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

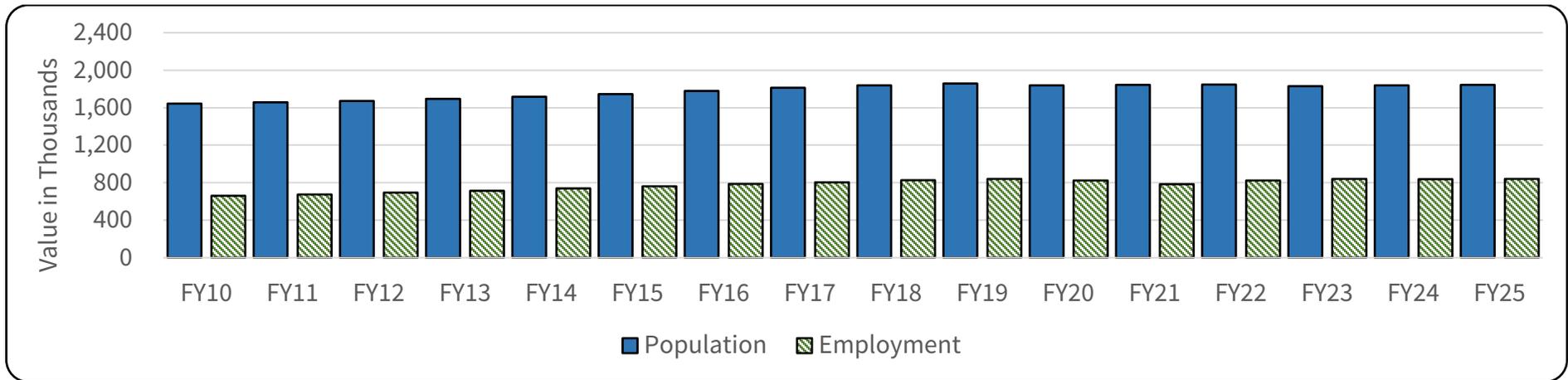
¹⁰ Excludes: social services, membership of organization, federal and local governments.

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 |

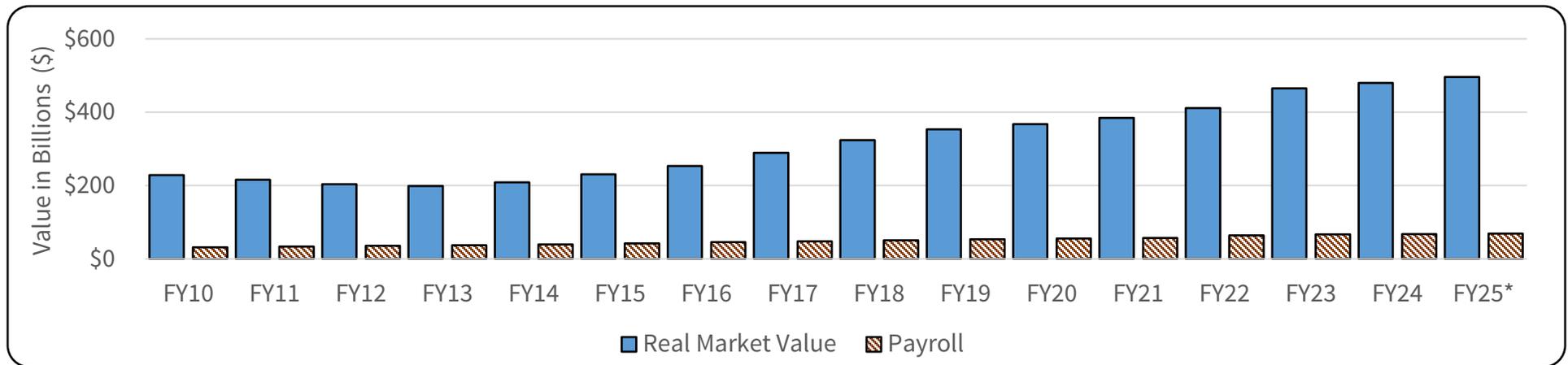
Table 6. Tri-County Population and Employment in Thousands by Fiscal Year Data Table.

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 |

- EEO**.....Equal Employment Opportunity
- eFare**Electronic fare payment system
- ePOS**.....Electronic Point of Sale at TriMet’s Ticket Office
- ERG**.....Employee Resource Group
- ES**.....Enterprise Systems Department
- FAS**Finance & Administrative Services Department
- FAST**Fixing America’s Surface Transportation Act
- FEIS**Final Environmental Impact Statement
- FEMA**Federal Emergency Management Administration
- FHWA**.....Federal Highway Administration
- FICA**.....Federal Insurance Contributions Act
- FMBR**Facilities Management Bus-Rail Department
- FMLA**.....Family and Medical Leave Act
- FO**Field Operations
- FRA**.....Federal Railroad Administration
- FRAS**.....Fare Revenue & Administrative Services Department
- FS**.....Financial Services Department
- FTA**.....Federal Transit Administration
- FTE**.....Full-Time Equivalent
- FX Line**.....Frequent Express (high capacity bus service)
- FY**.....Fiscal Year
- GAAP**.....Generally Accepted Accounting Principles
- GASB**.....Government Accounting Standards Board
- GC**General Counsel
- GDC**Grant Development & Compliance Department
- GED**General Education Development
- GEM**.....Going the Exemplary Mile Award
- GFOA**Government Finance Officers Association
- GIS**.....Geographic Information System
- GSPA**.....Government Services and Public Affairs Department
- HB2017**House Bill 2017 Keep Oregon Moving
- HRA**Human Resources Administration Department
- HRIS**Human Resources Information System
- HVAC**.....Heating, Ventilation and Air Conditioning
- IA**.....Internal Audit Department
- IDEA**.....Inclusion, Diversity, Equity & Accessibility Department
- IGA**Intergovernmental Agreement
- IOI**IT Operations & Infrastructure Department
- IS**.....Information Security Department
- ITA**.....IT Administration Department
- ITCS CAD/AVL**Intermodal Transport Control System Computer-Aided Dispatch/ Automatic Vehicle Location
- ITS**.....Intelligent Transportation Systems Department
- ITSM**Information Technology Service Management
- JD**.....Job Description
- KPI**Key Performance Indicators
- L**.....Litigation Department
- LAP**Language Access Program
- LIF**Low-Income Fare
- LIFT**Accessible Transportation at TriMet
- LMR**Land Mobile Radio
- LMS**Learning Management System
- LR**.....Labor Relations Department
- LRV**.....Light Rail Vehicle
- LSA**Legal Services Administration Department
- LTD**.....Long Term Disability
- LOC**.....Line of Credit
- M&S**.....Materials & Services
- MA**Maintenance Administration Department
- MaaS**.....Mobility as a Service
- MAX**Metropolitan Area Express
- MBDF**Mean Distance Between Failures
- MMIS**.....Maintenance Management Information System

- MODA**.....Multi-Objective Decision Analysis
- MOW**Rail Maintenance Of Way Department
- MP**Major Projects Department
- MPR**Monthly Performance Report
- MRP**Material Requisition Planning
- MTIP**Metropolitan Transportation Improvement Program
- MWESB**.....Minority, Women & Emerging Small Business
- NASRA**.....National Association of State Retirement Administrators
- NCSR** Nationwide Cybersecurity Review
- NEPA** National Environmental Protection Act
- NRV**Non Revenue Vehicle
- NTD**National Transit Database
- NU**Non-Union
- O&M**Operations and Maintenance
- OCC**Operations Command Center Department
- OCOO**.....Office of Chief Operating Officer Department
- OCS**Overhead Catenary System
- ODOT**Oregon Department of Transportation
- OFLA**.....Oregon Family Leave Act
- OGM**.....Office of General Manager Department
- OMF**Operations and Maintenance Facility
- OPEB**Other Post-Employment Benefits
- OPM**.....Oracle Performance Management Module
- ORS**Oregon Revised Statutes
- OTA**Oregon Transit Association
- P&R**Park & Ride
- PAA**.....Public Affairs Administration Department
- PC**.....Personal Computer
- P-Card**Purchasing Card
- PCM**Predicted Compensation Model
- PCR**.....Probationary Check Rides
- PIC**.....Process Improvement Committee
- PI/PD**Personal Liability and Property Damage
- PMIS**.....Project Management Information System
- PMO**.....Project Management Oversight
- PNWR**.....Portland and Western Railroad
- PPO**Preferred Provider Organization
- PRT**.....Payroll Tax
- PS**.....Portland Streetcar Department
- PSCM**Procurement & Supply Chain Management Department
- QA**Quality Assurance
- QC**Quality Control
- QDRO**Qualified Domestic Relations Order
- RCA**.....Revolving Credit Agreement
- REM**Rail Equipment Maintenance Department
- RFST**Readiness for Service Team
- RM**.....Risk Management Department
- ROOT**Rail Operation Optimization Technology
- ROW**Right of Way
- RPI**Rules, Procedures and Instructions
- RT**.....Rail Transportation Department
- RTOD**Real Estate & Transit Oriented Development Department
- RTW**.....Return To Work
- SEM**Security & Emergency Management Department
- SES**Safety & Environmental Services Department
- SGR**State of Good Repair
- SI**.....Safety Interventions
- SIP**.....Service Improvement Process
- SME**Subject Matter Expert
- SMS**Safety Management System
- SOAR**Security Operations Automation Response
- SOP**Standard Operating Procedure

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)



How life moves®