



# Approved Budget

**Fiscal Year 2027 (July 2026–June 2027)**

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

**TRI MET**  
How life moves®



# Table of Contents

## Section I: Introduction

|                                                    |    |
|----------------------------------------------------|----|
| Board of Directors .....                           | 9  |
| TriMet Officials.....                              | 9  |
| TriMet Budget Organization Chart .....             | 10 |
| GFOA Distinguished Budget Presentation Award ..... | 12 |
| About TriMet .....                                 | 13 |
| Our Story.....                                     | 18 |

## Section II: Overview

|                                                          |     |
|----------------------------------------------------------|-----|
| Budget Message.....                                      | 20  |
| Budget at a Glance .....                                 | 22  |
| Community Priorities and Organizational Challenges ..... | 29  |
| Strategic Goals & Strategies .....                       | 37  |
| The Budget Process.....                                  | 43  |
| Fund Structure.....                                      | 55  |
| Fund Balance .....                                       | 57  |
| Revenue and Requirements.....                            | 61  |
| Personnel Budget.....                                    | 72  |
| Division Overview .....                                  | 77  |
| Programs and Services .....                              | 84  |
| Debt Service and Other Post-Employment Benefits.....     | 93  |
| Summary and Helpful Links.....                           | 103 |

## Section III: Financial Summary

|                                                    |     |
|----------------------------------------------------|-----|
| <b>Financial Summary</b> .....                     | 107 |
| Summary of Financial Resources & Requirements..... | 110 |
| Summary of Fund History .....                      | 111 |
| Pass through Revenues and Requirements .....       | 112 |
| Summary of Debt Service.....                       | 113 |
| Summary of Debt Service Principal and Interest.... | 114 |

|                                                    |     |
|----------------------------------------------------|-----|
| Continuing Revenues and Calculation of Payroll Tax |     |
| Debt Service Ratio .....                           | 115 |
| Other Post-Employment Benefits .....               | 116 |

|                                           |     |
|-------------------------------------------|-----|
| <b>Resources</b> .....                    | 117 |
| Resource Summary .....                    | 119 |
| Resource Summary by Source.....           | 120 |
| Federal & State/Local Grant Summary ..... | 121 |

|                                     |     |
|-------------------------------------|-----|
| <b>Requirements</b> .....           | 123 |
| Requirement Summary.....            | 125 |
| Requirements by Object Class.....   | 129 |
| Personnel Services Schedule.....    | 131 |
| Materials & Services Schedule ..... | 132 |
| Summary of Employees .....          | 133 |

## Section IV: Divisional Summaries

### General Manager Division (GM)

|                                     |     |
|-------------------------------------|-----|
| Division Overview .....             | 138 |
| Office of the General Manager ..... | 141 |
| Public Access & Innovation.....     | 143 |
| Internal Audit.....                 | 145 |

### Operations Administration Division (OA)

|                                         |     |
|-----------------------------------------|-----|
| Division Overview .....                 | 148 |
| Operations Administration .....         | 152 |
| Operations Training & Development ..... | 154 |

**Transit System & Asset Support Division (TS)**

|                                                    |     |
|----------------------------------------------------|-----|
| Division Overview .....                            | 157 |
| Transit System & Asset Support Administration..... | 159 |
| Transit System Support Services.....               | 161 |
| Transit Training & Development Department.....     | 163 |
| Transit Asset & Maintenance Support .....          | 165 |

**Transportation Division (TR)**

|                                          |     |
|------------------------------------------|-----|
| Division Overview .....                  | 168 |
| Transportation Administration.....       | 173 |
| Bus Transportation .....                 | 175 |
| Operations Command Center.....           | 178 |
| Service Delivery .....                   | 180 |
| Accessible Transportation Programs ..... | 183 |
| Rail Transportation .....                | 186 |
| Commuter Rail.....                       | 189 |
| Portland Streetcar.....                  | 192 |
| Service Planning & Development .....     | 194 |

**Maintenance Division (MT)**

|                                      |     |
|--------------------------------------|-----|
| Division Overview .....              | 196 |
| Maintenance Administration .....     | 200 |
| Bus Maintenance .....                | 202 |
| Facilities Management Bus-Rail ..... | 206 |
| Rail Maintenance of Way.....         | 211 |
| Rail Equipment Maintenance.....      | 215 |

**Finance & Administrative Services Division (FA)**

|                                         |     |
|-----------------------------------------|-----|
| Division Overview .....                 | 220 |
| Finance & Administrative Services ..... | 225 |
| Financial Services .....                | 227 |
| Budget & Forecasting.....               | 230 |
| Risk Management.....                    | 232 |

|                                             |     |
|---------------------------------------------|-----|
| Procurement & Supply Chain Management ..... | 234 |
| Fare Revenue & Administrative Services..... | 237 |
| Grants Development & Compliance .....       | 241 |

**Information Technology Division (IT)**

|                                             |     |
|---------------------------------------------|-----|
| Division Overview.....                      | 244 |
| Information Technology Administration ..... | 247 |
| IT Operations & Infrastructure.....         | 249 |
| Information Security .....                  | 251 |
| Enterprise Systems .....                    | 253 |
| Intelligent Transportation Systems .....    | 255 |

**Labor Relations & Human Resources Division (HR)**

|                                      |     |
|--------------------------------------|-----|
| Division Overview.....               | 258 |
| Human Resources Administration ..... | 263 |
| Benefits & HRIS.....                 | 265 |
| Talent Management.....               | 267 |
| Labor Relations .....                | 270 |
| Compensation .....                   | 272 |
| LRHR Legal Compliance.....           | 274 |

**Legal Services Division (LS)**

|                                                  |     |
|--------------------------------------------------|-----|
| Division Overview.....                           | 276 |
| Legal Services Administration .....              | 279 |
| Litigation .....                                 | 281 |
| Real Estate & Transit Oriented Development ..... | 283 |

**Public Affairs Division (PA)**

|                                              |     |
|----------------------------------------------|-----|
| Division Overview .....                      | 286 |
| Public Affairs Administration .....          | 289 |
| Community Affairs & Engagement .....         | 291 |
| Government Services and Public Affairs ..... | 293 |
| Communications & Marketing .....             | 295 |
| Customer Information Services .....          | 299 |

**Safety & Security Division (SS)**

|                                        |     |
|----------------------------------------|-----|
| Division Overview .....                | 302 |
| Safety & Security Administration ..... | 306 |
| Safety & Environmental Services .....  | 308 |
| Security .....                         | 310 |
| Emergency Management .....             | 313 |

**Strategy & Planning Division (SP)**

|                                          |     |
|------------------------------------------|-----|
| Division Overview .....                  | 316 |
| Strategy & Planning Administration ..... | 320 |
| Service Planning Department .....        | 322 |
| Transit Systems Support Services .....   | 324 |

**Public Access & Innovation Division (AI)**

|                                  |     |
|----------------------------------|-----|
| Division Overview .....          | 326 |
| Public Access & Innovation ..... | 329 |

**Engineering & Construction Division (EC)**

|                                                 |     |
|-------------------------------------------------|-----|
| Division Overview .....                         | 332 |
| Engineering & Construction Administration ..... | 336 |
| Design & Construction .....                     | 339 |
| Major Projects .....                            | 342 |

**Section V: Capital Program**

|                                |     |
|--------------------------------|-----|
| Capital Program Overview ..... | 345 |
| CIP Resource Summary .....     | 354 |
| CIP Requirement Summary .....  | 355 |
| CIP Detail .....               | 356 |
| CIP Summary by Division .....  | 358 |

**Section VI: Appendix**

|                                               |     |
|-----------------------------------------------|-----|
| Trends .....                                  | 370 |
| Agency Personnel Profile .....                | 381 |
| Glossary .....                                | 390 |
| Acronyms .....                                | 399 |
| Notice of Budget Committee Meeting .....      | 403 |
| Resolution Approving FY2026-2027 Budget ..... | 404 |



# Guide to the FY2027 Approved Budget

## What is the Budget?

This budget is far more than a simple list of numbers. It's a policy document, financial plan, and communication tool intended to foster 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<sup>1</sup>, the budget aligns funding with the Agency's strategic goals, ensures transparency through public participation, and provides a roadmap for both current operations and future improvements.

## How to Read the Budget Book

The FY2027 Approved Budget is organized to help readers understand how TriMet plans, allocates, and manages its financial resources. This guide provides an overview of the budget document's structure and explains what information is included in each section.

### Section I: Introduction

This section provides a high-level overview of TriMet's governance structure and organizational framework. It includes the agency organization chart, information on the Government Finance Officers Association Distinguished Budget Presentation Award, and a brief history of TriMet.

The section also outlines the range of services TriMet provides and summarizes key service, economic, and demographic trends currently affecting the service district.

### Section II: Overview

This section summarizes TriMet's overall financial plan and strategic direction for the fiscal year. It includes the Budget Message from the Chief Financial Officer, a budget-at-a-glance overview with major financial highlights, and a summary of TriMet's strategies, goals, and performance framework.

The section also explains the budget development process and timeline, outlines the agency's fund structure and financial policies, and provides an overview of long-range financial planning.

<sup>1</sup> [Oregon Revised Statute 294.321](#)

### Section III: Financial Summary

The Financial Summary section provides detailed information on TriMet's operating budget and the resources that support ongoing transit service.

It summarizes overall operating revenues and expenditures, reviews historical fund performance and key financial trends, and provides detailed information on major revenue sources such as payroll tax, grants, and passenger fares. The section also outlines operating expenditures by category, presents staffing and employment summaries.

### Section IV: Divisional Summaries

Divisional Summaries connect the budget to TriMet's organizational structure, showing how financial resources support each division's work and strategic priorities. It provides divisional and departmental overviews, outlines core responsibilities and performance measures, and summarizes budgets by department and expenditure category. Each Division includes narrative discussion of key initiatives, priorities, and how resources are allocated to support operational and strategic objectives.

### Section V: Capital Program

This section outlines TriMet's investment in infrastructure, vehicles, and technology that sustain and enhance regional transit service. It summarizes major capital project and funding sources, discusses potential operating impacts associated with capital investments, and explains how capital projects align with TriMet's long-range strategic objectives and sustainability goals.

### Section VI: Appendix

The Appendix includes supporting details, reference materials, and supplemental data for readers seeking additional context. Such as; a glossary of terms and acronyms, analysis on trends impacting the agency, additional information on fixed-route ridership, the agency personnel profile, and legal notices and board resolutions.

### About This Document

This budget follows GFOA best practices for transparency and readability by integrating financial data with narrative analysis, performance context, and long-range planning information.

Readers are encouraged to begin with the Overview section for a high-level summary and then explore Operating, Capital, and Divisional sections for more detailed insights.



## TriMet Fact

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In 2009, more than ten years in the making, TriMet's 14.7-mile WES Commuter Rail line opened on February 2. WES (Westside Express Service) is one of the few suburb-to-suburb commuter rail lines in the nation. WES provides service between the cities of Beaverton, Tigard, Tualatin and Wilsonville, connects to MAX Light Rail in Beaverton and adds a welcome alternative to I-5/Highway 217 for commuters in Washington and Clackamas counties.





# Section I: Introduction

This section contains general facts and information about TriMet.



## 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](https://trimet.org/meetings/board)  
To learn more about the Board of Directors, and their roles on the board, visit [trimet.org/about/board](https://trimet.org/about/board)

Board Administrator, Email [Board-Administrator@TriMet.org](mailto:Board-Administrator@TriMet.org)  
Phone 503-962-4831, FAX 503-962-6451



**Thomas Kim**

Vice-President

District 1: Washington County



**Tyler Frisbee**

Secretary/Treasurer

District 4: SE Portland



**Erin Graham**

District 2: NW and Portions of  
SW Portland



**Sam Desue, Jr.**

General Manager



**Nancy Young-Oliver**

CFO/Budget Officer



**Robert Kellogg**

District 3: SW Portland and  
Washington County



**JT Flowers**

District 5: N and NE Portland



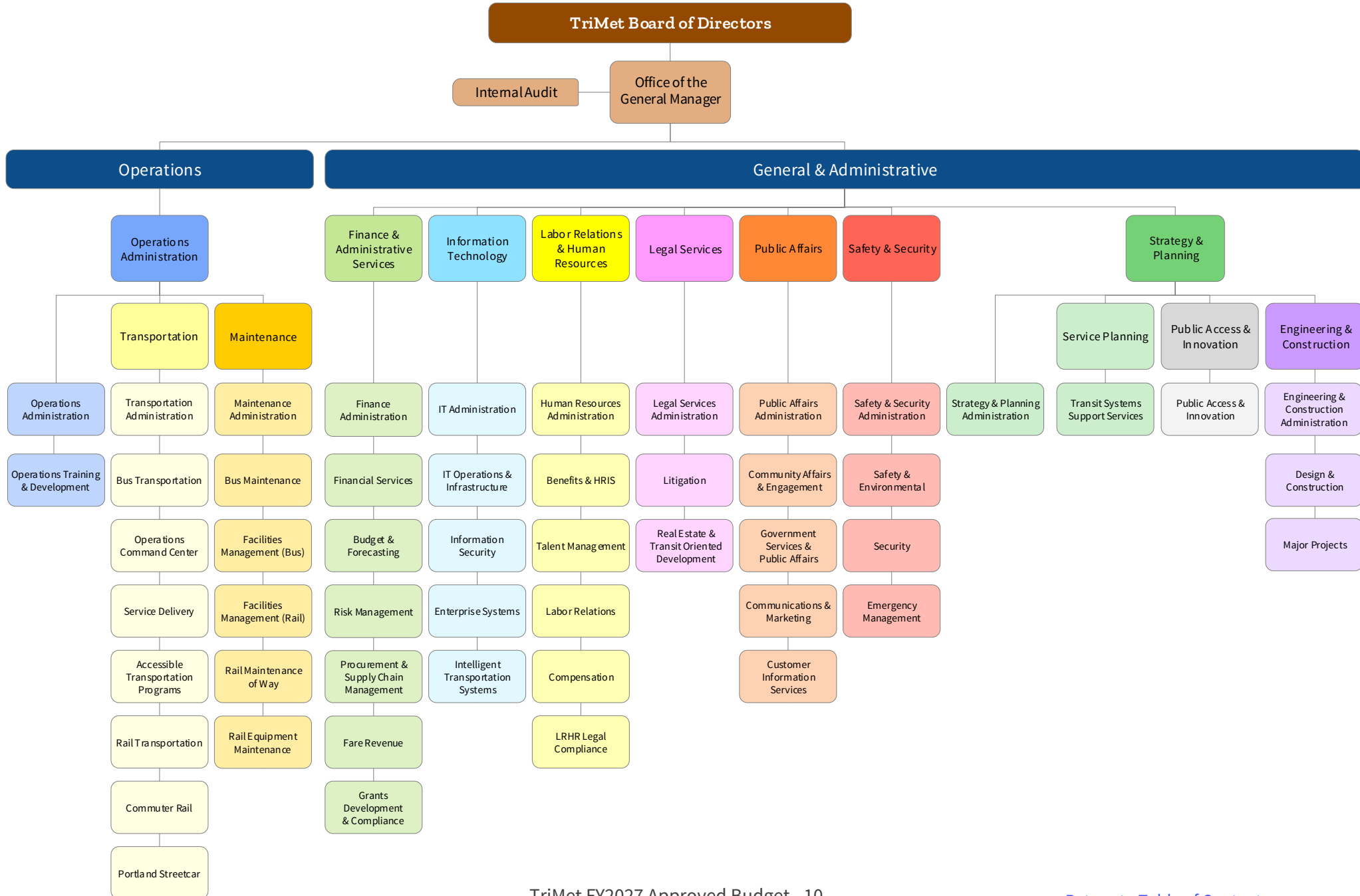
**Vacant**

District 7: Clackamas County

**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 FY2027 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   | 8.00     | 2,074,407      | -             | 2,074,407       | TriMet Board of Directors         |
| Operations Administration         | OA   | 116.00   | 18,709,086     | -             | 18,709,086      | General Manager                   |
| Transportation                    | TR   | 1,862.50 | 361,798,714    | 20,032,850    | 381,831,564     | Chief Operations Officer          |
| Maintenance                       | MT   | 946.00   | 207,242,342    | 77,875,644    | 285,117,986     | Chief Operations Officer          |
| Finance & Administrative Services | FA   | 155.50   | 37,848,605     | 1,000,000     | 38,848,605      | General Manager                   |
| Information Technology            | IT   | 104.00   | 38,809,641     | 15,336,005    | 54,145,646      | General Manager                   |
| Labor Relations & Human Resources | HR   | 56.80    | 12,841,754     | -             | 12,841,754      | General Manager                   |
| Legal Services                    | LS   | 24.50    | 11,003,175     | -             | 11,003,175      | General Manager                   |
| Public Affairs                    | PA   | 93.00    | 17,258,292     | -             | 17,258,292      | General Manager                   |
| Safety & Security                 | SS   | 100.00   | 75,542,294     | 4,647,314     | 80,189,608      | General Manager                   |
| Strategy & Planning               | SP   | 36.00    | 7,511,256      | 280,572       | 7,791,828       | General Manager                   |
| Public Access & Innovation        | AI   | 11.00    | 3,971,940      | -             | 3,971,940       | Chief Strategy & Planning Officer |
| Engineering & Construction        | EC   | 92.00    | 3,414,571      | 94,429,976    | 97,844,547      | Chief Strategy & Planning Officer |
| Total                             |      | 3,605.30 | \$798,026,077  | \$213,602,361 | \$1,011,628,438 |                                   |

Table 1. TriMet Organization Chart

TriMet is governed by a seven-member Board of Directors, with the General Manager serving as the agency's chief executive and overseeing all agency operations. Reporting directly to the General Manager are the executives of Finance & Administrative Services; Information Technology; Labor Relations & Human Resources; Legal Services; Public Affairs; Safety & Security; Strategy & Planning; and Operations Administration.

The executives of Transportation and Maintenance report directly to the Chief Operations Officer, while the executives of Public Access & Innovation and Engineering & Construction report directly to the Chief Strategy & Planning Officer.

For FY2027, TriMet's total staffing is 3,605.3 full-time equivalent (FTE) positions, supporting \$798.0 million in operating expenditures and \$213.6 million in capital investments, for a total budget of \$1.01 billion across divisions.



## GFOA Distinguished Budget Presentation Award



Figure 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 2026 Budget beginning July 01, 2025. 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 FY2027 budget continues to conform to program requirements, and we will submit the Adopted FY2027 budget to the GFOA to determine its eligibility for recognition.

# Introduction

## About TriMet

### Governance and Organization

The Tri-County Metropolitan Transportation District of Oregon, known as TriMet, was established by the Oregon Legislature in 1969 to provide public transit service across the Portland metropolitan area. The district serves more than 1.6 million residents across 533 square miles in Multnomah, Washington, and Clackamas counties.

TriMet is governed by a seven-member Board of Directors appointed by the Governor of Oregon. Each member represents one of seven geographic districts within the service area and must reside in the district they represent. The Board sets agency policy and direction, approves the annual budget, and appoints the General Manager. The General Manager oversees day-to-day operations through an executive leadership team and departmental structure responsible for delivering safe, reliable, and equitable transit service.

TriMet's operations are primarily funded through a combination of employer and self-employment payroll taxes. Other revenue sources include passenger fares, and federal, state, and local grants, as well as other resources.

### Our Service and Community Impact

TriMet's mission extends beyond transportation, supporting regional mobility, economic opportunity, and environmental sustainability. Through the use of renewable electricity for MAX trains and energy-efficient facilities, and renewable diesel for diesel buses, WES trains and LIFT vehicles, TriMet avoids more than 121 million pounds of greenhouse gas emissions annually, equivalent to removing over 13,000 cars from the road.

TriMet provides a network of integrated transit services designed to connect people, places, and opportunities across the Portland metropolitan region. Each mode plays a distinct role in meeting the region's mobility, accessibility, and sustainability goals.



## Bus Service



TriMet operates 79 bus lines serving neighborhoods across Multnomah, Washington, and Clackamas counties. Frequent Service routes provide 15-minute or better headways throughout most of the day, ensuring convenient access for riders making local or regional trips. Bus service forms the backbone of TriMet's network, connecting communities not served by rail.

## MAX Light Rail



The Metropolitan Area Express (MAX) connects the Portland metro region through five lines (Blue, Green, Orange, Red, and Yellow) spanning 60 miles and more than 90 stations. MAX provides fast, reliable travel between major employment centers, neighborhoods, and regional destinations including Portland International Airport, Gresham, Hillsboro, Beaverton and Clackamas Town Center.

## WES Commuter Rail



The Westside Express Service (WES) links Beaverton, Tigard, Tualatin, and Wilsonville with peak-hour commuter service. WES is one of only a few suburb-to-suburb commuter rail lines in the United States, offering a vital alternative to driving on the congested Interstate 5 and Highway 217 corridors.

## LIFT Paratransit



TriMet LIFT provides shared-ride paratransit service for riders whose age or disabilities prevent them from using fixed-route bus or rail service. Operating within the same area and hours as TriMet's fixed-route services, LIFT plays a critical role in maintaining equitable access to jobs, healthcare, services, and community life.

## Regional Partnerships

In addition to our core transit services, TriMet works closely with regional and local partners, including Metro, Oregon Department of Transportation, and Portland Bureau of Transportation, to advance coordinated transportation planning, affordable housing, safety initiatives, and the development of pedestrian, bicycle, and transit infrastructure. TriMet's network also connects seamlessly with other public transit providers across the region, ensuring riders can travel easily throughout the greater Portland metropolitan area.

TriMet continues to advance a vision of a safe, sustainable, and connected region, guided by community partnerships and a commitment to equity, accountability, and innovation. The Portland metro region is the 23rd largest urbanized area in the country, with the 12th highest ridership and the 9th highest ridership per capita among large urban areas.



## Community Profile

The following describes the Tri-County population, TriMet's service district, community (riders), and key background information.

### Tri-County Area at a Glance<sup>1</sup>

TriMet serves a diverse Tri-County area with a combined population of over 1.6 million. Median household incomes range from \$90,740 in Multnomah County to \$107,378 in Washington County. Educational attainment is high, with roughly half of residents in Washington and Multnomah counties holding a bachelor's degree or higher. Employment rates range from 61.0% in Clackamas County to 66.5% in Washington County.

| Population Measure          | Washington County | Multnomah County | Clackamas County |
|-----------------------------|-------------------|------------------|------------------|
| Total Population            | 600,372           | 815,428          | 421,401          |
| Median Household Income     | \$107,378         | \$90,740         | \$103,827        |
| Bachelor's Degree or Higher | 49.2%             | 49.6%            | 41.9%            |
| Employment Rate             | 66.5%             | 65.9%            | 61.2%            |
| Hispanic or Latino          | 17.9%             | 12.7%            | 9.6%             |

### TriMet's District

The top five largest employers in the TriMet District<sup>2</sup>:

- 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.

Additional statistical and supplemental information can be found in the Trends section of Section VI: Appendix.

<sup>1</sup> Demographic Information provided by the United States Census Bureau: <https://www.census.gov/>

<sup>2</sup> Data taken from 2023 Quarterly Census of Employment Wages

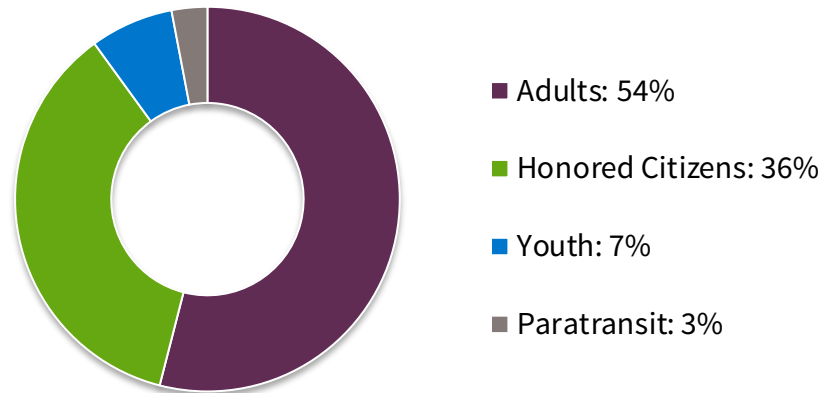
## Organization, Service and Background

- TriMet was created by the state of Oregon to serve over 1.6 million people in a 533 square-mile area across three counties.
- 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.
- FY2025 TriMet Transportation Stats:
  - Bus Service
    - 79 bus lines; 6,154 stops
    - 130,184 average weekday rides
    - 42.2 million rides
  - MAX Service
    - 5 MAX Lines; 94 stations
    - 66,813 average weekday rides
    - 22.8 million rides
  - WES Service
    - 1 commuter rail line; 5 stations
    - 488 average weekday rides
    - 123,468 rides
  - LIFT Service
    - Door to door demand service
    - 2,414 average weekday rides



## Hop Fastpass® Report

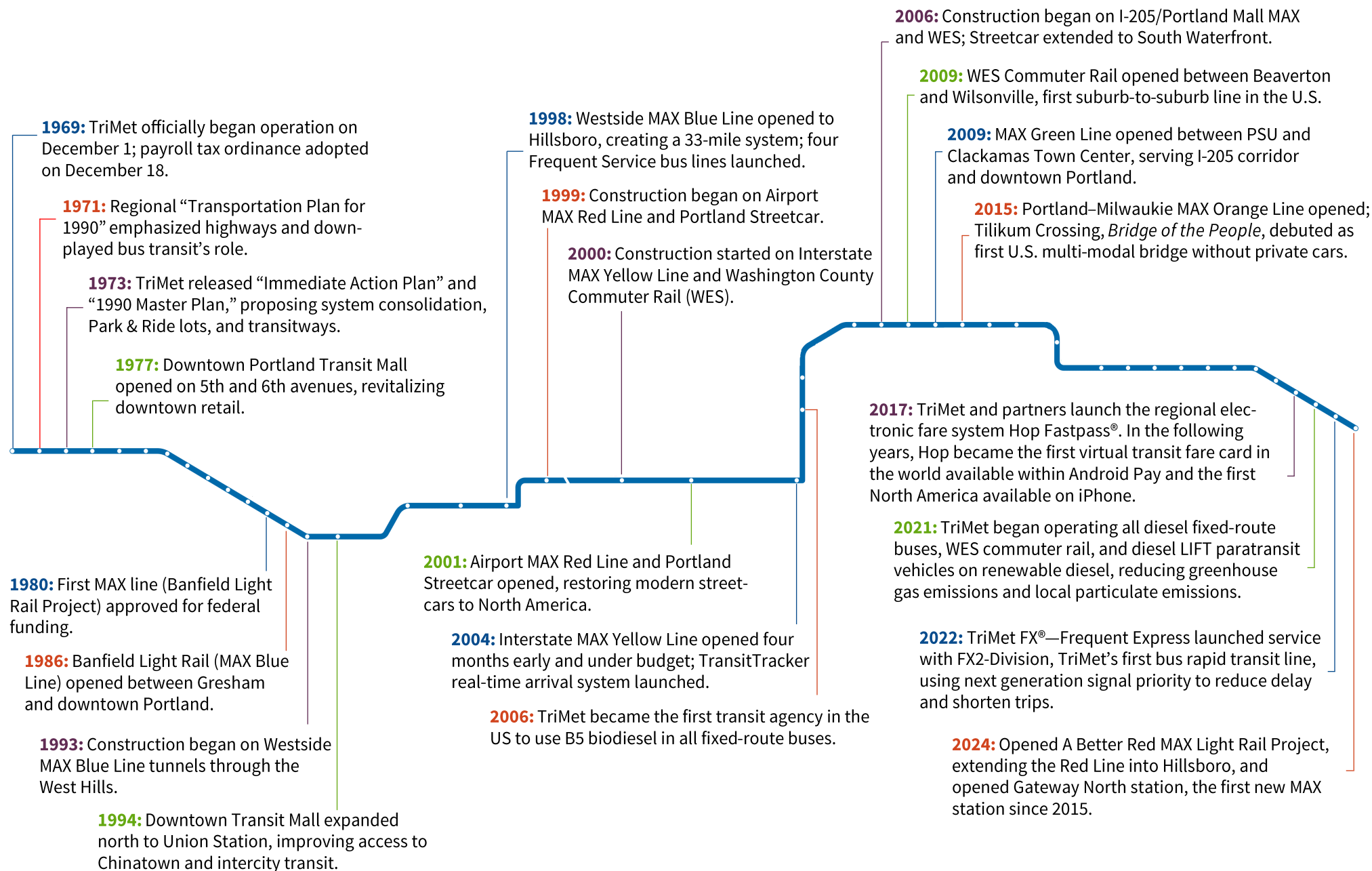
According to our most recent Hop Fastpass® report (January 2026), adults account for 54% the regional taps (includes C-TRAN & Portland Streetcar), while closely followed by Honored Citizens at 36%. Youth and Paratransit taps account for 7% and 3%, respectively.



## Mobility Information for Riders

- Trimet.org includes a **next generation multimodal trip planner**, which integrates rail, bus, bike, and walking.
- **When the next train or bus will arrive at any stop:** Check trimet.org or via 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 and X.com/trimetalerts (@trimetalerts).
- **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 1-844-MyHopCard (694-6722) or via @myhopcard on X.com
- **Social media accounts:** [Instagram.com/trimet](https://www.instagram.com/trimet) (@trimet); [Facebook.com/trimet](https://www.facebook.com/trimet); Threads [threads.net/@trimet](https://www.threads.net/@trimet) (@trimet); [X.com/trimet](https://www.x.com/trimet) (@trimet); [Blue Sky bsky.app/profile/trimet.org](https://www.bsky.app/profile/trimet.org) (@trimet.org); [YouTube.com/trimet](https://www.youtube.com/trimet) (@trimet); [LinkedIn.com/company/trimet](https://www.linkedin.com/company/trimet); [TikTok/trimetpdx](https://www.tiktok.com/trimetpdx).

# The TriMet Story







# Section II: Overview

This section provides an overview of TriMet's budget and finances. Included are the budget message, strategic goals & priorities, factors affecting the budget, and an explanation of the budget process, among other significant items.



# Overview

## Budget Message

March 2026

**To:** TriMet Board of Directors

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

**Re:** FY2027 Approved Budget

On behalf of the Tri-County Metropolitan Transportation District of Oregon (TriMet), it is my privilege to present the FY2027 Approved Budget.

TriMet's annual budget reflects our values and mission to connect people to opportunity. Every dollar in this budget supports that mission, whether through operating safe and reliable transit service, investing in our workforce, or maintaining the assets that keep our region moving.

This budget comes at a time of ongoing economic uncertainty across the nation. Public transit agencies are navigating a new landscape marked by rising costs, workforce challenges, and evolving travel behaviors. Since 2019, TriMet has faced significant cost increases in nearly every part of our operations, from vehicle maintenance and labor to facilities. Ridership sharply declined during the COVID-19 pandemic and has not yet rebounded. Oregon has the second-highest rate of remote workers, the state has the third-highest unemployment rate in the nation and the office vacancy rate in Portland's city center is at an historic high. TriMet continues to adapt to these challenges and remains committed to our priorities to invest in the maintenance of our vehicles, facilities, and systems to ensure a state of good repair.

The FY2027 Approved Budget was developed with a focus on long-term fiscal sustainability and reaching a balanced budget by July 1, 2028, while maintaining our commitment to safe, reliable, and accessible transit service. It includes funding for core transit services such as bus, MAX light rail, and LIFT paratransit operations, as well as investments in safety, security, and capital maintenance. The budget also continues support for key initiatives aligned with TriMet's 2030 strategic plan priorities: enhancing the customer experience, modernizing infrastructure, improving internal practices, investing in people, and strengthening financial stewardship.

This past year we announced the difficult but necessary steps to address a projected \$300 million gap between annual revenues and expenditures. Despite cost-saving measures and the use of reserves to sustain service levels in recent years, TriMet must now make structural changes to ensure the long-term health of the agency. The FY2027 Approved Budget reflects a number of services changes and reductions made in November 2025 and March 2026. Additional service cuts are planned for August 2026 through winter of 2027, representing at least a 10% service reduction, are not reflected in the FY2027 Approved Budget as they have yet to be finalized.

We recognize that these decisions have real impacts on our riders, employees, and community. While these reductions are unavoidable under current revenue conditions, TriMet remains committed to working with local, state, and federal partners to secure enduring funding for public transit in Oregon and continued collaboration will be essential to preserving and rebuilding service in the years ahead.

The TriMet Approved Budget for FY2027 outlines a resource and expenditure plan for July 1, 2026 through June 30, 2027 including:

- Total Financial Resources supporting FY2027 budget of \$947.7 million [exclusive of fund balance] including:
  - \$81.5 million in operating revenue, \$548.6 million in tax revenues;
  - \$128.6 million in federal funding and \$49.0 million in state funding and local operating grants, and;
  - \$18.4 million in interest and miscellaneous revenues, \$100.1 million in CIP resources, and \$21.5 million in other non-operating resources.
- Total Financial Requirements supporting FY2027 budget of \$1,205.1 million [exclusive of fund balance] including:
  - \$587.8 million to operate the transit system and \$210.3 million in general and administrative costs;
  - \$55.6 million for pension and other post-employment benefits (OPEB) and \$84.4 million for debt service;
  - \$213.6 million for Capital Improvement Program (CIP) Requirements and \$25.4 million for pass-through requirements, funding exchanges and special payments, and;
  - \$28.1 million for contingency [based on 3% of operating requirements].
- The Beginning Fund Balance is \$779.6 million. Net results from total financial resources and total financial requirements is (\$257.4) million, decreasing ending fund balance to a result of \$522.2 million. Ending Fund Balance is unappropriated and not available for spending in FY2027. Fund balance includes:
  - \$105.4 million in restricted bond proceeds and other restrictions to be spent after FY2027;
  - \$58.3 million restricted for future debt service payments, and;
  - \$358.5 million in unrestricted fund balance, which for FY2027 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.

TriMet's vision is to be an innovative leader in delivering safe, convenient, and sustainable mobility options, helping our region remain one of the most livable places in the world. Guided by our TriMet 2030 Strategic Plan, and our values of Safety, Inclusivity, Equity, Community, and Teamwork, we will continue to serve our region with integrity and care as we navigate this period of transition and renewal.

Respectfully Submitted,



Nancy Young-Oliver, CPA, CPFO, CFE, CISA  
Chief Financial Officer

## Budget at a Glance

### FY2027 Requirements Compared to Prior Year

| Category                   | FY2026 Adopted  | FY2026 Estimates | FY2027 Approved | % of Change from FY2026 Adopted |
|----------------------------|-----------------|------------------|-----------------|---------------------------------|
| Operating Requirements     | 918,057,735     | 897,246,297      | 937,966,598     | 2.17%                           |
| Non-Operating Requirements | 101,854,532     | 24,112,721       | 53,534,866      | -47.44%                         |
| Capital Requirements       | 165,329,498     | 148,713,509      | 213,602,361     | 29.20%                          |
| Total Requirements         | \$1,185,241,765 | \$1,070,072,527  | \$1,205,103,825 | 1.68%                           |

Table 1. FY2027 Requirements Compared to Prior Year

### Operating Requirements

The FY2027 Approved operating budget is approximately \$19.9 million or 2.2% greater than the FY2026 Adopted operating budget. This increase is primarily due to:

- Increase in salary and wages for union and non-union employees, as well as increases in the cost of medical, dental, and fringe benefits.
- Inflation on the cost of materials and services needed to operate the transit system.

### Non-Operating Requirements

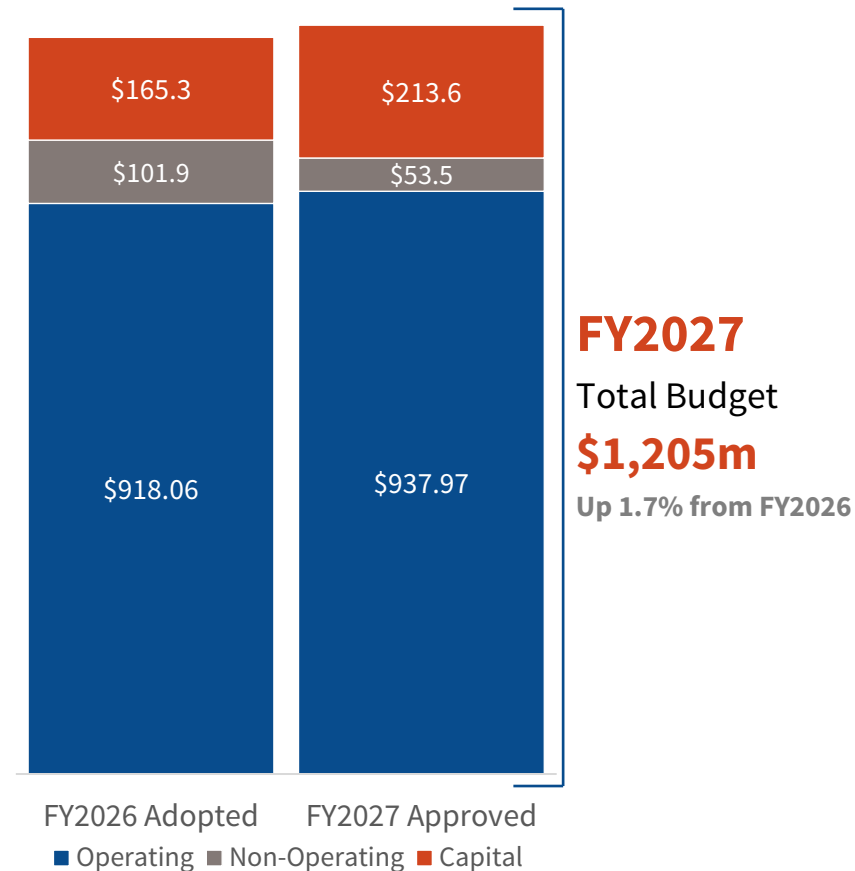
Non-Operating Requirements total \$53.5 million in the FY2027 Approved Budget and include:

- Pass-through requirements of \$25.4 million, and
- Contingency of \$28.1 million.

Compared to the FY2026 Adopted Budget, Non-Operating Requirements decrease by 47.4%. This change is primarily driven by a 63.7% reduction in contingency.

### Capital Requirements

Capital project budgets are adopted as multi-year project budgets. As a result, many of the capital projects funded as part of the FY2026 Adopted Budget will





continue to be funded in FY2027. TriMet's FY2027 Approved capital budget is approximately \$213.6 million, a \$48.3 million or 29.2% increase over the FY2026 Adopted capital budget. This increase is attributed to:

- Ongoing commitment to maintaining a state of good repair.
- Targeted enhancements to improve customer experience and transit accessibility.
- New bond issuance in FY2026 to support major projects.

Additional information about the FY2027 Capital Improvement Plan is available in Section V: Capital Program.

### Change in Fund Balance

TriMet's FY2027 Approved Budget reflects a structural imbalance between ongoing revenues and expenditures. Total financial requirements are \$1,205.1 million, while total financial resources are \$947.7 million, excluding beginning and ending fund balances. As a result, the Approved Budget reflects a \$(257.4) million deficit before the use of reserves.

This structural gap is primarily driven by revenues not keeping pace with the increasing cost of operating and maintaining the transit system, including inflationary pressures, labor costs, and service delivery expenses.

### Total Financial Resources and Requirements

| Category               | FY2026 Adopted | FY2026 Estimate | FY2027 Approved | % of Change from FY2026 Adopted |
|------------------------|----------------|-----------------|-----------------|---------------------------------|
| Financial Resources    | 1,135,008,637  | 1,072,048,884   | 947,704,602     | -16.50%                         |
| Financial Requirements | 1,185,241,765  | 1,070,072,527   | 1,205,103,825   | 1.68%                           |
| Surplus (Deficit)      | (\$50,233,128) | \$1,976,357     | (\$257,399,223) | 412.41%                         |

Table 2. Total Financial Resources and Requirements

To maintain a legally balanced budget, the FY2027 Approved Budget anticipates drawing from TriMet's reserves. The projected beginning fund balance is \$779.6 million. Of that amount, \$257.4 million will be used to close the gap between current-year resources and requirements. After this planned draw, the projected ending fund balance is \$522.2 million.

### Change in Fund Balance

| Category               | FY2026 Adopted | FY2026 Estimate | FY2027 Approved | % of Change from FY2026 Adopted |
|------------------------|----------------|-----------------|-----------------|---------------------------------|
| Beginning Fund Balance | 821,613,675    | 777,615,516     | 779,591,873     | -5.11%                          |
| Ending Fund Balance    | 771,380,547    | 779,591,873     | 522,192,650     | -32.30%                         |
| Surplus (Deficit)      | (\$50,233,128) | \$1,976,357     | (\$257,399,223) | 412.41%                         |

Table 2. Change in Fund Balance

The projected reduction in ending fund balance reflects the use of reserves to address the current structural deficit. Additional details regarding fund balance are provided in the Fund Balance section.

## Significant Budgetary Items

### Fiscal Sustainability

TriMet remains committed to financial responsibility amid rising costs. Guided by the TriMet 2030 Strategic Plan and our purpose of “Connecting People for a Better Life,” spending focuses on customers, infrastructure, internal operations, employees, and financial stewardship. By limiting growth to essential services and safety, TriMet ensures resources are preserved for future needs.

### Budget Realignment

As part of the effort to achieve a balanced operating budget by FY2028, TriMet implemented targeted reductions in materials and services while prioritizing essential expenditures. Savings were used in part to offset necessary increases in maintenance materials required for vehicle overhauls and to ensure buses and rail vehicles continue operating safely and reliably.

### Salaries and Wages

The FY2027 budget reflects increases in base compensation for all non-temporary positions, including adjustments for student training pay and union wage premiums based on years of service. The budget also incorporates changes under the Working and Wage Agreement, including adjustments to tool allowances, night and shift differentials, road relief pay, timeslip differentials, and other union-related earnings. Updated union and non-union medical and dental rates are also reflected in personnel costs.

### Safety & Security Investments

Since FY2022, TriMet has made significant investments in safety and security efforts for riders and employees. In FY2027, the agency strengthened this focus by separating the former Security and Emergency Management department into two distinct departments to improve accountability and operational focus.

The budget also includes additional investment in de-escalation training and expanded security dispatch capacity to enhance real-time response and coordination across the system.

### Capital Investments

The FY2027 Approved Budget maintains TriMet’s commitment to investing in infrastructure supporting safe, reliable, and efficient transit service, investing \$213.6 million to support major corridor projects and ongoing system upgrades.

## State of Good Repair

TriMet's aging bus and rail infrastructure requires ongoing attention. Nearly \$118.9 million, or 55.7% of the total CIP budget, is dedicated to maintain and modernize existing assets.

## 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                 | FY2024 Actual | FY2025 Actual | FY2026 Estimates | FY2027 Approved |
|--------------------------|---------------|---------------|------------------|-----------------|
| Passenger Revenues       | \$52.1        | \$55.7        | \$60.2           | \$57.0          |
| Payroll Taxes            | \$511.4       | \$522.2       | \$535.2          | \$548.6         |
| Federal Operating Grants | \$146.9       | \$139.7       | \$139.1          | \$128.6         |

Table 3. FY2027 Budget, Budgetary Trends - Revenues (in Millions)

### Trend Analysis

**Passenger Revenue:** Passenger revenues are forecasted to decrease by 5.3% over FY2026 Estimate. This reduction is likely in response to continuing changes in ridership trends, as well as TriMet's service reductions. While passenger revenues increased in recent years, near-term assumptions remain conservative as TriMet works to refine and deliver high-quality service.

**Payroll Taxes:** Payroll tax revenue remains TriMet's largest and most stable funding source, despite coming in less than had been forecast for FY2026. Based on the FY2026 Estimates, payroll tax revenue is projected to grow by 2.5% in FY2027. The forecast assumes continued but slower growth in the regional economy, consistent with recent trends in the tri-county area.

**Federal Operating Grants:** Federal operating grants have been influenced by federal stimulus actions and are shown as one-time resources during FY2021-2024. FY2027 continues to be at an elevated level, with multiple years of formula funding to draw upon.

### Budgetary Trends – Expenditures (In Millions)

| Expenditures                             | FY2024 Actual | FY2025 Actual | FY2026 Estimates | FY2027 Approved |
|------------------------------------------|---------------|---------------|------------------|-----------------|
| Personnel Services (not including OPEB)  | \$404.1       | \$463.6       | \$498.2          | \$520.0         |
| Materials & Services (not Included OPEB) | \$235.3       | \$272.0       | \$273.9          | \$278.0         |

Table 4. FY2027 Budget, Budgetary Trends - Expenditures (in Millions)

### Trend Analysis

**Personnel Services:** Average personnel costs, including wages and benefits, are projected to increase by approximately 4.4% from the FY2026 Estimate to the FY2027 Approved Budget. The budgeted amount for FY2027 includes vacant positions. At the time of writing there are approximately 109.7 FTEs vacant.

**Materials & Services:** While there were significant reductions in materials and services from FY2026 to FY2027, the modest increase over FY2026 estimates is attributed to increases in gasoline usage per LIFT vehicle, annual leases, and the cost of materials due to general inflation.

### Ridership and Employment Trends (in Thousands)

| Trends                  | FY2024 Actual | FY2025 Actual | FY2026 Estimates <sup>1</sup> | FY2027 Approved <sup>2</sup> |
|-------------------------|---------------|---------------|-------------------------------|------------------------------|
| Ridership (Fixed Route) | 62,262.7      | 65,064.0      | 67,077.8                      | 69,624.8                     |
| Employment (Tri-County) | 837.9         | 827.4         | 823.2                         | 819.1                        |

Table 5. FY2027 Approved Budget, Ridership and Employment Trends (in Thousands)

### Trend Analysis

**Ridership:** There has been steady growth in ridership since the lowest point of the pandemic.

**Employment<sup>3</sup>:** According to the March 2026 Oregon Economic and Revenue Forecast, Oregon's unemployment rate has risen gradually since August 2024, reaching 5.2% at the time of writing. This is the highest rate observed since the summer of 2021, and excluding the pandemic period, Oregon has not experienced an unemployment rate this high since January 2016. Slowing job growth, weaker hiring activity, and cooling labor conditions are expected to keep unemployment at around 5% through 2028.

Despite softer labor market conditions, wages across Oregon are projected to continue growing at an average annual rate of 4.8% through 2035.



<sup>1</sup> Figures based on TriMet's FY2026 estimates

<sup>2</sup> Figures based on TriMet's FY2027 estimates

<sup>3</sup> Information and data referenced is from the [Oregon Economic and Revenue Forecast, March 2026](#)



Overall, the Oregon Economic and Revenue Forecast reflects slower economic growth and a more constrained labor market, but one that remains stable and potentially avoids recession.

## Differences from Prior Year

The TriMet 2030 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:

## Operating in a Financial Deficit

The FY2027 Approved Budget reflects a sustained structural operating deficit. TriMet is currently spending more on operations than it receives in recurring revenues, resulting in an estimated annual structural gap of approximately \$300 million, which is projected to persist until corrective measures are taken. While reserves have previously been used to balance the operating budget, these resources are diminishing, and our agency now faces a forecasted fiscal cliff by FY2029. Beginning in FY2026, deliberate reductions were made to bring expenditures in line with revenues. These cuts are necessary for TriMet to be the stable, responsible, and reliable transit agency our riders and region rely upon.

## 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 65.0 million in FY2025, with an estimated 67.0 million annual boardings for FY2026. The steady increase in annual ridership indicates 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 both ridership and passenger revenue in a changing landscape.

## Mechanic Shortages

Like many agencies, TriMet has been challenged by labor shortages, particularly with bus mechanics and LRV technicians. However, through targeted hiring campaigns, childcare subsidies, and hiring bonuses, significant progress has been made.

## Capital Improvement Projects

TriMet is maturing as an agency and focusing more attention on state of good repair, while continuing select expansion projects at a measured pace. \$118.9 million of the \$213.6 million capital budget (55.7%) is dedicated towards state of good repair projects, including \$25.8 million for maintenance infrastructure and \$17.6 million for IT infrastructure, as well as dedicated funds for the purchase of new light rail vehicles to replace the aging fleet. The budget also includes \$48.5 million for continued investment in corridor upgrades like 82nd

Avenue, Better Bus, and infrastructure enhancements along the Tualatin Valley Highway corridor to improve transit access and rider safety. Capital Improvement Project details can be found in the CIP section of the Budget.

## Organizational Changes

For FY2027, TriMet implemented targeted organizational changes to better align with agency goals, improve efficiency, and support service delivery. These changes included restructuring several divisions and departments to reflect evolving roles and operational needs.

- The Operations Administration Division was created to oversee both the Transportation and Maintenance divisions, and now includes the Operations Administration Department and Operations Training & Development (formerly Transit Training & Development) departments as well.
- The Transit System & Asset Support Division was dissolved. The Transit System Support Services Department was integrated into the Strategy & Planning Division, while Transit Asset & Maintenance Support and Transit System & Asset Support Administration were restructured and the work was distributed between the Transportation and Maintenance divisions. Historical financials for these departments are located in Section IV: Divisional Summaries after Operations Administration.
- Within the Labor Relations & Human Resources Division, a new LRHR Compliance Department was established to oversee occupational health contracts, unemployment processing, and related legal support.
- Within the Safety & Security Division, the Security and Emergency Management Department was separated into two departments: Security, which manages TriMet's security efforts, and Emergency Management, which addresses larger-scale regional and statewide emergencies.

These changes, along with related staffing adjustments, align with key priorities in TriMet's 2030 strategic plan and ensure resources are focused on delivering high-quality transit service.

## Anticipated Bond Issuance

In FY2026, TriMet anticipates issuing up to \$150 million in payroll tax revenue bonds, subject to Board approval. Proceeds will fund priority capital investments, including fleet replacement and corridor improvements along Tualatin Valley Highway and 82nd Avenue. While a portion of the proceeds may be programmed in the current fiscal year, the majority will support projects in future years.

## Community Priorities and Organizational Challenges

TriMet's FY2027 budget is shaped by a set of evolving community priorities and significant organizational challenges. Together, these conditions define the environment in which our agency must operate and inform the difficult tradeoffs required to sustain safe, reliable, and accessible transit service for the region.

### Community Priorities

Riders and communities across the Portland metropolitan region continue to express clear expectations for public transit. These priorities reflect both longstanding needs and changes in travel patterns.

At the core, the community expects transit service that is safe, reliable, and predictable. Riders depend on TriMet to connect them to jobs, education, health care, and essential services, and they value service they can trust day-to-day. Personal safety and security while riding and working on the system remain critical priorities, particularly as travel patterns shift and ridership continues to recover.

Affordability and access are also central priorities. Many riders rely on transit as a primary mode of transportation and are sensitive to changes in service availability and cost. People with disabilities, older adults, and historically underserved communities depend on accessible, convenient service that supports independence and opportunity.

Finally, the community expects TriMet to operate responsibly and sustainably. This includes maintaining aging infrastructure, stewarding public resources carefully, and planning for long-term system reliability.

### Organizational Challenges

While community expectations remain high, TriMet faces a set of compounding challenges that limit our ability to maintain service while also maintaining long-term financial sustainability. These challenges require corrective action over the next fiscal year to address the structural deficit.

### Financial and Cost Pressures

TriMet is currently operating in a financial deficit; operating costs have increased by 56% since 2019, primarily due to inflation and other factors outside of the agency's control. Total expenses have grown 84% since 2016, an average of 7% per year and higher than inflation of 3.7%.

Major cost drivers include:

- Wage and benefit increases for union and non-union employees
- Rising costs for parts and materials for vehicles and infrastructure

- Increased expenditures for safety, security and system cleaning
- Growing costs associated with accessible transportation programs
- Debt service to fund expansion and state of good repair projects

In a commitment to balance our budget by 2028, and continue funding core services, a series of services changes and reductions began in November 2025, with additional adjustments planned through August 2027.

Strong financial management allowed TriMet to establish reserve funds that have helped maintain our service and operations the last several years. However, with economic challenges persisting in our region and the public transit industry, TriMet is reducing budgeted expenses, including reducing staff and the transit service we provide to the tri-county Portland metropolitan region.

### Ridership and Passenger Revenue Constraints

Passenger revenue is closely tied to ridership levels, and while ridership has steadily recovered from its low point in FY2021, it remains below pre-pandemic levels, limiting fare revenue growth.

In FY2026, TriMet increased service compared to FY2025 Actuals. Weekly bus vehicle hours increased by 2.1% (869 hours). MAX light rail weekly vehicle hours increased by 1.3% over the same period.

However, in response to planned service reductions, FY2027 reflects a decrease in service levels. Weekly bus vehicle hours are projected to decline by 2.33% compared to FY2026 Estimates. MAX light rail weekly vehicle hours are projected to decrease by 8.5%.

Consistent with these service adjustments and ongoing ridership trends, passenger revenue in the FY2027 Approved Budget is projected to decrease by 5.3% compared to FY2026 Estimates.

A wide range of factors, including fare levels, travel time, customer perception of safety, job and wage growth, and the prevalence of remote work, influences ridership. These external dynamics combined with operational adjustments, are central to understanding TriMet's financial outlook particularly with respect to passenger revenue. Additional information on ridership and passenger revenue trends can be found in Section VI: Appendix.





## Service Capacity Constraints

Service levels are constrained by both financial resources and workforce availability. While transit demand continues to evolve, TriMet must balance the desire for expanded or more frequent service with the realities of staffing, operating costs, and available funding. These constraints limit TriMet's ability to respond quickly to changing community needs.

## State of Good Repair Pressures

TriMet is a mature transit system operating multiple modes, with many vehicles, facilities, and assets, some that are decades old. Portions of the MAX light rail system have been in service since the mid-1980s, and many operating and maintenance facilities are at their intended useful life.

Maintaining assets in a state of good repair is essential to ensuring safety and reliability, and the growing backlog of capital maintenance requirements place additional pressure on limited financial resources and could create increased risks if not addressed.

## Economic and Demographic Change

Economic conditions in the Portland metropolitan region continue to evolve following the pandemic. Population trends have stabilized after modest declines between 2020 and 2022 with a 0.52% growth rate in 2023 and 2024 (U.S. Census Bureau). However, 2025 growth is projected to remain below the national average.

TriMet's primary source of revenue comes from payroll taxes within the agency's service area. Population changes between the agency's service areas generally have little to no impact on revenues, whereas population shifts moving outside the service area, or negative growth, can reduce the amount of revenues TriMet receives.

At the same time, the composition of employment has shifted, with growth concentrated in sectors such as health care and education, while higher-wage traded sectors have contracted. These changes influence where jobs are located, how people travel, and the level of demand for transit service. Differences in income and household purchasing power across the region further affect travel behavior and long-term transportation needs.

## Funding Uncertainty

Across the country, the transit industry is experiencing significant operating deficits, with many transit agencies, including in Oregon facing a fiscal cliff. TriMet relies on a mix of local, state, and federal funding sources. Many of these sources are subject to legislative, external policy decisions and/or voter approval, which creates uncertainty for our agency's planning and overall budget strategy.

Federal resources are primarily provide through formula funding, supporting urban areas (above 200,000 population).

On September 30, 2027, the Surface Transportation Authorization (Infrastructure Investment and Jobs Act) expires, creating additional uncertainty in FY2027 beyond the more familiar federal appropriations delays that can impact the timing for revenue receipts.

The Statewide Transportation Improvement Fund (STIF) provides critical resources to support transit services across Oregon and must be used to finance public transportation, including the maintenance or expansion of service, planning activities, capital improvements, and targeted access initiatives. In FY2027, TriMet intends to use STIF funding to support service levels, student and low-income fare programs, and replace aging LIFT paratransit vehicles.

## Major Challenges Facing the Community

Oregon's economy is experiencing a significant slowdown and the tri-county region TriMet serves is struggling with financial challenges and budget shortages. Communities across the Portland metropolitan region are experiencing sustained economic and social strain. These conditions shape how people travel, where they live and work, and the role public transit plays in their daily lives.

### Regional Economic Slowdown

Oregon reported nearly 9,000 mass layoffs in 2025, surpassing job losses seen during the Great Recession. The state's unemployment rate rose to 5.2%, the highest since the pandemic and among the highest in the nation. At the same time, the Oregon Office of Economic Analysis (OEA) forecast reflects slower employment growth and moderating wage gains across the region. Notably, employment in the Portland metropolitan area declined in 2025 even as the national economy expanded, marking a departure from the region's historical trend of economic outperformance.

Although outmigration has eased, natural population growth has nearly stalled, making future demographic expansion increasingly dependent on international migration. While overall population levels have stabilized, the composition of employment has shifted. Job growth has been concentrated in health care, education and government -- sectors primarily driven by local demand -- while higher-wage traded sectors such as professional services, manufacturing and information have experienced job losses.

Migration patterns have also altered regional income distribution. The Portland Metro Chamber's 2026 State of the Economy<sup>4</sup> report indicates that higher-income households have been more likely to relocate to suburban counties, with incoming residents reporting average household incomes of approximately \$105,800 in Clark County compared to \$73,540 in Multnomah County. Clark County employment has also outperformed, reaching 114% of 2020 employment levels.

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<sup>4</sup> Read the 2026 State of the Economy Report here: <https://portlandmetrochamber.com/resources/2026-state-of-the-economy/>

## Changing Travel Patterns and Work Behavior

Travel demand across the region has new patterns post-pandemic. Oregon has one of the highest rates of remote work in the nation. More than 360,000 Oregonians, nearly 18% of the workforce, were working from home in 2023. Remote and hybrid work remain more common, particularly among higher-wage sectors, reducing peak-hour commuting. At the same time, service-sector employment has rebounded more strongly, often requiring in-person work with less schedule flexibility. These shifts have created uneven transit demand across the region and by time of day.

Downtown Portland, the hub of TriMet's rail system and numerous bus lines, continues to face elevated office vacancy rates. Portland's office market vacancy reached 27.3% in late 2025, with Downtown vacancy at 34.7%, an historic high. While downtown foot traffic increased modestly in 2025, weekday volumes remain well below 2019 levels. Reduced worker presence directly affects transit ridership and fare revenue.

## Housing Instability and Public Safety Challenges

Concerns about personal safety and security remain prominent for riders, employees, and the broader public. Homelessness increased significantly across Multnomah, Washington and Clackamas counties, rising 61% over two years as of January 2025. Broader livability and behavioral health challenges influence public perceptions of safety in shared spaces, including on public transit.

While these issues extend beyond the public transit system, and conditions vary by location and time of day, perceptions of safety influence whether people choose to ride transit and how often they use it. Addressing safety and cleanliness on TriMet system requires additional operating resources at a time when revenues are constrained.

These broader social conditions are not unique to transit, but they shape the rider experience and affect public confidence in the system.

## Affordability Pressures

Many households continue to face rising costs for housing, food, utilities, and transportation. Inflation over the past several years has strained household budgets, particularly for residents on low or fixed income. For riders who rely on transit as their primary mode of transportation, changes in service availability or reliability can have greater impacts on access to jobs, education, health care, and essential services.

## The Path Forward

These shifts in employment, wages, and income distribution influence payroll tax collections, commute patterns and long-term transit demand. Slower job growth and changes in where and how people work directly affect TriMet's primary revenue source and the overall demand for service.

Together, these community priorities, organizational challenges, and the major challenges facing the community define the context for TriMet's FY2027 budget. They illustrate the tension between rising expectations for safe, reliable, and accessible public transit and the financial, operational, and structural constraints facing our agency.

The sections that follow describe how TriMet's FY2027 budget responds to these conditions and the tradeoffs required to sustain service and long-term financial health.

## How the FY2027 Budget Responds to these Challenges

The FY2027 Approved Budget reflects a deliberate shift from expansion to stabilization and the preservation of high-quality service. In response to changing travel patterns, rising operating costs, and long-term financial constraints, the budget prioritizes sustaining core transit services, protecting rider safety and accessibility, and preserving the long-term reliability of the transit system, even as difficult service and staff reductions are required.

### Prioritizing Safety, Accessibility, and the Rider Experience

Responding to ongoing community priorities for safety and comfort, the FY2027 budget continues to prioritize rider and employee safety as a foundational element of service delivery. Budget decisions are guided by the goal of providing a safe, reliable, and accessible transit service, even as overall service levels are reduced.

Accessibility remains central to these decisions. The FY2027 budget reflects continued attention to the needs of people with disabilities, older adults, and riders with limited transportation alternatives, ensuring essential mobility is preserved despite broader system adjustments.

### Managing Financial Risk and Planning for Sustainability

The FY2027 budget is part of a broader, multi-year effort to restore financial balance. While the budget itself remains balanced, it acknowledges ongoing action is required to address structural financial challenges and align expenditures with revenues over time.

Financial decisions in FY2027 are guided by established policies and long-term planning frameworks to manage risk, preserve reserves, and maintain flexibility in an uncertain economic environment. At the same time, TriMet continues to pursue opportunities for additional funding and is working with regional and state partners to support the long-term viability of public transit.

### Framing the Tradeoffs

Taken together, the FY2027 Approved Budget represents a measured response to complex and interconnected challenges. It reflects difficult but necessary service reductions, balanced against the responsibility to preserve safety, accessibility, and system reliability. These choices are intended to stabilize operations today while protecting TriMet's ability to serve the region over the long term.



## Public Value: What the Public Gets and What It Costs

Public transportation is a shared public service that supports mobility, economic opportunity, and regional quality of life. Even as TriMet faces financial and operational constraints, the FY2027 budget is designed to preserve the core public value transit provides to the community.

### What the Public Gets

Through the FY2027 budget, the public continues to receive region-wide transit service that connects people to jobs, education, health care, and essential services. TriMet operates bus, MAX light rail, WES commuter rail, and LIFT paratransit service, providing mobility options for people with a wide range of needs and abilities.

Public transit is not optional for many riders. At least 35% of TriMet riders are transit-reliant, meaning they cannot drive or do not drive and depend on our service to meet daily needs. For older adults, people with disabilities, students and lower-income households, TriMet's service represents independence and access to opportunity.

At the same time, nearly 7 in 10 riders have access to a car but choose TriMet. They ride to avoid traffic and parking costs, reduce their environmental footprint or lower their household transportation expenses. Our transit system therefore serves both essential mobility needs and voluntary choice riders.

Despite service reductions, the budget prioritizes maintaining reliable, convenient service on core routes and preserving access for riders who depend most on transit. This includes continued attention to safety and accessibility across the system, recognizing these factors shape both rider experience and public confidence in our transit service.

### How the Public Experiences Value

The value of public transit is experienced daily through:

- Dependable service that allows riders to plan their trips with confidence
- Safe and accessible vehicles, stations, and stops
- Affordable transportation options compared to the cost of driving
- Reduced congestion and environmental impacts that benefit the broader region

While service levels are lower than in prior years, the FY2027 budget emphasizes consistency and reliability, recognizing that dependable service is more valuable to riders than infrequent or unpredictable expansion.

## What It Costs and How It Is Paid For

TriMet provides unlimited access across all fixed-route services for \$2.80 for 2½ hours. Youth and Honored Citizen riders, including older adults, people with disabilities and those who qualify based on income, pay half that amount.

Frequent riders benefit from fare capping:

- Adults: unlimited rides for \$5.80 per day or \$100 per month
- Youth and Honored Citizen riders: unlimited rides for \$2.80 per day or \$28 per month

Additionally, no rider pays the full cost of their trip. Every ride on the TriMet system is subsidized. Fare revenue covers only a portion of operating costs. The remainder is funded through payroll taxes, state funding, federal grants and other dedicated revenues, with the largest ongoing local funding source being the regional payroll tax.

For example:

- A person earning \$50,000 annually contributes approximately \$4 per month through the employee portion of the Statewide Transportation Improvement Fund payroll tax.
- A person earning \$100,000 annually contributes approximately \$8 per month.

By comparison, the average driver pays roughly \$40 per month in gas taxes and vehicle registration fees. Unlike the gas tax, the payroll tax is income-based and therefore less regressive. Those with lower incomes contribute less, while many of those individuals rely on transit the most.

Like many public services, transit requires ongoing investment to operate safely and reliably. Operating costs include labor, fuel, electricity, maintenance, insurance, and contracted services, as well as the upkeep of vehicles and facilities. Rising costs over recent years have increased the price of providing service, effecting the level that may be provided in the future. The FY2027 budget does not include fare increases.

## Value in Context

Public transit delivers value beyond individual trips. A functioning transit system supports workforce participation, reduces household transportation costs, improves access to opportunity, and contributes to regional environmental and economic goals. Even for those who do not ride regularly, transit helps reduce congestion, supports economic activity, and provides mobility options during emergencies or times of need. By prioritizing core transit services, safety, and accessibility, the budget seeks to ensure the benefits of transit remain available to the community while longer-term challenges are addressed.

## Strategic Goals & Strategies

### Vision, Mission, and Values

TriMet's vision, mission, and values, in combination with the our agency's priorities, are at the forefront of all budgeting activities. Additional details can be found in TriMet's Strategic Plan, TriMet 2030.



#### 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.



## TriMet 2030

The TriMet 2030<sup>5</sup> strategic plan directs our work for the foreseeable future, by supporting our vision, mission, and values.

The plan focuses on five main goals, with specific strategies to achieve them. Our strategic plan also provides guidance to help us navigate an uncertain financial time.

### Goals & Strategies



#### Elevate the Customer Experience

Deliver clean, safe, accessible and reliable service that attracts ridership.

#### Strategies

- Attract and retain customers by defining and enhancing the customer experience through mapping the customer journey, addressing public safety and perception and implementing customer experience improvement initiatives.
- Identify and reduce key barriers to ridership through direct engagement, targeted data collection and responsive service rooted in community input.
- Safety is our core value. Continue to optimize a robust, balanced and proactive safety culture.
- Increase safety and ridership by delivering on our commitment, alongside regional partners, to launch FX service on 82nd Avenue and TV Highway.



#### Ensure Financial Stability and Stewardship

Drive organizational efficiencies, optimize decision-making processes and safeguard our assets to ensure the long-term financial health of the agency.

#### Strategies

- Strengthen fiscal efficiency and transparency by integrating a continuous decision-making approach that drives down costs and aligns funding with agency strategic priorities.
- Create a culture of fiscal responsibility by fostering financial literacy and creating a cost-conscious mindset.
- Explore and pursue potential new revenue streams.

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<sup>5</sup> Link to TriMet 2030: <https://trimet.org/2030/>





### Increase Investment in Safe and Reliable Infrastructure

Strengthen and fund maintenance of our transit assets.

#### Strategies

- Stabilize investment in state of good repair (SGR) through forecasting and budgeting to meet SGR needs.
- Implement and maintain an asset management and governance system that ensures all assets are maintained in a state of good repair.
- Modernize technology and streamline processes to create lasting efficiencies and provide better information for planning and decision support.



### Advance TriMet's Value to the Region

Leverage our role as a trusted regional leader and effectively tell our story about the benefits of public transit and the promise of our regional future.

#### Strategies

- Proactively engage and collaborate with regional partners and stakeholders to align on shared goals, strategies and priorities to drive the region's revitalization. This includes public safety perception and experience on our system and throughout the region.
- Share our story on our positive contributions for our riders and the region and equip and enlist partners to do the same.
- Embed environmental sustainability practices through developing and implementing a comprehensive sustainability program.



### Continue to Build an Adaptable, Safe and Thriving Workplace

Emphasize collaboration, communication, streamlined processes and timely decision-making to foster a high-performing environment where employees feel motivated and valued.

#### Strategies

- Support a safer work environment for transit employees - particularly operators, maintenance staff and frontline personnel — through policy reform, training, technology and rapid incident response.
- Evaluate and optimize programs to leverage opportunities for all employees to grow, develop and succeed in accomplishing the strategic goals of the agency.
- Enhance and maintain meaningful employee engagement and communication to ensure all TriMet employees know they are valued and integral to the agency's success.

- Develop and implement clear, crossfunctional decision-making structures so that decisions are informed, documented and made at the right level.
- Establish a culture of continuous improvement that drives innovation, identifies inefficiencies and creates opportunities to improve by empowering employees and fostering them with a sense of ownership.

## Process for Creating Strategic Goals

From January through September 2025, the TriMet Executive Team met in a series of sessions to:

1. Discuss and align on the Strengths, Weaknesses, Opportunities and Challenges (SWOC) for our agency.
2. Discuss and align on the strategic shifts for our agency through 2030.
3. Develop the Goals, Targets, and Strategies to guide the priorities of our agency over the next five years.
4. Seek and review feedback from various community partners.

The strategic planning process was designed to build an organizational system to manage the performance of our agency on an ongoing basis (see visual above).

As part of the planning process, staff were encouraged to provide feedback on the draft TriMet 2030 strategic plan; 510 employees provided feedback to refine the draft plan. Additionally, community members across the TriMet service area were encouraged to provide feedback via an online survey, through outreach via the Riders Club eNewsletter, and our social media channels. In addition, TriMet staff hosted two in-person community feedback sessions and one regional partner feedback session, with 650 community members providing feedback to refine the draft plan.

## Strengths, Weaknesses, Opportunities, and Challenges

TriMet conducted a Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis to consider areas of influence on our agency and inform the strategic plan. The analysis is based on input and feedback received from leaders within the agency. The following is an excerpt from that analysis:

### Strengths

- Financial resources – Solid financial record, stable tax revenue streams and valuable assets.
- Strong community presence – Well-loved and trusted by the public; strong integration into the region.
- History of being an effective leader in regional development – Strong role in providing service and leadership that help guide growth and support livability.
- Proven expertise and innovation – Knowledge to move people efficiently and effectively, ability to build and reputation as an award-winning innovator in the industry.

### Weaknesses

- Unclear customer expectations – Limited understanding of our customers, expectations and the desired customer experience.
- Financial needs outstrip resources – Growing state of good repair needs; insufficient resources for planned service levels.
- Aging infrastructure and service challenges – Aging technology, lack of information about infrastructure and need for greater prioritization and system repair needs outpacing resources all impact service reliability.
- Decision-making and focus – Lack of clear and consistent data, taking on more than we have the resources for and a tendency toward more reactive decision-making.

### Opportunities

- Create the optimal customer experience – Listen to our customers to set and implement standards to elevate the customer experience.
- Focus on organizational fundamentals – Balance the budget for the long term, refine internal processes, implement state of good repair and foster an internal team with an aligned vision.
- Strengthen public engagement – Develop our success stories and share effectively to build awareness and enhance community trust.
- Drive regional revitalization – Help lead Portland's revival and leverage partner ships to set the pace for positive change.

### Challenges

- Public perception – Public safety perceptions are a barrier to increased ridership and could impact rider retention.
- Financial strain – Costs outpacing revenue; competing financial priorities.
- External pressures and federal instability – Political expectations and pressure to expand and grow, broader economic and regional challenges and federal unpredictability.
- Capacity vs. public expectations – Ability to respond to growing regional ambitions and expectations is limited by agency resources and capacity.

## FY2026 Accomplishments

- Launched TriMet 2030, the agency's new strategic plan to guide long-term financial sustainability, service reliability, and organizational resilience.
- Provided an estimated 67 million rides, averaging 1.3 million trips per week across bus, MAX, and WES services, enabling access to jobs, schools, health care, events, and community opportunities throughout the region.
- Served 32,000+ riders through the income-based reduced fare program, offering unlimited monthly rides for \$28 and distributed more 30,000 summer passes for teens.
- Installed 700 real-time digital arrival displays at stops and stations and added 160 audio announcement devices for riders who are blind or visually impaired.
- Continued long-term investments supporting system performance for decades by implementing a new MAX catenary tensioning system to improve reliability during extreme heat and completing major infrastructure upgrades in the Robertson Tunnel, including the Gateway Transit Center's 'Fish Hook' section.
- Opened the Southeast Park Avenue Park & Ride expansion and celebrated 10 years of the Tilikum Crossing, *Bridge of the People*.
- Installed 169 new Hop card readers at MAX and WES stations, Added 689 new fare boxes on buses, and activated 59 blue-light security phones, providing riders direct access to the Security Operations Center.
- Expanded the LIFT Instacart pilot into an ongoing program helping riders access groceries more easily while saving time and money.
- Expanded the Ticket2Ride partnership model, creating new revenue streams while increasing access to transit through community and event partnerships, including Timbers and Thorns matches, concerts at Providence Park, and ZooLights at the Oregon Zoo.
- Completed delivery of 30 Type 6 MAX trains and decommissioning of TriMet's oldest MAX trains, the Type 1s.  
Operated 34 battery-electric buses and 630 renewable diesel buses.

## Moving from Strategies to Action

With the TriMet 2030 Strategic Plan compiled, we are moving from strategies to action in implementing the plan. As a new strategic plan, TriMet 2030 establishes a clear direction, but many of the specific actions, performance measures, and outcomes are still in development. To support this transition, the Executive Team has prioritized a set of near-term strategies, established initial action plans, mobilized cross-functional teams, and aligned on a consistent approach to plan management and accountability.

Over the course of FY2027, these actions will continue to be refined, implemented, and actively managed. Progress, results, and lessons learned will be reported as they emerge.



## The Budget Process

TriMet prepares and adopts an annual balanced budget in accordance with Oregon Local Budget Law (ORS Chapter 294). The budget process provides a framework for TriMet to plan, allocate, and manage our financial resources in alignment with our mission and strategic priorities. The process begins each fall, approximately nine months before the start of the new fiscal year, when TriMet evaluates revenues, service levels, reserves, capital needs, and agency priorities as outlined in the TriMet 2030 Strategic Plan. A budget manual is then issued to guide divisions and their departments in submitting budget needs.

In March, the Proposed Budget is presented to the Budget Committee, consisting of TriMet's Board of Directors acting in their statutory capacity under ORS 294.414. The Committee reviews the budget, receives public testimony, and may recommend revisions. A public notice is published and the Proposed Budget is made available for public review as required under ORS 294.438.

Local budget law aims to (1) establish standard procedures for preparing and administering budgets and (2) ensure citizen participation at every stage. TriMet's annual budget functions as both a financial plan and a policy document, balancing near-term service needs with long-term fiscal responsibility. Through data analysis, community input, and public review, TriMet develops a budget that supports safe, reliable, and equitable transit service for the region.

## Budget Policies

The following primary policies and regulatory frameworks guide TriMet's budget:

- Oregon Local Budget Law (ORS 294), which establishes requirements for balanced budgets, public notice, public hearings, and formal adoption.
- TriMet 2030 Strategic Plan<sup>6</sup>, which defines agency goals, strategies, and performance targets that guide funding priorities.
- Strategic Financial Plan<sup>7</sup>, which establishes fiscal guidelines and policies related to revenue growth, cost control, reserves, debt, capital investment, and long-term sustainability.
- Board-approved financial policies<sup>8</sup>, including policies on one-time versus continuing revenues, reserve levels, debt capacity, and contingency.

<sup>6</sup> Information on TriMet 2030 can be found here: <https://trimet.org/2030/>

<sup>7</sup> TriMet's Strategic Financial Plan can be found here: <https://trimet.org/about/pdf/finance/TriMet-Strategic-Financial-Plan.pdf>

<sup>8</sup> TriMet's board policies can be found here: <https://trimet.org/about/accountability.htm#policy>

These policies collectively ensure the budget complies with legal requirements, reflects Board direction, and supports long-term fiscal health.

### Oregon Local Budget Law

Development of the budget is an extensive nine-month effort and incorporates public input, access considerations, safety priorities, and long-term strategies identified in TriMet's strategic plan, TriMet 2030. Local budget law requires public involvement, appointment of a Budget Officer, formation of a Budget Committee, and compliance with specific noticing and adoption procedures.

- **Budget Officer (ORS 294.331):** 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 (ORS 294.414):** TriMet's Board of Directors serves as the Budget Committee, reviewing and approving the Proposed Budget and recommending revisions as needed. The Committee considers public testimony on funding priorities and can provide their opinion on any part of the budget. It also reviews and approves budget transfers and amendments after formal adoption.
- **Budget Notices & Posted Information (ORS 294.438):** Notices are published and the Proposed Budget is made available for public review, with opportunities for public comment provided to ensure broad public participation before budget adoption. TriMet also maintains budgets and financial documents on our website, [trimet.org](http://trimet.org). The Proposed, Approved and Adopted Budgets are posted at [www.trimet.org/budget](http://www.trimet.org/budget). Adopted Budgets, audited financial statements, the Strategic Financial Plan, pension/OPEB valuations, and Board-approved financial policies are posted at [www.trimet.org/about/accountability.htm#financial](http://www.trimet.org/about/accountability.htm#financial).
- **Budget Committee Meets (ORS 294.426) and Approves the Budget (ORS 294.428):** The Budget Committee meets to review the proposed budget, beginning with the budget message outlining major fiscal policies and priorities. The Committee may hold multiple meetings, with at least one open to public comment. The Proposed Budget, which becomes a public record once delivered, is considered along with public input, and the Committee may adjust items before approving the budget.
- **Budget Hearing (ORS 294.453):** Each April, the Tax Supervising and Conservation Commission (TSCC) holds a public hearing with the TriMet Board to review the Approved Budget for compliance with local budget law. TSCC issues a certification letter summarizing its findings. Adjustments between approval and adoption are limited and typically involve updated revenue projections or personnel and capital carryover requests. The adopted budget is then filed with the TSCC and other required agencies.
- **Adopting the Budget (ORS 294.456):** The Board of Directors adopts the final budget before the fiscal year begins on July 1. Changes allowed between Budget Committee approval and Board adoption are limited under local budget law and typically include updated revenue projections or personnel and capital carryover adjustments. Estimated expenditures for any fund may not be increased by more than 10% without a supplemental budget.

- **Amending the Budget (ORS 294.463):** After the budget is adopted, appropriations may be modified through formal Board resolution. Allowable changes include transfers between divisions or moving resources from contingency into a program or division. Any amendment that increases expenditures in a fund by more than 10% requires adoption of a supplemental budget and a public hearing.

### TriMet Strategic Financial Plan and Board Approved Policies

TriMet faces financial challenges that could impede our ability to meet both current and future service expectations. In response, the [Strategic Financial Plan](#) (SFP), last amended and restated in June 2025, establishes financial and operational policies to guide near-term decisions and ensure long-term sustainability.

The FY2027 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.

#### Fiscal Guidelines

- **Grow and Maintain Revenues:** To ensure long-term financial sustainability, TriMet will pursue a diverse and stable revenue base that supports current operations and future financial growth.
  - TriMet actively seeks sustainable funding sources such as fare revenues, federal and state grants, payroll tax revenues, cost recovery mechanisms and innovative financial resources that align with long-term financial forecasts to support service reliability.
- **Manage Operations for Cost Efficiency:** Implement cost-saving measures and operational efficiencies to optimize resource utilization and perform periodic reviews of operational costs and capital expenditures.
  - Controlling operating costs is a vital aspect of maintaining public trust by demonstrating effective use of resources. This focus will help ensure revenues are allocated in alignment with TriMet's long-term goals.
  - Current service costs should not grow faster than revenue growth year over year. In the event costs do exceed revenues, one-time revenues shall pay those costs and cost overages shall be considered one-time.
- **Manage Capital Assets for Long-Term Sustainability:** TriMet continuously invests in capital assets — vehicles, facilities, technology systems, and transit infrastructure — to provide safe, reliable, and efficient service. Key efforts include:
  - Regularly inspect, maintain, and replace assets to minimize disruptions and extend their useful life.
  - Update the CIP annually to detail capital projects and associated funding. Projects are prioritized based on criteria such as safety, service reliability, and strategic fit.
  - Evaluate capital investments based on total lifecycle costs, ensuring repair, maintenance, and eventual replacement are factored into long-term budgeting.

- **Manage Economic Risks:** Establish financial reserves and contingency plans to mitigate risks and ensure stability during economic downturns. Develop strategies to address external risks and unexpected changes to major revenue sources, such as payroll tax revenues and federal and state grants.

### Financial Policies

**One Time Only Revenues and Continuing Expenditures:** 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 Plan<sup>9</sup>, TriMet structures our revenue management around the following principles:

- 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 revenues support enduring and one-time expenditures. Recurring income (e.g., payroll tax, fare revenue, and ongoing state or federal operating grants) funds day-to-day operations and may also be used for strategic one-time initiatives, provided the budget remains balanced over the long term.
- If continuing revenues fall short of enduring expenditures, expenditures are adjusted to align with available funding, identify other existing or sustainable revenues, or utilize reserves.

**Use of Restricted Assets:** Restricted assets are funds or resources designated for specific purposes by external, legal, or contractual obligations.

- Restricted assets are used only for their designated purpose, as required by external agreements. When both restricted and unrestricted resources are available for an expenditure, restricted funds will be used first.

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

- If, in a given year, this range cannot be achieved, TriMet should institute a plan to restore the unrestricted fund balance to an appropriate level within 3 years.

<sup>9</sup> TriMet's Strategic Financial Plan can be found online here: [trimet.org/about/accountability](https://trimet.org/about/accountability)

**Contingency:** A contingency 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.

**Reserves:** When unrestricted revenues exceed operating expenditures, TriMet will set aside the excess above the Unrestricted Minimum Fund Balance into formal reserves. These reserves provide a buffer against revenue volatility and a funding source for future capital needs. All reserve balances are invested in accordance with TriMet's Investment Policy to preserve capital and ensure liquidity.

- As part of each annual budget cycle TriMet's Finance Division reevaluates reserve levels against economic outlook, operating risks, and capital timing. Draws require Board approval and, if balances fall below target, a plan must restore reserves within three years.

**Debt:** 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 on Senior Lien Payroll Tax Revenue Bonds shall not exceed 7.5% of continuing operating revenues over the long-term forecast.
- New capital projects funded with long-term debt must plan to expend at least \$10 million of bond proceeds within 24 months of issuance, ensuring timely use of borrowed funds.
- TriMet continues to seek strong investment-grade ratings to minimize borrowing costs while preserving financial flexibility.

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

- Strive for a sustainable balance of growth in ridership and passenger revenue while supporting riders who live on a low income and encouraging transit system use.
- Fares are reviewed at least every two years and, absent exceptional circumstances, adjusted no less than every four years to keep pace with service costs and inflation.
- Leverage electronic fare collection and other technologies to improve customer experience and reduce administrative costs.
- Engage partners, customers, and community groups in fare-related decisions to ensure transparency and access considerations.

**Investments:** TriMet funds are invested in line with all applicable federal, state, and local statutes as well as the Board-adopted Investment Policy. Key approaches include:

- Diversify by issuer, limit maturities, and observe minimum credit-quality standards to control credit and interest-rate risk.
- Keep enough same-day or next-day liquidity to cover projected operating and capital outlays.
- Seek a competitive, risk-appropriate yield over full economic cycles while never compromising safety or liquidity.



**Pension & Other Post-Employment Benefits Funding:** TriMet's pension and Other Post-Employment Benefits (OPEB) plans for both union and non-union employees reflect best practices to ensure retirement benefits remain sustainable. Key efforts include:

- Targeting at least an 80%–90% funding ratio, aligning with current industry and Governmental Accounting Standards Board guidelines.
- Reallocating additional pension contributions to address Other Post-Employment Benefits (OPEB) liabilities, once pension plans are sufficiently funded, until OPEB plans reach target levels.

## Public Involvement

Citizen participation is a core requirement of local budget law, and TriMet engages the public throughout the year. Input is gathered through public meetings on service changes and fares, open Board meetings, the surveys, and direct public testimony to the Budget Committee.

### How Community Priorities Are Considered

TriMet collects and evaluates community priorities using multiple qualitative and quantitative methods. These include public meetings related to service changes and fare proposals, open Board and committee meetings, rider surveys, and direct public testimony. Together, these inputs help TriMet understand how riders experience the system, identify emerging concerns, and evaluate tradeoffs related to service levels, affordability, safety, and access.

For each fiscal year's service plan, TriMet conducts two rounds of outreach, a fall engagement period and a winter engagement period. In FY2026, each round included multiple virtual and in-person open houses and online surveys.

During the fall outreach, 13 open house events drew hundreds of participants and generated more than 4,800 responses to a service priorities survey. Feedback emphasized preserving service wherever possible, prioritizing reductions where routes overlap, maintaining Frequent Service lines, and sustaining access to critical destinations such as medical facilities and schools. Using this feedback and ridership data, TriMet developed a package of service proposals and shared them online for review.

In the winter outreach phase, TriMet hosted 11 additional open houses, participated in community partner events, and conducted information sessions with jurisdictional partners and regional and state leaders. More than 8,000 individuals responded to a survey on the proposed service changes. This feedback directly informed the FY2027 service plan.

In addition to service-specific outreach, on board surveys provide systemwide feedback on rider satisfaction, priorities, and perceptions, while targeted outreach on service and fare changes gathers more detailed, location-specific input. Public testimony submitted to the Board provides additional context on how proposed budget decisions may affect riders and communities.

## Who Is Solicited to Provide Feedback

Public engagement opportunities are open to all community members, including riders, employees, transit-dependent populations, advocacy groups, and residents of the region served by TriMet. Outreach efforts are designed to reach a broad cross-section of the community, with particular attention to riders who rely on transit for essential travel, including older adults, people with disabilities, and individuals with low incomes.

Community members may provide input through:

- Public meetings on service changes and fare proposals
- Open Board of Directors and committee meetings
- Rider Surveys
- Oral testimony during Budget Committee meetings
- Written testimony submitted in advance of public meetings

## How Public Input Is Incorporated Into the Budget

Public feedback is reviewed by staff and the Board of Directors and considered alongside financial constraints, legal requirements, and operational impacts. While not all requests can be accommodated due to limited resources, public input helps inform decisions related to service levels, fare programs, safety investments, and capital priorities.

The Board of Directors, acting in its capacity as the Budget Committee, receives public comment before approving the budget. Community input may result in refinements to service proposals, adjustments to fare programs, or changes to budget assumptions prior to adoption.

Community members may directly contact TriMet with input for the budget during public outreach meetings described above or through <http://www.trimet.org/meetings/board>. In addition, community members also have opportunity to testify in a 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](mailto:BoardTestimony@trimet.org). TriMet's Board of Directors, acting in its capacity as the Budget Committee, meets to receive public comment before approving the budget.

## Preparing the Budget

### Who is involved in preparing the budget?

The budget is prepared through a coordinated, agency-wide effort involving the following roles:

- **Chief Financial Officer:** TriMet's Chief Financial Officer serves as TriMet's Budget Officer and is responsible for overseeing the development of the annual budget. Acting under the direction of the General Manager, the CFO provides executive oversight of the budget process and ensures financial decisions align with Board-approved policies and long-term financial objectives.
- **Budget & Forecasting Department:** This team coordinates the overall schedule, issues budget guidance and instructions, provides training and technical assistance to staff, reviews budget submissions, prepares the Proposed and Adopted Budget documents, and ensures compliance with Oregon Local Budget Law and internal financial policies.
- **Division Staff and Budget Coordinators:** They are responsible for preparing baseline budgets, identifying and documenting requested changes, providing justifications for budget modifications, and ensuring submissions are accurate, complete, and consistent with established assumptions and guidelines.
- **Executive Leadership:** Chiefs and Executive Directors review and approve all budget submissions within their respective divisions. They are responsible for setting divisional priorities, evaluating tradeoffs, and ensuring budget requests align with agency goals, available resources, and fiscal constraints.
- **General Manager:** The General Manager reviews proposed operating and capital budgets and makes final internal decisions prior to Board consideration. The General Manager ensures the budget reflects strategic priorities, balances service needs with financial capacity, and supports long-term sustainability.
- **Board of Directors (Budget Committee):** Acting in its statutory role as the Budget Committee, the TriMet Board provides governance oversight of the budget process. The Board reviews the Proposed Budget, receives public testimony, considers policy implications, and formally approves the budget for adoption.

TriMet does not use volunteers or external task forces to prepare the budget; however, advisory committees and public input inform priorities and policy consideration

### Internal Preparation and Guidance

TriMet provides structured and timely guidance to internal stakeholders throughout the budget cycle to ensure consistency, transparency, and alignment with agency priorities. Division Executives, Budget Coordinators, Project Managers, Program Coordinators, and other relevant staff are engaged at multiple stages of the process and receive formal instructions, assumptions, and timelines to prepare their budget requests and ensure alignment with TriMet 2030 and agency priorities.

During Phase I: Budget Preparation (September–October), the Budget & Forecasting Department analyzes prior-year results, updates financial forecasts, and assesses reserve levels. Internal guidance is issued that outlines budget expectations, key assumptions, required documentation, and the official budget calendar. Divisional budgets are initially established by rolling forward current costs and adjusting

for inflation, benefits, and the removal of one-time expenditures. The Chief Financial Officer reviews and approves the FY2027 baseline budget during this phase.

In October, TriMet holds a formal budget kick-off meeting with Budget Coordinators and a Capital Improvement Program (CIP) kick-off meeting to communicate expectations, timelines, and priorities. Budget packets are released to divisions for review and adjustment, and divisions are instructed on how to submit new or modified funding requests consistent with the approved baseline and budget assumptions.

Throughout Phase II: Review and Decision (November–February), divisions submit their completed budget packets, which are reviewed and analyzed by the Budget & Forecasting Department. Assigned Budget Analysts work directly with divisions to review requests for accuracy, completeness, and policy alignment. Guidance during this phase emphasizes documentation of purpose, duration, and funding source for any proposed changes.

## Budget Decisions

Budget decisions are made in defined stages over the course of the fiscal year.

Tentative budget decisions are made during Phase II (November–February). In November, divisional submissions are reviewed and incorporated into the draft budget. Beginning in December, the General Manager reviews budget decision packages. Final operating budget decisions are made by the General Manager in January and February, in coordination with the Chief Financial Officer, to ensure strategic alignment and financial capacity. During this same period, capital project requests are reviewed and scored by the Capital Planning Committee.

Formal approval decisions occur during Phase III: Approval (March). TriMet issues public notice and releases the Proposed Budget for public review. The Board of Directors, acting as the Budget Committee, holds a public hearing to receive testimony and consider public input. Upon agreement, the Budget Committee approves the Proposed Budget by resolution and submits it to the Tax Supervising & Conservation Commission (TSCC), in accordance with Oregon local budget law.

Final adoption decisions occur during Phase IV: Adoption (April–June). Following the TSCC hearing and certification, the Board of Directors may incorporate adjustments based on TSCC recommendations. The Board then formally adopts the FY2027 Budget by resolution in May, prior to the start of the fiscal year on July 1.

Following adoption, Phase V: Implementation (July onward) begins. Staff monitor revenues and expenditures throughout the fiscal year, and budget amendments are adopted by Board resolution as needed in compliance with Oregon local budget law.

## FY2027 Budget Calendar and Process

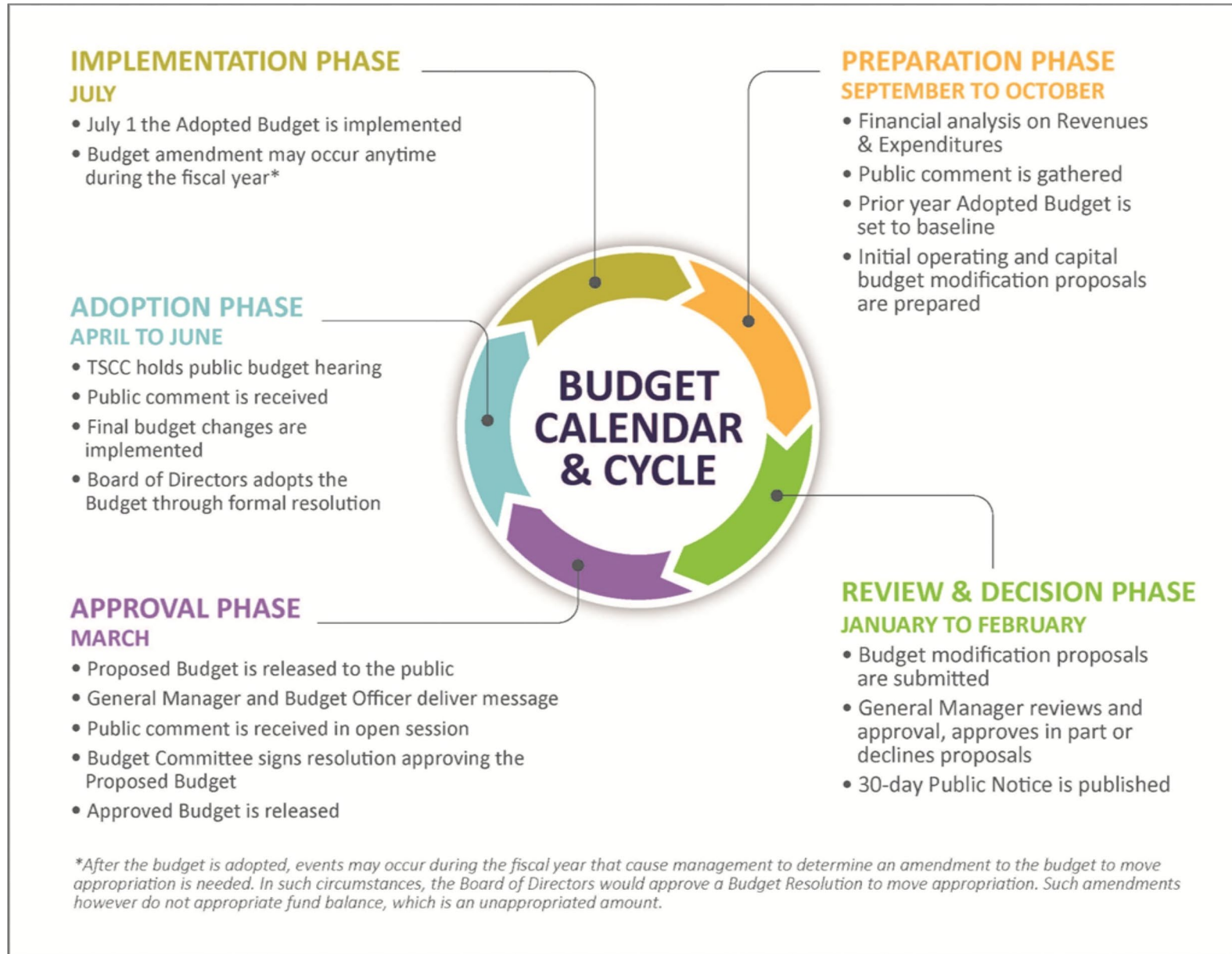


Figure 1. Budget Calendar & Cycle



## Timeline for the FY2027 Budget

TriMet's annual budget cycle spans nine months, from early preparation through formal adoption. The timeline includes five key phases:

### Phase I: Budget Preparation Phase (September through October)

- **September**
  - Analyze prior-year results, update forecasts, and assess reserves.
  - Gather feedback from riders, advisory committees, and partners on service and capital priorities.
  - Incorporate direction from the General Manager and Board to align with TriMet 2030 Strategic Plan.
  - Establish divisional budgets by rolling forward current costs and adjusting for inflation, benefits, and one-time expenditures.
  - Issue updated guidance, templates, and the official calendar for the fiscal year.
  - Chief Financial Officer reviews and approves the FY2027 baseline budget.
- **October**
  - Budget kick-off meeting with Budget Coordinators.
  - Capital Improvement Program (CIP) kick-off meeting
  - Release budget packet to divisions for review and adjustment.

### Divisions submit new funding requests Phase II: Review and Decision Phase (November through February)

- **November**
  - Budget packet due from all divisions.
  - Submissions are reviewed, analyzed, and incorporated into the budget.
- **December**
  - General Manager (GM) review of budget decision packages begin.
- **January and February**
  - Final GM operating budget decisions made.
  - GM and CFO review proposals for strategic alignment and financial capacity.
  - Capital project requests reviewed and scored by the Capital Planning Committee (CPC).

### Phase III: Approval Phase (March)

- **March**
  - TriMet releases the Proposed Budget for public review.
  - Public notice is issued for review of the Proposed Budget (ORS 294.426).

- Solicit additional public feedback in open sessions on service and spending priorities.
- Budget Committee Public Hearing and Approval of Proposed Budget (ORS 294.428)
  - Committee considers public input and agency recommendations.
  - Upon agreement, the committee approves the Proposed Budget by resolution.
- Approved Budget submitted to Tax Supervising & Conservation Commission (TSCC) (ORS 294.431)

#### Phase IV: Adoption Phase (April through June)

- **April**
  - Publish notice of TSCC Budget Hearing (ORS 294.438).
  - TSCC Hearing and Certification (ORS 294.453): TSCC reviews and certifies the Approved Budget.
  - Board may incorporate adjustments based on TSCC recommendations.
- **May**
  - TriMet Board of Directors considers and adopts the FY2027 Budget by resolution before July 1 (ORS 294.456).

#### Phase V: Implementation Phase (July onward)

- **July**
  - The new fiscal year begins July 1.
- **Throughout the year**
  - Staff monitoring of revenues and expenditures.
  - Amendments, if needed, are adopted by Board resolution per (ORS 294).

## Fund Structure

### Budgetary Fund Description/Structure & Basis of Budgeting

TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statute (ORS) 267<sup>10</sup> 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 activities. As required by ORS 294.456<sup>11</sup>, TriMet appropriates funds at the organizational unit (divisions) and program (OPEB, other non-operating requirements, debt service, and contingency) level.

TriMet utilizes thirteen different organizational units to manage our goals and actions as an agency. The list below, and shown in the chart to the right, titled Legal Level of TriMet Fund Appropriation, explains the legal level of budgetary control and funding appropriation by organizational unit and program.

### Organizational Units and FY2027 Appropriation Levels

- Office of the General Manager Division – \$2.1M
- Operations Administration Division - \$18.7M
- Transportation Division - \$381.8M
- Maintenance Division - \$285.1M
- Finance & Administrative Services Division - \$38.8M
- Information Technology Division - \$54.1M
- Labor Relations & Human Resources Division - \$12.8M
- Legal Services Division – \$11.0M
- Public Affairs Division - \$17.3M

Legal Level of TriMet Fund Appropriation



<sup>10</sup> [Oregon Revised Statute 267](#)

<sup>11</sup> [Oregon Revised Statute 294.456](#)

- Safety & Security Division - \$80.2M
- Strategy & Planning Division - \$7.8M
- Public Access & Innovation Division - \$4.0M
- Engineering & Construction Division - \$97.8M

### Programs

- Other Non-Operating Requirements - \$25.4M
- Debt Service - \$84.4M
- Other Post-Employment Benefits - \$55.6M
- Contingency - \$28.1M

### 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). There is no change in TriMet's basis of accounting for FY2027.

### 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.

## Fund Balance<sup>12</sup>

The FY2027 Approved Budget outlines a Fund Balance plan for July 1, 2026 through June 30, 2027. 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).

#### FY2027 Approved Fund Balance Schedule (in millions)

| Fund                           | Totals    |
|--------------------------------|-----------|
| Beginning fund balance         | \$779.6   |
| + All Increases (resources)    | \$947.7   |
| - All Decreases (requirements) | \$1,205.1 |
| = Ending Fund Balance          | \$522.2   |

Table 6. FY2027 Approved Budget Fund Balance Schedule (in millions)

The FY2027 beginning fund balance is projected at \$779.6 million. Total FY2027 resources are estimated at \$947.7 million, while total requirements are projected at \$1,205.1 million. Requirements exceed current-year resources by \$257.4 million, which must be covered using beginning fund balance. After accounting for this planned use of fund balance, the projected ending fund balance is \$522.2 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 and supplies.

#### Causes & Consequences of Changes in Fund Balance

TriMet forecasts passenger and tax revenues based on historical trends, service changes, and growth in the region, which may be different from actual results. In addition, TriMet's expenditures may be less than budgeted due to vacancies in approved positions, unscheduled

<sup>12</sup> 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 the ending fund balance by 33.0% in FY2027, in part due to utilization of bond proceeds on projects and the cost of operations.

TriMet Strategic Fiscal Policy requires beginning each fiscal year with an unrestricted minimum 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                   | FY2026 Estimate | FY2027 Approved Budget | \$ Change  | % Change |
|------------------------------|-----------------|------------------------|------------|----------|
| Restricted for Bond Proceeds | \$169.02        | \$105.41               | (\$63.60)  | -37.6%   |
| Restricted for Debt Service  | \$58.25         | \$58.26                | \$0.00     | 0.0%     |
| Unrestricted Fund Balance    | \$552.32        | \$358.52               | (\$193.80) | -35.1%   |
| Operating Requirements       | \$897.25        | \$937.97               | \$40.72    | 4.5%     |

Table 7. Fiscal Year Ending (in millions)

#### Budgeted Months of Operating Reserves

| Categories                   | FY2026 Estimate | FY2027 Approved Budget | Change | % Change |
|------------------------------|-----------------|------------------------|--------|----------|
| Budgeted Months of Operating | 7.4             | 4.6                    | (2.8)  | -37.9%   |

Table 8. Budgeted Months of Operative Reserves

The Budgeted Months of Operating Reserves decrease from 7.4 months for FY2026 Estimate to 4.6 months in the FY2027 Approved Budget.

Explanations for the changes between FY2026 Estimate and the FY2027 Approved Budget:

- **Restricted for Bond Proceeds:** The balance declines by \$63.6 million or 37.6% as previously issued bond proceeds are drawn down to fund capital projects. While up to \$150.0 million in new revenue bonds anticipated to be issued by fiscal year end in 2026.
- **Restricted for Debt Service:** Future obligation for debt service remains effectively flat increasing by \$0.01 million (0.0%).
- **Unrestricted Fund Balance:** The unrestricted balance decreases by \$193.8 million or 35.1% as reserves are utilized to support operations and capital commitments amid rising costs and slower revenue growth.
- **Operating Requirements:** Operating Requirements increase by \$40.7 million (+4.5%), primarily due to higher salaries and wages for union and non-union employees, along with increases in medical, dental, and fringe benefit costs. Additional growth reflects inflationary pressures on materials and services required to operate and maintain the transit system.

- **Budgeted Months of Operating:** Budgeted operating reserves decline from 7.4 months to 4.6 months, reflecting the anticipated draw down of the unrestricted fund balance. Despite this reduction, the projected reserve level remains well above the agency's minimum policy target of 2.0 to 2.5 months of operating expenditures.

## 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.

In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2027 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.
- Hold materials and services expenses to 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.

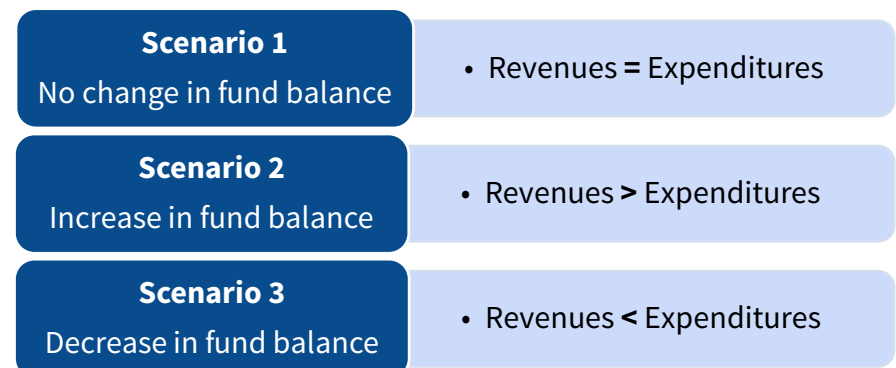


Figure 2. Balanced Budget Scenario Graphic

For FY2027, TriMet's 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 decreasing from FY2026, it is well above 2.5 months of operating reserves. TriMet's plan is to end the year with excess ending fund balance in order to address future forecasted funding shortfalls.

### Summary of Financial Resources and Requirements (in Millions)

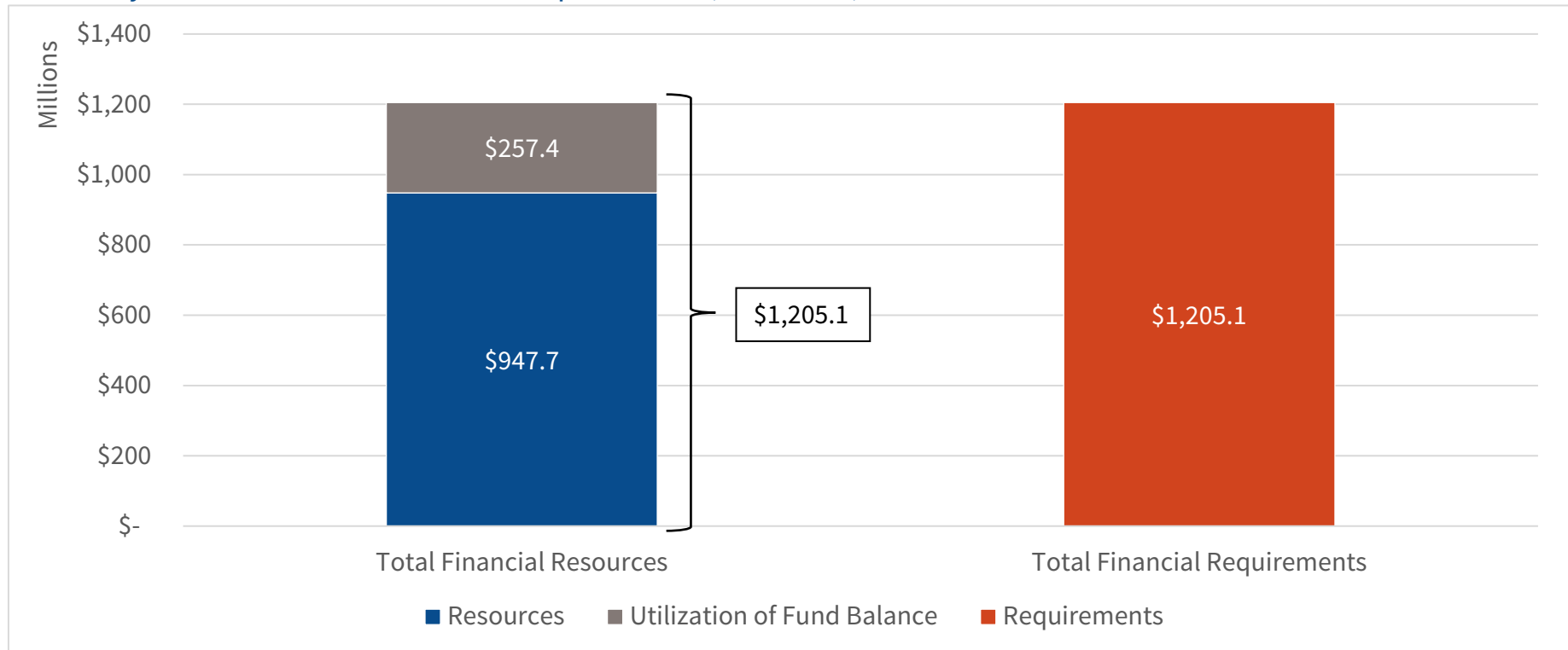


Figure 3. Bar Chart of Financial Resources and Requirements (in Millions)

The bar chart above shows a summary of total dollar amount of TriMet's FY2027 Total Financial Resources and Total Financial Requirements in millions. The first column displays Resources at \$947.7 million in blue and Utilization of Fund Balance at \$257.4 million, in grey, stacked together as one column, labeled as Total Financial Resources, totaling \$1,205.1 million. Requirements are represented by a single orange column, labeled Total Financial Requirements at \$1,205.1 million. When Total Financial Resources is equal to Total Financial Requirements, the budget is considered balanced.

## Revenue and Requirements

### Revenue Budget

A diversified mix of payroll taxes, passenger fares, federal and state grant funding, and other operating revenues supports the FY2027 Approved Budget. Approximately 80% of total operating resources (excluding beginning fund balance) are derived from three primary sources: employer payroll taxes, passenger revenue, and federal funding. Capital revenues are budgeted separately and are restricted to specific capital purposes.

TriMet operates within a broader regional environment in which most local governments are also facing fiscal challenges. Oregon's tax structure further constrains public funding. The state does not have a sales tax, and constitutional limits on property taxes restrict growth in one of the primary funding sources for local governments.

TriMet's largest revenue source is an employer-paid payroll tax, making up 57.9% of all budgeted revenues, less beginning fund balance. While this has historically provided a stable foundation, payroll tax revenues are closely tied to regional employment and wage growth. With Oregon's unemployment rate increasing and job growth slowing, payroll tax revenue is not keeping pace with rising operating costs and long-term system needs.

As a result, the FY2027 revenue budget reflects modest growth in core tax revenues, but is offset by reductions in other funding sources.

### FY2027 Anticipated Revenue (in millions)

| Resource          | FY2026 Estimate | FY2027 Approved Budget | Increase (Decrease) | % Change |
|-------------------|-----------------|------------------------|---------------------|----------|
| Operating         | 83.8            | 81.5                   | (2.3)               | -2.7%    |
| P/R Taxes         | 535.2           | 548.6                  | 13.4                | 2.5%     |
| Federal           | 139.1           | 128.6                  | (10.6)              | -7.6%    |
| Other             | 102.0           | 67.5                   | (34.5)              | -33.8%   |
| CIP               | 41.6            | 100.1                  | 58.5                | 140.4%   |
| Bond Proceeds     | 150.0           | -                      | (150.0)             | -100.0%  |
| Non-Operating     | 20.3            | 21.5                   | 1.2                 | 5.8%     |
| Beg. Fund Balance | 777.6           | 779.6                  | 2.0                 | 0.3%     |
| Total Resources   | \$1,849.7       | \$1,727.3              | (\$122.4)           | -6.6%    |

Table 9. FY2027 Anticipated Revenue in millions

Total FY2027 resources, including Beginning Fund Balance, are projected at \$1,727.3 million, a decrease of \$122.4 million (-6.6%) from the FY2026 Estimate. The decline is largely driven by one-time bond proceeds received in FY2026 that are not repeated in FY2027. In addition,

federal funding is projected to decrease and other revenues, including Statewide Transportation Improvement Fund (STIF) formula funding, are expected to be lower.

Operating revenues decline slightly by \$2.3 million (-2.7%), reflecting modest changes in fare and related revenues. Payroll tax revenues, TriMet's largest ongoing funding source, are projected to increase by \$13.4 million (+2.5%). This growth reflects modest assumptions for wage and employment growth but remains sensitive to broader regional economic conditions.

Federal revenues decrease by \$10.6 million (-7.6%), and other revenues decline by \$34.5 million (-33.8%), primarily due to lower anticipated grant and formula funding levels. In contrast, Capital Improvement Program (CIP) resources increase by \$58.5 million (+140.4%) as capital activity and planned project funding shift between fiscal years.

Beginning fund balance is projected at \$779.6 million, a modest increase of \$2.0 million (+0.3%) compared to the FY2026 Estimate.

## Overview of Revenues

TriMet's operating revenues are composed of both recurring (Continuing Revenues) and one-time (One-Time-Only) sources:

- **Continuing Revenues (CR) & Expenditures (CE):** Continuing revenues support enduring and one-time expenditures and include employer payroll taxes, passenger fares, federal formula grants, and Statewide Transportation Improvement Fund (STIF) operating grants. They fund day-to-day operations and may also be used for strategic one-time initiatives, provided the budget remains balanced over the long term.
- **One-Time-Only (OTO) Revenues & Expenditures:** Limited one-time revenues to support one-time expenditures. One-time revenues include discretionary grants, cash reserves, certain federal capital grants, or project-specific awards, and should only fund non-recurring needs, such as capital additions or start-up costs, ensuring ongoing obligations are matched by recurring revenue streams.

This distinction is central to TriMet's financial framework. Ongoing operating costs are supported primarily by recurring revenues (CR), while one-time revenues (OTO) are limited to support one-time expenditures.

## Major Revenue Sources

### Payroll Taxes

Employer payroll taxes are TriMet's largest and most stable source of operating revenue. The tax rate of 0.8237% is levied on wages paid by employers within TriMet's service district and is sensitive to regional employment levels and wage growth.



The Oregon Legislature authorized two phased payroll tax increases in 2003 and 2009, each raising the rate by one-tenth of one percent over ten years. These increases funded major service expansions and capital investments, including MAX Green and Orange lines, WES Commuter Rail, frequent service upgrades, and major bus and transit improvement projects.

For FY2027, payroll tax revenues are projected to grow by approximately 2.5%, from \$535.2M in FY2026 to \$548.6 for FY2027.

Payroll tax forecasts are initially developed by an independent economic consultant and is informed by assumptions related to job growth, wage trends, and broader economic conditions. Internal staff perform reasonableness testing against historical performance to validate forecast results.

**Self-employment Tax Revenues:** Self-employment tax revenues are forecast at \$17.1 million in FY2027, a decrease from prior-year estimates. This revenue source is more volatile and sensitive to economic conditions and taxpayer behavior, and therefore carries higher forecasting uncertainty than employer payroll taxes.

#### Passenger Revenue

Passenger revenue is projected to total \$57 million in FY2027 covering approximately 7.9 percent of operating expenses, excluding debt service and Other Post-Employment Benefits. Passenger revenue remains closely tied to ridership levels, which continue to recover but remain below pre-pandemic levels.

TriMet does not have fare increases in FY2027. Revenue growth is driven by gradual ridership recovery, continued use of reduced fare programs, and improvements in system reliability and on-time performance.

**Fare Payment and Access:** Since launching in 2018, Hop Fastpass® continues to be the primary fare payment system, representing 87% of total passenger revenue. Investments in new fare card vending machines and mobile payment options are intended to improve access while maintaining fare capping protections that limit daily and monthly costs for riders, ensuring those paying Adult fare never pay more than \$5.60 per day or \$100 per month and those paying Youth or Honored Citizen reduced fare never pay more than \$2.80 per day or \$28 per month.

TriMet remains committed to fare affordability through Honored Citizen discounted fare, student fare, and income-based reduced fare programs. 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. These policies influence fare revenue but are aligned with broader access goals and overall plans to increase ridership.

### Federal Grants and Capital Grants

Federal funding totals \$128.6 million in FY2027 and represents approximately 16.2% of operating resources, excluding beginning fund balance. This funding includes:

- Section 5307 Urbanized Area Formula funds of \$56.4 million,
- Section 5337 State of Good Repair grants of \$41.4 million,
- Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities funds of \$2.3 million, and
- Smaller federal grants of \$1.7 million.

Additionally, TriMet anticipates receiving about \$21.8 million in FY2027 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.

Federal formula funding remains relatively predictable under the Infrastructure Investment and Jobs Act (IIJA), though discretionary grants remain competitive and uncertain. Federal revenues are largely restricted and may only be used for eligible purposes.

### State and Local Operating Grants

In 2017, Oregon established a statewide employee payroll tax of one-tenth of 1 percent (0.1%), which funds the Statewide Transportation Improvement Fund (STIF). STIF is dedicated funding for public transportation. TriMet received our first allocation of grant funds in May 2019, and we have since received regular quarterly allocations.

For FY2027, TriMet is budgeted to utilize \$46.0 million in STIF funding to support core service and reduced fare programs and meet regulatory requirements. The FY2027 budget does not assume any increase in STIF tax rates, reflecting ongoing policy uncertainty.

### Minor and Contract Revenue

Other non-operating revenues are budgeted at \$21.5 million for FY2027 and include interest income, sale of fuel credits, advertising, and other miscellaneous sources. These revenues are relatively small but provide diversification and modest offset to operating costs.

Accessible Transportation Program (LIFT) paratransit service revenues are estimated at \$10.8 million for FY2026 and expected to increase in FY2027 to \$11.3 million due to higher ridership and increased reimbursement rates.

Service contract revenues are budgeted at \$11.3 million, primarily related to Portland Streetcar operations. These revenues are generally restricted to specific contractual purposes and support defined service agreements rather than general operations.

## Restricted Capital and Operating Revenues

### Capital Resources

The FY2027 Approved Capital Improvement Program (CIP) totals \$213.6 million and is funded through a combination of bond proceeds; federal, state, and local grants; and, General Fund contributions. Bond proceeds are the largest single source of CIP funding and include both prior issuances and a new issuance, totaling \$63.6 million. External grant funding provides \$100.1 million, while the General Fund contributes \$49.9 million to support capital investments.

Capital grants and bond proceeds are restricted by law and agreement to specific purposes, projects, and timeframes. These restrictions are established through grant agreements, intergovernmental agreements, and bond covenants, and typically limit how funds may be used, require local matching resources, and impose reporting and compliance requirements. Projects supported by restricted capital funding in FY2027 include transit center improvements, 82nd Avenue and TV Highway transit and safety projects, and final work related to the MAX Red Line extension and improvement project (Better Red). Restricted capital funds cannot be redirected to operating needs or other projects unless eligibility requirements are met and formal approvals are obtained.

### Operating Grants and Other Restricted Operating Revenues

In addition to capital funding, TriMet receives operating grants from federal, state, and local sources that support specific services, programs, or populations. These grants often support activities such as fixed-route service, paratransit, mobility programs, fare subsidies, and safety or accessibility initiatives.

Many operating grants are also restricted, meaning their use is governed by program rules and grant agreements that specify eligible activities, allowable costs, reporting requirements, and performance expectations. For example, Statewide Transportation Improvement Fund (STIF) grants must be used for eligible transit purposes identified in approved STIF plans, while certain federal operating grants are limited to preventive maintenance, mobility services, or specific populations. As with capital grants, restricted operating funds cannot be repurposed for unrelated expenses.

### Accountability and Compliance

All restricted grant revenues are subject to extensive oversight, including internal controls, financial and performance reporting, and state and federal compliance requirements. These requirements ensure funds are used as intended, support transparency and accountability, and protect TriMet's continued eligibility for future grant funding. Grant activity is monitored throughout the year and reflected in the budget, financial reports, and required audits.

## Resource Assumptions

TriMet's long-term financial outlook is built around four major revenue streams: payroll taxes, passenger revenue, federal funding, and STIF operating funding and grants. These core resources drive our agency's ability to deliver reliable transit service and invest in future growth. The following assumptions shape projections in the ten-year financial forecast:

- **Payroll Tax Revenue:** Payroll and self-employment taxes are TriMet's largest funding source. Growth is tied to regional employment and wage trends. Forecasts from ECONorthwest and internal modeling guide annual assumptions, with a baseline payroll tax growth of 2.5-4.0% over the next decade.
- **Passenger Revenue and Ridership:** Passenger revenue growth closely tracks fixed-route ridership, which also aligns to service provided. Ridership is expected to have minor declines as TriMet reduces service, thus impacting passenger revenue negatively the next two years. Other key drivers influencing ridership include fare structure, fuel prices, economic conditions, and remote work trends.
- **Federal Formula Grants:** Annual formula funding, from the FTA, is projected as to the timing or cash flow for when the formula funds may be drawn down and, therefore, while growth in the funds is expected, it is forecasted to be under 2% in the near term.
- **STIF Operating Grants:** Funded by a 0.1% Oregon state payroll tax, STIF grants provide vital support for transit access and service expansion. These revenues are assumed to continue with moderate growth, tied to statewide wage trends and policy continuity.
- **Other Revenue Sources:** Roughly 5.6% of forecasted resources include interest income, advertising revenue, energy tax credit sales, Portland Streetcar reimbursements, and contracted services like LIFT. These sources remain relatively stable but are less predictable than TriMet's core funding streams.

## Revenue Control and Flexibility

TriMet's ability to influence revenue levels is limited as most major revenue sources are either governed by federal or state laws, or influenced by external economic conditions. As a result, TriMet has few direct mechanisms to materially increase revenues in the short term.

### Options to Increase Revenue

TriMet's practical revenue options are limited to:

- Fare adjustments reviewed with increases between every two to four years, subject to Board approval and guided by the Strategic Financial Plan<sup>13</sup>, with consideration given to affordability, ridership impacts, and overall revenue needs.
- Legislative action to modify payroll tax rates or funding structures, which requires state-level decisions beyond TriMet's control.

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<sup>13</sup> TriMet's Strategic Financial Plan: <https://trimet.org/about/pdf/finance/TriMet-Strategic-Financial-Plan.pdf>

- Pursuit of additional grants, which may support specific programs or capital projects but are not a reliable source of flexible operating revenue.
- Bond issuance, which supports capital investment but increases long-term obligations and does not resolve operating deficits.

Because these options are constrained, TriMet's primary strategy for achieving financial balance in the near term has focused on expenditure controls, including service adjustments, rather than revenue increases.

### Rate and Fee Setting

**How Rates and Fees Are Established:** Fare rates are established by the TriMet Board through a public process that considers financial needs, community impacts, ridership behavior, and regional policy goals. Payroll tax rates are established in statute and administered by the State of Oregon.

**Changes From Prior Years:** There are no changes to fare rates in the FY2027 Approved Budget. Payroll tax rates are assumed to remain consistent with current law.

## Requirements Budget

TriMet's total requirements for FY2027, including Ending Fund Balance, are projected at \$1.727 billion, representing a decrease of \$122.4 million (-6.6 percent) compared to the FY2026 Estimate. Growth in overall requirements is primarily driven by higher personnel costs, inflationary pressures on materials and services, increased debt service associated with planned capital investments, and continued investment in system preservation.

### FY2027 Approved Budgeted Requirements (in millions)

| Requirement          | FY2026 Estimate | FY2027 Approved Budget | Increase (Decrease) | % Change |
|----------------------|-----------------|------------------------|---------------------|----------|
| Personnel Services   | 552.4           | 575.3                  | 23.0                | 4.2%     |
| Materials & Services | 274.1           | 278.2                  | 4.1                 | 1.5%     |
| CIP                  | 148.7           | 213.6                  | 64.9                | 43.6%    |
| Pass Through         | 24.1            | 25.4                   | 1.3                 | 5.3%     |
| Debt                 | 70.8            | 84.4                   | 13.6                | 19.2%    |
| Contingency          | -               | 28.1                   | 28.1                | 100.0%   |
| End. Fund Balance    | 779.6           | 522.2                  | (257.4)             | -33.0%   |
| Total Requirements   | \$1,849.7       | \$1,727.3              | (\$122.4)           | -6.6%    |

Table 10. FY2027 Budgeted Requirements in millions



Requirements in the FY2027 Approved Budget reflect a combination of operating needs, capital investments, and non-operating obligations, all of which are necessary to maintain safe, reliable, and accessible transit service while managing long-term financial risk.

TriMet's requirements fall into three broad categories:

- Operating requirements, which support day-to-day service delivery and system operations.
- Capital requirements, which fund asset replacement and infrastructure improvements.
- Non-operating requirements, including debt service, pass-through funding, and contingency.

## Operating Requirements

Operating requirements include funding to continue implementing the requirements of the Statewide Transportation Improvement Fund (STIF); the cost of operating service and maintaining 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 class.

### Compensation, Pension Funding & Benefit Costs

Personnel services represent the largest share of operating costs, budgeted at \$575.3 million in the FY2027 Approved Budget. These costs are driven primarily by labor agreements, wage adjustments, benefit costs, and workforce retention needs. This 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 3% union wage increase took effect on December 1, 2025, with additional 3% increases scheduled annually on December 1st through 2027.

Most employees participate in a defined contribution pension plan (401a plan). The funding policies for both the union and nonunion plans target a funded percentage between 80%-90% to avoid a trapped surplus. TriMet continues a self-insured medical plan for both union and non-union employees, first implemented in January 2017.

### Materials and Services

Materials and services are budgeted at \$278.2 million and include contracted services, parts, supplies, software licenses, professional services, and routine maintenance. These costs are sensitive to inflation and market conditions and are necessary to support transit service, system reliability and regulatory compliance.

### Fuel and Utilities

Fuel and utilities are budgeted to a total of \$30.9M in FY2027. TriMet continues to use renewable diesel, which carries a modest 5% premium compared to conventional diesel but supports emissions reduction goals. Year-to-date FY2026 estimates project \$3.12 per gallon and decreasing, with diesel rates projected at \$3.09 per gallon in FY2027. Fuel and utility costs are inherently volatile and are managed through forecasting, efficiency measures, and contingency planning.

### Service Levels and Cost Implications

Service levels are the primary driver of operating costs. Changes in service hours directly affect staffing needs, fuel consumption, maintenance requirements, and contracted services.

In response to a growing structural operating deficit, TriMet implemented a series of service reductions beginning in FY2026, with additional larger service adjustments planned for FY2027. Rather than expanding service, the FY2027 Approved Budget focuses on stabilizing core operations and aligning service levels with available financial and workforce capacity. These service cuts are necessary to slow cost growth and support long-term financial sustainability.

**Statewide Transportation Improvement Fund (STIF):** The FY2027 Approved Budget commits STIF funds to pay for preserving core transit service, operation of reduced fare programs (including those based on income), and student fare programs.

### Non-Operating Requirements

Non-operating requirements include costs supporting TriMet's long-term financial health, regulatory obligations, and capital program but are not directly tied to day-to-day service delivery. These requirements encompass capital investments, debt service, pass-through funding, and contingency reserves.

### Capital Maintenance and Replacement

The FY2027 Approved Budget allocates \$213.6 million for capital projects, with a focus on maintaining a state of good repair and supporting high-impact corridor improvements. Approximately \$117.1 million, or 55.7%, of the capital budget, is dedicated to state of good repair projects. Additional details are provided 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 FY2027 debt service is \$84.4 million, of which \$58.2 million is senior lien debt, or 7.3%, of continuing revenues, meeting the goal set by the Board. Pending Board approval, TriMet plans to issue up to \$150 million in bonds, included in the debt services is costs associated with the new bonds.

### Pass Through

TriMet will pass-through to sub-recipients \$25.4 million and participate in regional funding exchanges. Pass-through reflects funds administered by TriMet on behalf of sub-recipients and regional partners. These funds are program-specific and do not represent discretionary operating spending.

### 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 FY2027, contingency is budgeted at \$28.1 million.

### Ending Fund Balance

The FY2027 Approved Budget reflects a projected ending fund balance of \$522.2 million, a decrease of \$257.4 million (-33%) from the FY2026 Estimate. Fund balance is used to support operations during a period of transition but is not a long-term solution for addressing structural imbalances. Maintaining adequate reserves remains a core element of TriMet's financial framework.

### Requirement Assumptions

The long-range financial forecast anticipates steady growth in core cost categories, Personnel Services, Materials & Services, and Capital Contributions, primarily driven by potential service expansion, labor agreements, and inflationary pressures. These assumptions ensure resources remain aligned with strategic goals while managing fiscal sustainability.

- **Personnel Services (Wages and Benefits):** Employee compensation remains the largest cost driver. Union wage growth is guided by the Working and Wage Agreement through FY2028, with 3% annual increases through the remainder of the contract. Non-union wages are anticipated to increase at a similar rate to keep up with increase in the cost of living. Medical and dental costs are expected to grow 6% annually due to market trends and workforce demographics. These assumptions mirror forecasted growth in salary/wages (~3%) and health care (6%).
- **Materials & Services:** Costs are projected to increase by 1.5% from FY 2026 Estimates to the FY2027 Approved Budget. These include professional services, contracts, software licenses, and ongoing maintenance costs necessary to support system reliability.
- **Diesel Fuel and Utilities:** Following a sharp price correction in FY2026 (-6.6%), fuel and utilities are projected to increase at 4–5% annually. Rates incorporate known utility rate adjustments and evolving propulsion power needs tied to light rail and zero emission bus expansion.
- **Pension and OPEB Contributions:** TriMet maintains two legacy defined benefit plans and a newer defined contribution plan. Pension funding levels are adjusted annually based on actuarial valuations, with future costs forecasted to grow between 1.5–3% annually.

- **Service Changes:** Bus and MAX service hours are expected to fluctuate over the next year as we continue to navigate the financial challenges of the structural deficit and take steps to streamline operations and preserve core service.
- **Debt Service:** Debt service remains within the 7.5% ceiling of continuing revenues. New issuances are forecasted every 2–5 years, with the next bond planned late in FY2026.
- **Capital Improvement Program (CIP) Contributions:** General Fund contributions to capital projects are forecasted annually based on available funding and project prioritization. These contributions reflect TriMet’s shift toward state of good repair and targeted infrastructure improvements.

### Managing Requirements

Because TriMet has limited flexibility to increase revenues in the near term, managing expenditures is essential to achieving long-term financial stability. The FY2027 Approved Budget reflects difficult but necessary decisions to bring operating requirements in line with available funding while continuing to invest in safety, reliability, and asset preservation. Together, these actions are intended to stabilize the agency’s finances and protect transit service for the region over time.

## Personnel Budget

TriMet's workforce is central to delivering safe, reliable, and accessible transit service. The FY2027 Approved Budget reflects the staffing levels and cost structure necessary to operate and maintain the transit system while responding to ongoing financial constraints, service adjustments, and organizational changes.

Positions are budgeted at the divisional and departmental level and expressed in Full-Time Equivalent (FTE) terms. One full-time employee equals 1.0 FTE, while part-time employees are budgeted at a fraction of an FTE based on average hours worked. Staffing tables included in this section and in each Divisional Summary provide detailed breakdowns by union status, employment type, and organizational unit. A complete agency-wide personnel profile is included in Section VI: Appendix.

### Workforce Overview

In FY2027, TriMet has a total of 3,605.3 authorized positions, consisting of:

- 3,295 full-time employees
- 70 limited-term full-time employees
- 240.3 part-time employees

The workforce includes both union and non-union employees, with the largest concentration of staff in Transportation and Maintenance divisions, reflecting the labor-intensive nature of transit operations.

### Workforce by Division and Employee Type

| Division                          | FT Employees | Limited-Term FT Employees | PT Employees | Total   |
|-----------------------------------|--------------|---------------------------|--------------|---------|
| General Manager                   | 8.00         | 0.00                      | 0.00         | 8.00    |
| Operations Administration         | 108.00       | 8.00                      | 0.00         | 116.00  |
| Transportation                    | 1622.00      | 2.00                      | 238.50       | 1862.50 |
| Maintenance                       | 946.00       | 0.00                      | 0.00         | 946.00  |
| Finance & Administrative Services | 154.00       | 1.00                      | 0.50         | 155.50  |
| Information Technology            | 96.00        | 8.00                      | 0.00         | 104.00  |
| Labor Relations & Human Resources | 54.00        | 2.00                      | 0.80         | 56.80   |
| Legal Services                    | 23.00        | 1.00                      | 0.50         | 24.50   |
| Public Affairs                    | 78.00        | 15.00                     | 0.00         | 93.00   |
| Safety & Security                 | 100.00       | 0.00                      | 0.00         | 100.00  |
| Strategy & Planning               | 35.00        | 1.00                      | 0.00         | 36.00   |



| Division                   | FT Employees | Limited-Term FT Employees | PT Employees | Total   |
|----------------------------|--------------|---------------------------|--------------|---------|
| Public Access & Innovation | 10.00        | 1.00                      | 0.00         | 11.00   |
| Engineering & Construction | 61.00        | 31.00                     | 0.00         | 92.00   |
| Total                      | 3295.00      | 70.00                     | 240.30       | 3605.30 |

Table 11. Agency Workforce by Division and Employee Type

Union-represented employees account for 2,884 authorized positions, primarily operators, mechanics, and frontline staff essential to daily service delivery. Non-union employees account for 721.3 authorized positions and include administrative, technical, professional, and management roles that support operations, planning, safety, technology, and governance.

### Workforce by Non-Union or Union and Employee Type

| Employee Type | FT Employees | Limited-Term FT Employees | PT Employees | Total   |
|---------------|--------------|---------------------------|--------------|---------|
| Non-Union     | 668.00       | 52.00                     | 1.30         | 721.30  |
| Union         | 2627.00      | 18.00                     | 239.00       | 2884.00 |
| Total         | 3295.00      | 70.00                     | 240.30       | 3605.30 |

Table 12. Agency Workforce by Non-Union or Union and Employee Type

## Workforce Structure and Deployment

Staffing levels are determined based on a combination of:

- Service levels and operating hours.
- Safety and regulatory requirements.
- Maintenance and asset management needs.
- Technology and administrative support requirements.
- Organizational efficiency.

Transportation and Maintenance staffing levels are directly tied to service hours, fleet size, and safety standards. Administrative and professional staffing supports core functions such as financial management, labor relations, legal compliance, information technology, safety oversight, planning, and public engagement.

Limited-term positions are used selectively to support time-bound projects, regulatory initiatives, or capital programs and do not represent permanent staffing increases.

## Changes from the FY2026 Adopted Budget

Total authorized staffing decreases by approximately 2% from FY2026 to FY2027. This reduction reflects deliberate actions taken to align workforce capacity with available resources and anticipated service levels. Further workforce reductions are anticipated in FY2027.

### Personnel Changes from FY2026 Adopted Budget by Division

| Division                          | FY2026<br>Total FTE | Non-Union<br>FTE Change | Union<br>FTE Change | Net<br>FTE Change | FY2027<br>Total FTEs | FY2026 - FY2027<br>% change |
|-----------------------------------|---------------------|-------------------------|---------------------|-------------------|----------------------|-----------------------------|
| General Manager                   | 9.00                | -1.00                   | 0.00                | -1.00             | 8.00                 | -11.1%                      |
| Operations Administration         | 0.00                | 33.00                   | 83.00               | 116.00            | 116.00               | 100.0%                      |
| Transportation                    | 1890.50             | -4.00                   | -24.00              | -28.00            | 1862.50              | -1.5%                       |
| Maintenance                       | 937.00              | 9.00                    | 0.00                | 9.00              | 946.00               | 1.0%                        |
| Transit Systems & Asset Support   | 170.00              | -73.00                  | -97.00              | -170.00           | 0.00                 | -100.0%                     |
| Finance & Administrative Services | 166.50              | -9.00                   | -2.00               | -11.00            | 155.50               | -6.6%                       |
| Information Technology            | 109.00              | -5.00                   | 0.00                | -5.00             | 104.00               | -4.6%                       |
| Labor Relations & Human Resources | 66.00               | -9.00                   | 0.00                | -9.00             | 56.80                | -13.6%                      |
| Legal Services                    | 25.50               | -1.00                   | 0.00                | -1.00             | 24.50                | -3.9%                       |
| Public Affairs                    | 102.00              | -9.00                   | 0.00                | -9.00             | 93.00                | -8.8%                       |
| Safety & Security                 | 101.00              | -5.00                   | 4.00                | -1.00             | 100.00               | -1.0%                       |
| Strategy & Planning               | 20.00               | 16.00                   | 0.00                | 16.00             | 36.00                | 80.0%                       |
| Public Access & Innovation        | 13.00               | -2.00                   | 0.00                | -2.00             | 11.00                | -15.4%                      |
| Engineering & Construction        | 99.00               | -7.00                   | 0.00                | -7.00             | 92.00                | -7.1%                       |
| Total                             | 3708.30             | -67.00                  | -36.00              | -103.00           | 3605.30              | -2.8%                       |

Table 13. Personnel Changes from FY2026 Adopted Budget by Division

### Key changes

- Elimination of 67 non-union administrative positions (66.2 FTEs) in FY2026, following a workforce assessment aimed at reducing redundancy and improving organizational efficiency.
- Organizational restructuring, including the dissolution of the Transit Systems & Asset Support Division and redistribution of its functions and staff into Operations Administration, Transportation, Maintenance, and Strategy & Planning.
- Targeted staffing adjustments within divisions to better align responsibilities, reduce duplication, and support priority functions.

These changes explain both the net reduction in total positions and notable shifts in staffing and personnel costs across divisions.

## Changes in Personnel Costs

Personnel services represent the largest component of TriMet's operating requirements. Total personnel costs increase in FY2027, primarily due to compensation adjustments, benefit costs, and contractual obligations, rather than staffing growth.

Personnel costs vary by division due to differences in staffing composition, responsibilities, labor agreements, and organizational changes. Significant year-over-year changes reflect:

- Organizational restructuring and realignment of functions,
- Accurate budgeting for contractual wage and premium pay provisions, and
- Shifts in staffing levels aligned with service adjustments.

The following table provides a detailed comparison of personnel costs by division across multiple fiscal years.

### Changes in Personnel Costs by Division FY2024 – FY2027

| Division                          | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Adopted | FY2026<br>Estimate | FY2027<br>Approved | FY2026 – FY2027<br>% Change |
|-----------------------------------|------------------|------------------|-------------------|--------------------|--------------------|-----------------------------|
| General Manager                   | 2,551,937        | 1,581,309        | 2,011,676         | 1,766,777          | 1,808,007          | 2.3%                        |
| Operations Administration         | 546,181          | 1,027,709        | 643,349           | 500,112            | 18,083,486         | 3515.9%                     |
| Transportation                    | 218,247,811      | 242,234,150      | 257,067,349       | 254,834,739        | 267,735,614        | 5.1%                        |
| Maintenance                       | 96,879,688       | 110,634,101      | 125,233,869       | 121,936,463        | 132,738,742        | 8.9%                        |
| Transit System & Asset Support    | 12,986,669       | 19,658,782       | 25,992,044        | 23,850,757         | -                  | -100.0%                     |
| Finance & Administrative Services | 20,254,318       | 22,716,019       | 25,471,463        | 24,575,897         | 24,823,705         | 1.0%                        |
| Information Technology            | 17,061,736       | 18,276,475       | 21,343,567        | 20,488,664         | 21,120,141         | 3.1%                        |
| Labor Relations & Human Resources | 6,337,382        | 8,203,867        | 10,152,568        | 9,702,440          | 9,413,854          | -3.0%                       |
| Legal Services                    | 4,383,844        | 4,245,464        | 4,754,022         | 4,560,039          | 4,953,575          | 8.6%                        |
| Public Affairs                    | 10,852,331       | 12,232,332       | 12,829,605        | 12,537,729         | 12,251,792         | -2.3%                       |
| Safety & Security                 | 12,501,040       | 15,937,734       | 15,909,382        | 15,529,252         | 16,285,694         | 4.9%                        |
| Strategy & Planning               | -                | 3,179,877        | 3,826,056         | 3,542,026          | 6,497,956          | 83.5%                       |
| Public Access & Innovation        | -                | 1,571,748        | 2,259,284         | 1,910,619          | 1,991,240          | 4.2%                        |
| Engineering & Construction        | 1,516,348        | 2,085,371        | 2,275,024         | 2,493,844          | 2,274,471          | -8.8%                       |
| Other Post-Employment Benefits    | 46,470,793       | 62,211,077       | 54,212,800        | 54,144,499         | 55,365,571         | 2.3%                        |
| Total                             | \$450,590,078    | \$525,796,015    | \$563,982,058     | \$552,373,857      | \$575,343,848      | 4.2%                        |

Table 14. Changes in Personnel Costs by Division FY2024 – FY2027

## Key cost drivers

### Wages and Salaries

Union wages are governed by the Working and Wage Agreement, which remains in effect through November 30, 2028. A 4% wage increase took effect on December 1, 2024, with additional 3% increases scheduled annually through 2027. For non-union employees, the FY2027 Approved Budget includes an average 3% merit increase.

### Premium Pay and Differentials

Increases in Transportation and Maintenance personnel costs reflect contractual provisions such as longevity pay, night shift differentials, tool allowances, and other premium pay elements that became effective in December 2024. The FY2027 Approved Budget more accurately captures these provisions to reflect actual compensation costs.

### Benefits, Pensions, and OPEB

Most active employees participate in a defined contribution pension plan. TriMet also continues to fund two closed defined benefit pension plans in accordance with Board-adopted funding policies. As of June 30, 2025, funded ratios for these plans remain within targeted ranges.

TriMet maintains a self-insured medical plan for both union and non-union employees. Medical and dental costs continue to rise due to broader health care market trends, contributing to overall personnel cost growth. Funding for Other Post-Employment Benefits (OPEB) is included in the FY2027 Approved Budget, with future trust contributions under development.

### Workforce Management and Staffing Strategy

TriMet actively manages staffing levels to balance operational needs, financial capacity, and workforce sustainability. Staffing decisions are informed by service planning, attrition trends, retirement eligibility, and operational risk assessments.

As service levels decrease through FY2027, workforce needs are expected to shift correspondingly.

## Looking Ahead

Personnel costs will continue to be a primary driver of TriMet's operating budget. While wage and benefit growth largely follows industry and contractual trends, TriMet is focused on controlling costs through service alignment, organizational efficiency, and careful workforce planning. Future staffing decisions will be guided by financial sustainability, safety requirements, and maintaining reliable public transit service for the region.

## Division Overview

TriMet is comprised of 13 organizational units, or divisions, and is further organized by departments within each division. Some departments include sections to further differentiate responsibilities. While funds are appropriated at the divisional level, TriMet also budgeted at the departmental level, which rolls up to the division. The legal level of TriMet's fund appropriation is discussed in the Fund Structure section of Section II: Overview.

### Appropriation by Division and Program<sup>14</sup>

#### Total Operating and Capital Appropriation by Division<sup>15</sup>

| Division                          | FTEs    | Operating     | Capital       | Total           | % of Appropriation |
|-----------------------------------|---------|---------------|---------------|-----------------|--------------------|
| Office of the General Manager     | 8.00    | 2,074,407     | -             | 2,074,407       | 0.2%               |
| Operations Administration         | 116.00  | 18,709,086    | -             | 18,709,086      | 1.8%               |
| Transportation                    | 1862.50 | 361,798,714   | 20,032,850    | 381,831,564     | 37.7%              |
| Maintenance                       | 946.00  | 207,242,342   | 77,875,644    | 285,117,986     | 28.2%              |
| Finance & Administrative Services | 155.50  | 37,848,605    | 1,000,000     | 38,848,605      | 3.8%               |
| Information Technology            | 104.00  | 38,809,641    | 15,336,005    | 54,145,646      | 5.4%               |
| Labor Relations & Human Resources | 56.80   | 12,841,754    | -             | 12,841,754      | 1.3%               |
| Legal Services                    | 24.50   | 11,003,175    | -             | 11,003,175      | 1.1%               |
| Public Affairs                    | 93.00   | 17,258,292    | -             | 17,258,292      | 1.7%               |
| Safety & Security                 | 100.00  | 75,542,294    | 4,647,314     | 80,189,608      | 7.9%               |
| Strategy & Planning               | 36.00   | 7,511,256     | 280,572       | 7,791,828       | 0.8%               |
| Public Access & Innovation        | 11.00   | 3,971,940     | -             | 3,971,940       | 0.4%               |
| Engineering & Construction        | 92.00   | 3,414,571     | 94,429,976    | 97,844,547      | 9.7%               |
| Total                             | 3605.30 | \$798,026,077 | \$213,602,361 | \$1,011,628,438 | 100.0%             |

Table 15. Total FTE, Operating, and Capital Appropriation by Division

## Divisions and Core Functions

### Office of the General Manager Division

Supports the General Manager (GM), Internal Audit and the TriMet Board of Directors. The GM oversees the TriMet Executive Team, which comprises of division chiefs and executive directors.

<sup>14</sup> TriMet uses "Program" to categorize operating and non-operating requirements that are appropriated outside the Division organizational unit structure.

<sup>15</sup> Appropriation levels are not set until the budget is adopted per ORS 294.456.



### Operations Administration Division

Lead the agency in delivering safe, clean, accessible, and reliable service while ensuring efficient operations, strategic asset management, and effective training for an engaged and talented workforce.

### Transportation Division

Responsible for delivering TriMet's transportation services in a culture of safety and service excellence. Transportation's division-wide focus is to deliver a reliable, safe, and accessible rider experience by strengthening operational functions and real-time responsiveness while stabilizing and developing the frontline workforce.

### Maintenance Division

Responsible for the maintenance, repair, replacement and management of TriMet's revenue and non-revenue assets to provide safe, clean, accessible, and reliable operations throughout TriMet's 533-square mile service district. This includes buses; light rail vehicles; track, signals and power distribution systems; non-revenue vehicles and equipment; and, operating and transit station facilities.

### Finance & Administrative Services Division

Responsible for managing TriMet's financial activities, assuming effective financial controls and planning for future financial requirements.

### Information Technology Division

Responsible for managing information resources including corporate data, computing tools, and networks used for agency-wide business processes and management tools.

### Labor Relations & Human Resources Division

Leads employee-related programs and efforts aimed at making TriMet a place where talented people want to come, stay and thrive.

### Legal Services Division

Provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board and staff. The team works with all TriMet divisions to accomplish our agency's mission and goals within legal, financial, business, and ethical parameters.

### Public Affairs Division

Helps create and maintain the TriMet brand, messaging, look and voice to support our agency's vision, mission and values, and to facilitate a two-way conversation with the community and our employees. The department helps guide TriMet with strategic communications, targeted marketing, business development, extensive outreach and engagement, customer information and service, and government/partner relations.

### Safety & Security Division

Responsible for leading TriMet in a culture of safety and service excellence, where safety is the fundamental value guiding all agency decisions. The division is responsible for maintaining order on our transit system, responding to community challenges that extend onto our system and continuously adapting security approaches. The division also oversees our emergency management in close coordination with agency partners.

### Strategy & Planning Division

Provides strategic direction and planning for TriMet. Under direction of the Chief Strategy and Planning Officer (CSPO), the division provides strategic planning including TriMet 2030 Strategic Plan, service planning, transit systems support services, and long-range asset planning including zero emissions efforts.

### Public Access & Innovation Division

Works in partnership with other divisions to ensure alignment with our agency's mission, vision, and values and our commitment to community. Specifically, the division oversees TriMet's compliance with 60 years of civil rights laws and protections, including Title VI of the Civil Rights Act, federally-required disadvantaged and small business utilization goals, Language Access Program expectations, and services for Limited English Proficient communities. The division also drives innovation, such as leading our community workforce development efforts as part of the Portland Clean Energy Community Benefits Fund grant.

### Engineering & Construction Division

Plans, designs, remodels, and constructs critical state of good repair and high value transit projects. Work includes delivery of capital projects that support TriMet operations, including improvements to transit centers, operator break facilities, operations buildings, and light rail infrastructure. The division also implements opportunities for transit-supportive developments. .

### Appropriation by Program

| Program                          | Operating            | Other               | Total                |
|----------------------------------|----------------------|---------------------|----------------------|
| Other Post-Employment Benefits   | 55,565,571           | -                   | \$55,565,571         |
| Other Non-Operating Requirements | -                    | 25,395,868          | \$25,395,868         |
| Debt Service                     | 84,374,950           | -                   | \$84,374,950         |
| Contingency                      | -                    | 28,138,998          | \$28,138,998         |
| <b>Total</b>                     | <b>\$139,940,521</b> | <b>\$53,534,866</b> | <b>\$193,475,387</b> |

Table 16. Budgetary Appropriation by Program

## Programs and Core Functions

### Other Post-Employment Benefits

Provides health care and life insurance benefits to eligible retirees and their qualified dependents as part of TriMet's total employee compensation framework. OPEB obligations reflect benefits earned by employees during active service and are funded to meet long-term commitments made through labor agreements and Board-adopted personnel policies. Managing these obligations supports workforce recruitment and retention while ensuring compliance with actuarial and accounting standards.

### Debt Service

Pays principal and interest on outstanding bonds and other long-term debt used to finance major capital investments. Debt service enables TriMet to spread the cost of large infrastructure projects, such as fleet replacement, facilities, and system improvements, over the useful life of those assets. Payments are managed within Board-adopted affordability limits to protect long-term financial stability.

### Contingency

Provides a financial reserve to address unanticipated costs, revenue shortfalls, and risks that arise during the fiscal year. Contingency funding allows TriMet to respond to unforeseen events, such as economic volatility, funding uncertainty, or emergency needs, without disrupting transit service or requiring mid-year budget amendments. Maintaining contingency supports sound financial management and compliance with adopted financial policies.

### Other Non-Operating Requirements

**Pass-Through:** Administers funds TriMet receives on behalf of external partners or sub-recipients and passes through according to program or grant requirements. Pass-through revenues and requirements support regional transit programs, mobility initiatives, and partner services where TriMet acts as the fiscal agent.

- **Regional Funding Exchange Payments:** Facilitates funding exchanges with regional partners to support coordinated transportation investments and regional priorities. Regional fund exchanges allow TriMet to participate in multi-agency funding arrangements, aligning transit investments with broader regional transportation strategies.

### Further Reading

Additional details, including personnel and materials and services budgets, personnel profile, and further programmatic information on each Division can be found in their respected sub-section within Section IV: Divisional Summaries.

## Accountability

TriMet is committed to transparency, performance management, and public accountability. Divisions and departments are held accountable through a combination of clearly defined goals and performance measures driven by the TriMet 2030 Strategic Plan, TriMet

Business Plan, and General Manager objectives as set by the TriMet Board of Directors as well as feedback from public advisory committees and the public.

### Transparency and Public Access to Information

TriMet provides easy access to information about our performance, finances, and governance. We publish and post key reports, dashboards, and policy documents so riders, regional and state partners, and community members can understand how TriMet is performing and how resources are being used. It can be found at [trimet.org/about](https://trimet.org/about).

### Performance Measurement and Results Tracking

Each department establishes annual goals and objectives that align with the TriMet 2030 Strategic Plan. These goals are paired with defined performance measures used to assess progress and outcomes.

Within each divisional narrative, the FY2027 Approved Budget includes:

- Actual results for FY2025,
- Targets for FY2026,
- Estimated FY2026 performance, and
- Targets for FY2027.

These measures allow departments and divisional leadership to assess trends over time, evaluate whether strategies are producing results, and identify areas requiring corrective action. Performance measures are tracked by divisions throughout the year and formally documented during the budget development process..

### Cross-Department Coordination

Many service outcomes — such as safety, reliability, accessibility, and customer experience — require coordinated action across multiple divisions and departments.

### Board Oversight and Governance

TriMet is governed by a seven-member Board of Directors, appointed by the Governor of Oregon. The Board of Directors sets agency policy, enacts legislation (taxing and policy ordinances) and reviews certain contracts. Board members must live in the [geographical districts](#) they represent. The term of office is four years, but a Board member serves at the pleasure of the governor. Board members are volunteers and can serve up to two four-year terms.

Standing Board committee assignments that support accountability include:

- Committee on Accessible Transportation (CAT)
- Metropolitan Policy Advisory Committee (MPAC)
- Crash Advisory Committee
- Accountability Committee
- Finance & Audit Committee

These committees review performance, financial controls, safety outcomes, accessibility, and compliance, and provide guidance and direction to management.

Additionally, the General Manager provides recurring updates to the Board on ridership trends, operational performance, safety and security, organizational changes, employee recognition, and notable agency accomplishments. These updates educate the Board through consistent, timely information on security and day-to-day operations, regional coordination affecting our transit system, and achievements in maintaining and improving our service and system.

### Public Advisory Committees

TriMet's advisory committees provide a two-way link between TriMet and the community. These committees provide ongoing input on financial strategy, accessibility, service delivery, and capital investments, helping ensure TriMet's actions reflect the needs and priorities of riders and the broader community.

Advisory committees include:

- **Accessible Transportation Fund Advisory Committee (ATFAC):** Advises on the allocation of grant funds supporting older adults and people with disabilities.
- **Committee on Accessible Transportation (CAT):** Provides ongoing input on transportation accessibility across the system.
- **HB 2017 Transit Advisory Committee:** Reviews and advises on service expansions and improvements funded through House Bill 2017.
- **Public Art Advisory Committee (PAAC):** Advises on public art project development, artist selection, and artwork stewardship.
- **Community Advisory Committees (CACs):** Advising future FX — Frequent Express — lines as part of the 82nd Avenue Transit Project and TV Highway Transit & Safety Project, including design and providing a two-way communication link between TriMet and the community.

Input from these groups has directly informed service improvements, fare programs, safety initiatives, and accessibility enhancements, strengthening accountability to the communities TriMet serves.

## Board-Approved Policies and Strategic Direction

Accountability is reinforced through Board-adopted policies and authorizations, as well as TriMet's long-term plans, including the TriMet Business Plan and TriMet 2030 Strategic Plan. TriMet 2030 establishes agency-wide goals, performance targets, and strategic priorities to guide departmental and divisional decision-making, resource allocation, and performance expectations.

TriMet's Board-approved policies can be found at [trimet.org/meetings/board](https://trimet.org/meetings/board).

Details on TriMet 2030 are available at [trimet.org/2030](https://trimet.org/2030).

## Public Reporting and Ongoing Monitoring

TriMet publishes a range of public performance and financial reports that allow partners and the public to monitor progress throughout the year, not just during the budget cycle.

Key public reporting tools include:

- **Performance Dashboard<sup>16</sup>**: A monthly snapshot of ridership, cost per ride, revenue, safety incidents, on-time performance, and other key indicators.
- **Ridership Reports<sup>17</sup>**: Historical and current ridership trends.
- **Studies and Surveys<sup>18</sup>**: Research, customer surveys, and planning studies that inform service decisions.

## Financial Accountability

Financial accountability is supported through independent audits and actuarial reporting. TriMet publishes audited financial statements<sup>19</sup> and pension and OPEB valuations<sup>20</sup> to ensure transparency regarding financial condition, long-term obligations, and compliance with financial policies.

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<sup>16</sup> TriMet's performance dashboard can be found here: <https://trimet.org/about/dashboard/index.htm>

<sup>17</sup> TriMet's ridership reports can be found here: <https://trimet.org/about/performance.htm>

<sup>18</sup> Studies and surveys can be found here: <https://trimet.org/research/index.htm>

<sup>19</sup> TriMet's FY2025 Audited Financial Statements can be found here: <https://trimet.org/about/pdf/finance/fy25-trimet-financials.pdf>

<sup>20</sup> TriMet's FY2025 Pension and OPEB Valuation Reports: <https://trimet.org/about/pdf/finance/2025-pension-union.pdf>



## Programs and Services

TriMet's programs and services deliver public transportation, mobility access, and supporting initiatives that connect people to jobs, education, health care, and essential services across the region. Together, these programs reflect the agency's core mission to provide safe, reliable, accessible, and affordable transit service while advancing community mobility, environmental stewardship, and regional economic vitality.

Programs are organized into Transportation Services, which deliver direct mobility, and Other Programs and Services, which expand access, reduce barriers to ridership, support workforce and business development, and enhance the overall rider experience.

### The Cost of Transportation Services

For FY2027, the total proposed cost to operate the transit system is \$586.2 million, reflecting continued investment in service delivery, safety, maintenance, and workforce capacity. This level of funding supports daily operations across the region and maintains service reliability as ridership continues to recover and service expectations evolve.

#### Cost of Operating the Transit System

| Division                       | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|--------------------------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Operations Administration      | 1,251,362     | 1,379,670     | 1,063,149     | 718,642         | 18,709,086      | 18,709,086      | -              |
| Transportation                 | 298,725,914   | 328,305,557   | 351,753,149   | 344,925,960     | 361,798,714     | 361,798,714     | -              |
| Maintenance                    | 176,707,655   | 195,531,748   | 199,699,869   | 199,379,624     | 207,242,342     | 207,242,342     | -              |
| Transit System & Asset Support | 14,042,590    | 20,757,317    | 26,640,644    | 24,788,935      | -               | -               | -              |
| Total                          | \$490,727,521 | \$545,974,292 | \$579,156,811 | \$569,813,161   | \$587,750,142   | \$587,750,142   | -              |

Table 17. Cost of Operating the Transit System by Fiscal Year

Transportation Services are delivered through multiple divisions, each playing a distinct role in providing safe and reliable transit:

- Transportation Division costs represent the largest share of operating expenses, reflecting frontline operations requirements such as bus and rail operators, supervision, and service delivery.
- Maintenance Division costs support vehicle maintenance, facilities, and state-of-good-repair activities critical to system reliability and safety.
- Operations Administration and Transit System & Asset Support<sup>21</sup> provide planning, oversight, technology, workforce development and operational support functions that enable day-to-day service and long-term financial sustainability.

<sup>21</sup> In FY2026, the Transit System & Asset Support Division was dissolved and restructured for organizational efficiency.

## Total Cost by Classification

| Classification       | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Personnel Services   | 328,660,349   | 373,554,742   | 408,936,611   | 401,122,071     | 418,557,842     | 418,557,842     | -              |
| Materials & Services | 162,067,172   | 172,419,550   | 170,220,200   | 168,691,090     | 169,192,300     | 169,192,300     | -              |
| Total                | \$490,727,521 | \$545,974,292 | \$579,156,811 | \$569,813,161   | \$587,750,142   | \$587,750,142   | -              |

Table 18. Total Cost of the Transit System by Classification

Personnel costs are the primary driver of Transportation Services expenditures. In FY2027, personnel services account for approximately 72% of total operating costs, reflecting the labor-intensive nature of public transit. These costs include wages, benefits, overtime, and premium pay necessary to operate service safely and reliably across all transit modes.

The remaining costs are primarily Materials and Services, which include fuel, utilities, parts, contracted services, insurance, and other operating inputs. Capital costs are budgeted separately and are not reflected in operating totals.

## Cost by Mode of Transit

| Transit Services            | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------------------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Administration and Planning | 36,800,993    | 42,655,550    | 50,421,931    | 46,666,157      | 42,904,668      | 42,904,668      | -              |
| Bus Service                 | 246,742,559   | 275,981,200   | 289,843,106   | 290,799,497     | 301,808,526     | 301,808,526     | -              |
| Max Light Rail              | 120,208,589   | 135,118,225   | 136,850,968   | 134,249,014     | 143,009,667     | 143,009,667     | -              |
| LIFT Paratransit            | 58,221,456    | 64,188,913    | 73,614,387    | 69,883,040      | 70,185,878      | 70,185,878      | -              |
| WES Commuter Rail           | 8,744,695     | 9,002,745     | 8,169,981     | 7,796,922       | 9,156,497       | 9,156,497       | -              |
| Portland Streetcar          | 20,009,229    | 19,027,659    | 20,256,438    | 20,418,531      | 20,684,906      | 20,684,906      | -              |
| Total                       | \$490,727,521 | \$545,974,292 | \$579,156,811 | \$569,813,161   | \$587,750,142   | \$587,750,142   | -              |

Table 19. Total Cost of the Transit System by Mode of Transit

The cost by mode of transit reflects the combined operating costs of the Operations Administration, Transportation, and Maintenance divisions, allocated based on the mode of service supported by departments within each division. Certain functions, such as Rail Equipment Maintenance, are primarily attributed to MAX Light Rail but also provide support to WES Commuter Rail and the Portland Streetcar as needed.

Bus service represents the largest share of operating costs, due to its broad geographic coverage, high service frequency, and operational flexibility. MAX Light Rail is the second-largest cost, driven by higher-capacity service, specialized maintenance requirements, and intensive infrastructure needs. LIFT Paratransit costs reflect federally required service for eligible riders and are influenced by service demand, trip length, and delivery model.

WES Commuter Rail and the Portland Streetcar account for smaller portions of total system cost but provide targeted, regional, and central-city mobility benefits. Administration and planning costs support system-wide coordination, safety oversight, regulatory compliance, and service planning across all modes.

### Operating Cost per Vehicle Hour (CPH)

| Measure | FY16  | FY17  | FY18  | FY19  | FY20  | FY21  | FY22  | FY23  | FY24  | FY25  | FY26  |
|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CPH     | \$124 | \$132 | \$139 | \$144 | \$148 | \$161 | \$166 | \$196 | \$218 | \$232 | \$217 |

Table 20. Operating Cost per Vehicle Hours from FY2016 to FY2026

TriMet tracks operating costs using multiple measures to assess efficiency, trends, and long-term sustainability. One key metric is Operating Cost per Vehicle Hour (CPH), which reflects the cost to operate one hour of revenue service across the system.

CPH has increased over time, particularly following the COVID-19 pandemic, reflecting:

- Inflationary pressures on labor, fuel, and materials,
- Workforce shortages and increased premium pay,
- Changes in service levels and ridership patterns, and
- Investments in safety, training, and system resilience.

While CPH increased significantly during the pandemic period, recent estimates show stabilization as service levels, staffing, and operating conditions normalize. Tracking this metric over time allows TriMet to evaluate productivity, benchmark performance, and inform service planning decisions.

### Fixed Boarding and Vehicle Hours (in Millions)<sup>22</sup>

| Measure       | FY16   | FY17  | FY18  | FY19  | FY20  | FY21  | FY22  | FY23  | FY24  | FY25  | FY26  |
|---------------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Boardings     | 100.48 | 97.97 | 96.06 | 95.69 | 77.78 | 39.86 | 49.51 | 57.30 | 62.26 | 65.06 | 67.08 |
| Vehicle Hours | 2.30   | 2.35  | 2.42  | 2.55  | 2.53  | 2.36  | 2.27  | 2.17  | 2.31  | 2.39  | 2.56  |

Table 21. Fixed Route Boardings and Annual Vehicle Hours

Fixed-route transit service levels and demand are tracked using two core indicators: boardings and vehicle hours. Together, these measures provide insight into how much service is being delivered and how riders are using the system.

<sup>22</sup> Excludes Portland Streetcar and Demand Response such as LIFT Paratransit

Boardings reflect total passenger activity across fixed-route Bus, MAX Light Rail, and WES services and are a key indicator of demand. Vehicle hours measure the amount of revenue service operated and represent the level of service provided to the public. Tracking these measures over time allows TriMet to assess productivity, evaluate service changes, and understand the relationship between service supply and ridership.

Prior to the COVID-19 pandemic, boardings remained relatively stable at approximately 95–102 million annually, while vehicle hours increased steadily as TriMet expanded service to support regional growth and mobility needs. Beginning in FY2020, ridership declined sharply due to the pandemic, while service levels were initially maintained to preserve access for essential travel. This resulted in a temporary decoupling of demand and service levels.

Since FY2022, boardings have increased each year, reflecting a gradual recovery in travel demand. At the same time, vehicle hours have been adjusted to better align service levels with ridership patterns, workforce availability, and budget capacity. The FY2026 estimate shows continued increases in both boardings and vehicle hours, indicating ongoing recovery.

## Transportation Services

### MAX Light Rail

MAX (Metropolitan Area Express) Light Rail connects Portland City Center with Beaverton, Clackamas, Gresham, Hillsboro, Milwaukie, North/Northeast Portland, and Portland International Airport. MAX is the region's high-capacity rail transit system, operating on exclusive or semi-exclusive right-of-way across multiple corridors, providing frequent, high-volume service connecting Portland's central city with surrounding communities, major employment centers, educational institutions, and regional destinations.

MAX serves as the backbone of TriMet's transit network, carrying a significant share of regional transit ridership and supporting longer-distance travel where higher capacity and reliability are required. The system plays a critical role in congestion reduction, land use coordination, and regional economic development.

### Who the Service Serves

MAX serves daily commuters, students, visitors, and residents who rely on consistent, high-capacity service. Stations are designed to be easily accessible to all riders, including people with disabilities and those who use mobility devices.



### Key Outcomes and Performance Measures

Performance is evaluated using metrics such as:

- Ridership and passenger miles,
- On-time performance,
- Safety incidents and system reliability,
- Customer satisfaction, and
- Asset condition and service disruptions.

### Bus Services and Frequent Express

Bus service is TriMet's most extensive and flexible transit mode, operating across a broad geographic area and serving a wide range of trip purposes. With 79 bus lines, including one FX (Frequent Express) line, buses serve much of the Portland metropolitan area and provide local, frequent, and regional connections. Many routes connect with MAX Light Rail, WES Commuter Rail, the Portland Streetcar, the Portland Aerial Tram, and other transit providers, supporting seamless travel across the system and region.

FX is TriMet's bus rapid transit-style service, offering faster and more reliable trips through features such as frequent service, transit signal priority and dedicated lanes in key locations, and fewer stops with upgraded station amenities. Together, bus and FX services provide coverage in areas where rail is not feasible and allow TriMet to respond more quickly to changing travel patterns, development, and community needs.

### Who the Service Serves

Bus service supports riders of all income levels and trip purposes, including essential workers, commuters, students, older adults, and people with disabilities. The network includes frequent service corridors and neighborhood routes.

### Key Outcomes and Performance Measures

Bus performance is monitored through:

- Ridership by route and corridor,
- On-time performance and travel time reliability,
- Safety incidents,
- Cost per ride, and
- Customer satisfaction.

## LIFT Paratransit

LIFT is our shared-ride paratransit service for people who are unable to use regular buses and trains due to a disability or disabling health condition, providing door-to-door rides. LIFT operates in compliance with the Americans with Disabilities Act (ADA).

LIFT ensures access to transit for people with disabilities, serving as a legally required and mission-critical component of TriMet's service portfolio.

## Who the Service Serves

Eligible riders include individuals whose functional limitations prevent them from boarding, riding, or navigating fixed-route services independently.

## Key Outcomes and Performance Measures

LIFT performance is monitored through:

- On-time pickup and drop-off performance,
- Trip denials and capacity management,
- Cost per trip,
- Customer satisfaction, and
- Complaint resolution.

## Additional Services

**LIFT+:** TriMet LIFT+ (LIFT Plus) is a safe, easy and flexible alternative to traditional TriMet LIFT paratransit service. The program offers TriMet LIFT customers the opportunity to allow their trips to be served by Transportation Network Companies like Uber. This speeds up trips, increases reliability, and saves TriMet money.

## WES Commuter Rail

WES (Westside Express Service) is a commuter rail line serving Beaverton, Tigard, Tualatin and Wilsonville. WES runs on weekdays during the morning and afternoon rush hours, with trains arriving every 45 minutes.

WES provides a regional commuting option that connects southern Washington County and Clackamas County communities to the broader TriMet transit network. The service reduces pressure on congested highway corridors and provides direct connections to MAX Light Rail and bus services in Beaverton and Tigard.



### Who the Service Serves

WES serves weekday commuters traveling along the Interstate 5 and Highway 217 corridors to connect with MAX Light Rail and bus service. Riders include employees working standard business-hour schedules who benefit from reliable, peak-period rail service and regional connections.

### Performance Measures

WES performance is measured through:

- Ridership,
- On-time performance,
- Cost efficiency, and
- Customer satisfaction.

### Portland Streetcar

Portland Streetcar operates primarily within Portland's central city, providing frequent, short-distance service supporting local circulation and access to Downtown Portland destinations.

Portland Streetcar enhances mobility within dense urban area of Portland by connecting neighborhoods, employment centers, housing, retail, and cultural destinations. It complements MAX Light Rail and bus service by facilitating shorter trips and improving first- and last-mile connectivity in the central city.

### Who the Service Serves

Portland Streetcar serves downtown residents, workers, students, and visitors making short, intra-city trips. It is particularly used by riders traveling within the central city who benefit from frequent stops, close-station spacing, and direct access to major destinations.

### Performance Measures

Portland Streetcar performance is monitored using:

- Ridership,
- On-time performance,
- Service frequency, and
- Customer satisfaction.

## Other Programs

### Workforce Training and Hiring Program

TriMet's Workforce Training and Hiring Program aligns workforce development with industry needs, ensuring trade workers gain hands-on experience, technical skills and professional mentorship opportunities that lead directly to sustainable careers. Our program maximizes apprenticeship opportunities to grow the pool of workers for future projects.

### Public Art Program<sup>23</sup>

Public art welcomes riders and creates meaningful connections to our community. Over 275 site-specific artworks by local and national artists have been created for our transit system since 1992. TriMet's Public Art Program began with the Westside extension of the MAX Blue Line in 1992, followed by a formal policy to integrate public art into new, large-scale capital projects in 1997.

## Revenue Generating Programs

### Transit Pass Programs for Colleges<sup>24</sup>

Colleges, universities and trade schools of all sizes have discovered the benefits of a transit pass program. TriMet's Transit Pass Program for Colleges offers two options: Select Term Pass Program, where schools sign an annual contract with TriMet and request passes based on projected student participation, and the Universal Term Pass Program, where schools receive a price estimate and one-year contract based on the number of qualified students enrolled for the fall term.

In both programs, students get a sticker on their college photo ID that is valid for unlimited travel on TriMet buses, MAX Light Rail, WES Commuter Rail and Portland Streetcar for the entire term.

### Employer Transit Pass Program<sup>25</sup>

Employers of all sizes across the Portland region work with TriMet to offer employee transportation programs and incentives. We offer transit pass programs plus tips and resources to improve employees' commute. The Employer Transit Pass Program offers three transit pass options:

- Universal Annual Pass Program, where annual passes are purchased for all eligible employees,
- Annual Pass Program, where passes are purchased for interested employees and are priced at 11 months of fare for 12 months of transit use, and

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<sup>23</sup> You can learn more about TriMet's Public Art Program here: <https://trimet.org/publicart/index.htm>

<sup>24</sup> You can learn more about TriMet's Transit Pass Programs for Colleges here: <https://trimet.org/colleges/index.htm>

<sup>25</sup> You can learn more about TriMet's Employer Transit Pass Program here: <https://trimet.org/employers/index.htm>

- Monthly Pass Program, where employers may purchase transit passes for a calendar month, day, or 2 and ½ hours time period.

### Business and Contractor Development Program<sup>26</sup>

In TriMet's efforts to improve mobility throughout the Portland metro area, we are committed to providing support and opportunities for Small Business Enterprises (SBE) and advancing workforce training, hiring and economic growth opportunities across our communities. TriMet's goal is to award certified small businesses at least 20% of our contracting dollars.

### Ticket2Ride Program<sup>27</sup>

Through TriMet's Ticket2Ride fare promotion program, fans of local sports team, attendees of seasonal events, or even theatrical productions ride TriMet to and from select event venues with their valid event ticket as proof of fare. These promotions save event attendees money by riding TriMet buses, MAX Light Rail, LIFT paratransit service, and the Portland Streetcar to the select venues. Event goers are able to use the transit services for a defined window before and after participating events.

What began as a pilot has grown into a strong, multi-year partnership model. Promotions with the Portland Timbers and Portland Thorns FC are now entering their third year, reflecting continued success and demand. In 2025, the program also expanded to include seasonal events such as ZooLights at the Oregon Zoo, further demonstrating how strategic partnerships can support major destinations while encouraging transit use and increasing ridership.

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<sup>26</sup> You can learn more about TriMet's Business and Contract Development Program here: <https://trimet.org/dba/index.htm#smallbusiness>

<sup>27</sup> You can learn more about TriMet's Ticket2Ride Program here: <https://trimet.org/providencepark/index.htm>

## Debt Service and Other Post-Employment Benefits (OPEB)

Debt service and Other Post-Employment Benefits (OPEB) represent two of TriMet's most significant ongoing financial obligations.

Debt service reflects required principal and interest payments on bonds issued to finance capital investments. These payments are fixed commitments that must be met regardless of annual operating conditions and are essential to maintaining access to capital markets and protecting our agency's credit standing.

OPEB represents the cost of retiree health care and related benefits earned by employees. These obligations are shaped by workforce agreements and actuarial assumptions and require disciplined funding to manage long-term liabilities.

Both debt service and OPEB are recurring financial commitments that affect annual budget flexibility and must be supported by reliable revenue streams. Careful management of these obligations is critical to maintaining financial stability and sustaining transit service.

### Debt Service

#### Debt Limits & Coverage Requirements

In February 2025, the Board of Directors approved Resolution 25-02-05<sup>28</sup>, 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 FY2027 debt service is \$84.4 million, of which \$58.3 million is senior lien debt, or 7.3% 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                                         | \$58,252,900  |
| Total Net Continuing Resources                                 | \$794,304,996 |
| <b>Total Senior Lien Debt / Total Net Continuing Resources</b> | <b>7.3%</b>   |

Table 22. Total Senior Lien Debt Calculation

<sup>28</sup> Resolution NO. 25-02-05 can be found here: <https://trimet.org/meetings/board/pdfs/2025-02-26/Resolution%2025-02-05%20%E2%80%9320Amending%20TriMet%E2%80%99s%20Debt%20Management%20Policy.pdf>

For FY2027, Total Senior Lien Debt is \$58.3 million, while Total Net Continuing Resources amount to \$794.3 million. The resulting debt ratio is 7.3%, 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 within TriMet's approved debt limit of 7.5%.

### Bond Rating

TriMet's 2025 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 Aaa and AAA by Moody's and S&P, respectively.

### Effects of existing debt levels on current operations

Debt financing allows TriMet to expand our Capital Improvement Program and allocate capital costs over projects' useful lives. However, such financing incurs interest and introduces 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.

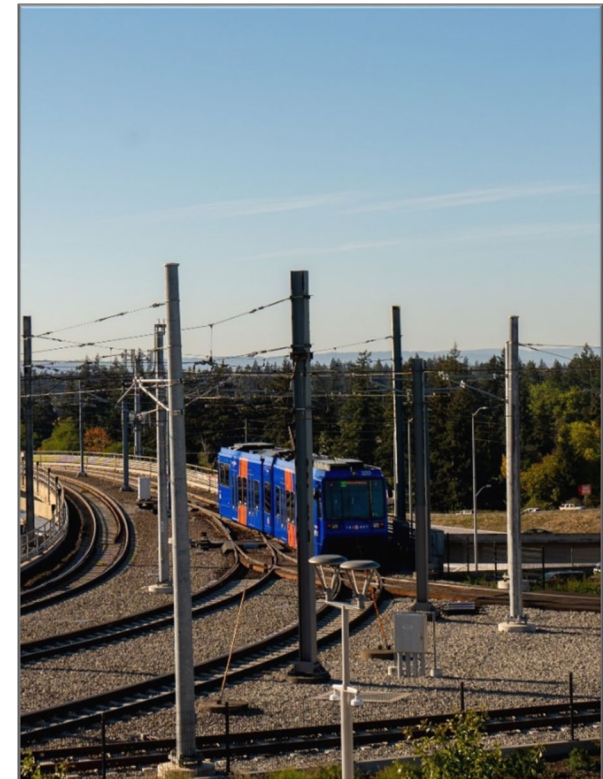
### Debt Instruments

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 major capital assets with a useful life greater than one year.

### Payroll Tax Bonds

Payroll tax bonds are payable from specified revenues including 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 |
|-------------|--------------------------------|-----------------------|----------|
| 2025        | \$522,194                      | \$44,122              | 11.8     |
| 2024        | \$511,423                      | \$44,120              | 11.6     |
| 2023        | \$485,182                      | \$40,979              | 11.8     |
| 2022        | \$463,534                      | \$37,939              | 12.2     |
| 2021        | \$415,529                      | \$38,552              | 10.8     |

Table 23. 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 <sup>29</sup> | Debt Service on Bonds | Coverage |
|-------------|----------------------------------------|-----------------------|----------|
| 2025        | \$85,177                               | \$21,442              | 4.0      |
| 2024        | \$122,555                              | \$21,492              | 5.7      |
| 2023        | \$125,570                              | \$21,519              | 5.8      |
| 2022        | \$195,219                              | \$21,096              | 9.3      |
| 2021        | \$265,419                              | \$21,111              | 12.6     |

Table 24. 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.

<sup>29</sup> Specified revenues in FY2020 through FY2024 were supplemented with additional 5307 funds awarded for COVID relief.



### Short-Term Debt

TriMet may enter into a revolving credit agreement (RCA) on a short-term basis that allows us to finance working capital. TriMet may also borrow on a short-term basis with the expectation of refinancing on a long term basis (for capital needs). 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 has a dedicate website: [TriMetBonds.com](https://www.trimetcbs.com/bonds). Interested parties can find key financial and operational information and insights into TriMet's bond offerings, financial performance, capital investments, and ESG priorities, ensuring transparency and supporting informed investment decisions.

Specifically, information on [TriMetBonds.com](https://www.trimetcbs.com/bonds) includes:

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

### Future Debt Issuances

In January 2026, TriMet's Board of Directors approved up to \$150 million in senior lien payroll tax revenue bonds to finance light rail vehicles, alternative fuels infrastructure, the 82nd Avenue Transit Project, the TV Highway Transit & Safety Project, and the future Columbia Operations Facility. TriMet anticipates issuing these bonds in June 2026.

The tables on the following pages include: 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, 2026, and bond ratings; principal and interest payments, presented through maturity for each fund; summary of debt service, including principal and interest; and continuing revenues and calculation of payroll tax debt service ratio.

## Bond Purpose & Bond Ratings

Figure 1 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, 2026, and bond ratings.

| (\$ in Thousands)                                            |                                                                                                                                                                                                |            |              |            |                          | Bond Ratings |                   |           |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------|------------|--------------------------|--------------|-------------------|-----------|
| Series                                                       | Purpose                                                                                                                                                                                        | Issued     | Term (Years) | Par Amount | Balance at June 30, 2026 | 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                                                       | Bus replacements, Electronic Fare System                                                                                                                                                       | 9/30/2015  | 25           | 71,885     | 9,965                    | Aaa          | AAA               | AAA       |
| 2016 A                                                       | Refinance bonds currently outstanding                                                                                                                                                          | 5/11/2016  | 20           | 74,800     | 46,505                   | 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     | 25,985                   | Aaa          | AAA               | AAA       |
| 2018 A                                                       | Powell Garage, bus and light rail vehicle replacements, Columbia bus base                                                                                                                      | 6/20/2018  | 30           | 148,245    | 35,115                   | 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    | 233,330                  | 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    | 395,955                  | Aaa          | AAA               | AAA       |
| Balance at June 30, 2026 for all Payroll Tax Bonds           |                                                                                                                                                                                                |            |              |            | \$ 759,385               |              |                   |           |
| Capital Grant Receipt Bonds                                  |                                                                                                                                                                                                |            |              |            |                          |              |                   |           |
| 2017 A                                                       | Refinance bonds currently outstanding                                                                                                                                                          | 8/30/2017  | 10           | 76,015     | 27,845                   | A3           | A                 | Not Rated |
| 2018 A                                                       | Capital projects including Southwest Corridor, Division Transit, and Powell Garage                                                                                                             | 2/6/2018   | 16           | 113,900    | 106,065                  | A3           | A                 | Not Rated |
| Balance at June 30, 2026 for all Capital Grant Receipt Bonds |                                                                                                                                                                                                |            |              |            | \$ 133,910               |              |                   |           |
| Balance at June 30, 2026 all Bonds                           |                                                                                                                                                                                                |            |              |            | \$ 893,295               |              |                   |           |

## Payroll Tax and Capital Grant Receipt Bonds

### Payroll Tax Bonds (in Thousands) and Rating

| Bond     | Par Amount  | Balance <sup>30</sup> | Issued     | Term (Years) | Moody's | Standard & Poor's | Kroll |
|----------|-------------|-----------------------|------------|--------------|---------|-------------------|-------|
| 2009 B   | \$12,530    | \$12,530              | 10/27/2009 | 24           | Aaa     | AAA               | AAA   |
| 2015 A   | \$71,885    | \$9,965               | 9/30/2015  | 25           | Aaa     | AAA               | AAA   |
| 2016 A   | \$74,800    | \$46,505              | 5/11/2016  | 20           | Aaa     | AAA               | AAA   |
| 2017 A   | \$97,430    | \$25,985              | 2/22/2017  | 25           | Aaa     | AAA               | AAA   |
| 2018 A   | \$148,245   | \$35,115              | 6/20/2018  | 30           | Aaa     | AAA               | AAA   |
| 2019 A/B | \$237,815   | \$233,330             | 10/9/2019  | 30           | Aaa     | AAA               | AAA   |
| 2021 A/B | \$409,640   | \$395,955             | 10/27/2021 | 30           | Aaa     | AAA               | AAA   |
| Total    | \$1,052,345 | \$759,385             |            |              |         |                   |       |

Table 25. Payroll Tax Bonds (in Thousands) and Rating

### Payroll Tax Bonds Purpose

- 2009 B: WES Commuter Rail, bus replacements, dispatch system
- 2015 A: Bus replacements, Hop Fastpass® electronic fare system
- 2016 A: Refinance bonds currently outstanding
- 2017 A: Bus replacements, Hop Fastpass® electronic fare system, Transit Police center, Powell LIFT relocation, Hogan Operations Facility, Cleveland Avenue MAX Station
- 2018 A: Powell Operations Facility (Garage), bus and light rail vehicle replacements, Columbia Operations Facility (bus base)
- 2019 A/B: Columbia Operations Facility (bus base), bus and light rail vehicle replacements, MAX Red line extension (Better Red), Ruby Junction expansion, Division Transit Project, refinancing capital projects currently outstanding
- 2021A/B: MAX Red Line extension (Better Red), Powell Operations Facility (Garage), light rail vehicle replacement, refinancing bonds currently outstanding .

<sup>30</sup> Balance at June 30, 2026

### Capital Grant Receipt Bonds (in Thousands) and Rating

| Bond         | Par Amount       | Balance <sup>31</sup> | Issued    | Term (Years) | Moody's | Standard & Poor's | Kroll     |
|--------------|------------------|-----------------------|-----------|--------------|---------|-------------------|-----------|
| 2017 A       | \$76,015         | \$27,845              | 8/30/2017 | 10           | A3      | A                 | Not Rated |
| 2018 A       | \$113,900        | \$106,065             | 2/6/2018  | 16           | A3      | A                 | Not Rated |
| <b>Total</b> | <b>\$189,915</b> | <b>\$133,910</b>      |           |              |         |                   |           |

Table 26. 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 Project, and Powell Operations Facility (Garage).

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

| Bond                        | Bond Balance <sup>3</sup> |
|-----------------------------|---------------------------|
| Payroll Tax Bonds           | \$759,385                 |
| Capital Grant Receipt Bonds | \$133,910                 |
| <b>All Bonds (Total)</b>    | <b>\$893,295</b>          |

Table 27. Balance of Payroll Tax and Capital Grant Bonds (in Thousands)



<sup>31</sup> Balance at June 30, 2026

## 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       |
| 2027        | 27,353            | 30,900    | 58,253      | 15,515                      | 5,857    | 21,372    | 42,868      | 36,757    | 79,625      |
| 2028        | 28,280            | 29,977    | 58,257      | 16,270                      | 5,062    | 21,332    | 44,550      | 35,039    | 79,589      |
| 2029        | 29,360            | 28,899    | 58,259      | 12,620                      | 4,340    | 16,960    | 41,980      | 33,239    | 75,219      |
| 2030        | 30,383            | 27,870    | 58,253      | 13,235                      | 3,694    | 16,929    | 43,618      | 31,564    | 75,182      |
| 2031        | 31,395            | 26,863    | 58,258      | 13,875                      | 3,016    | 16,891    | 45,270      | 29,879    | 75,149      |
| 2032-2036   | 173,889           | 117,369   | 291,258     | 62,395                      | 4,996    | 67,391    | 236,284     | 122,365   | 358,649     |
| 2037-2041   | 207,418           | 83,833    | 291,251     |                             |          |           | 207,418     | 83,833    | 291,251     |
| 2042-2046   | 188,813           | 49,747    | 238,560     |                             |          |           | 188,813     | 49,747    | 238,560     |
| 2047-2051   | 183,218           | 16,477    | 199,695     |                             |          |           | 183,218     | 16,477    | 199,695     |
| 2052        | 9,275             | 116       | 9,391       |                             |          |           | 9,275       | 116       | 9,391       |
| Total       | \$909,384         | \$412,050 | \$1,321,434 | \$133,910                   | \$26,963 | \$160,873 | \$1,043,294 | \$439,015 | \$1,482,309 |

Table 28. Bond Principle, Interest, and Total (in Thousands) by Fund

## Other-Post Employment Benefits

### Plan Description

TriMet's defined benefit OPEB plan provides health care and life insurance benefits for eligible employees and their qualified dependents. The 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

TriMet's OPEB plan provides health care 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, and life insurance coverage.

#### Employees covered by benefit terms

On January 1, 2024, the following employees (union and non-union) were covered by the benefit terms:

- 2,172 inactive employees or beneficiaries currently receiving benefit payments,
- 3,577 active employees, and
- 5,749 total inactive and active employees.

### Net OPEB Liability

TriMet's net OPEB liability of \$645.4 million was measured as of December 31, 2024, and was determined by an actuarial valuation as of that date.



### Actuarial Assumptions and Other Inputs

The total OPEB liability in the 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% on January 1, 2024)
- **Salary Increases:** 3.0-3.25% (also 3.0-3.25% on January 1, 2024)
- **Discount Rate<sup>32</sup>:** 4.08% (3.26% on January 1, 2024)

### Health Care Cost Trend Rates

Union Plans:

- **Pre-Medicare:** 8% in 2025, trending down to 4.03% in 2045 and thereafter
- **Medicare:** 7% in 2025 trending down to 4.03% in 2045 and thereafter
- **Medicare Part B:** 1.03% in 2025 and 10.97% in 2026 then trending down to 4.03% in 2045 and thereafter

Non-Union Plans:

- **Pre-Medicare:** 10% in 2025, trending down to 4.03% in 2045 and thereafter
- **Medicare:** 7% in 2025, trending down to 4.03% in 2045 and thereafter.

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<sup>32</sup> The discount rates were based on Bond Buyer 20-Bond GO Index, December 26, 2024 and December 28, 2023.

## Summary

TriMet's FY2027 Approved Budget totals just over \$1.72 billion. We continue to provide essential transit service to the tri-county region, while implementing planned service adjustments to align operating costs with available revenues and internal spending reductions to bring expenses in line with resources. Payroll tax revenues remain TriMet's most consistent and reliable funding source and provide the foundation for essential transit services.

FY2027 reflects continued pressure from costs growing faster than revenues. Through prudent fiscal management and the strategic use of reserves, TriMet is navigating this transition period while implementing structural changes designed to reach a balanced operating position by FY2029.

- The budget prioritizes investments in core transit service, safety and security, essential accessible transportation, state of good repair, maintenance of vehicles and stations, and workforce support. Additive to the before mentioned activities TriMet will: Continue to prioritize community needs and feedback to maintain critical service;
- Dedicate STIF funding for the preservation of existing service, fare subsidy programs, and LIFT replacement vehicles; and
- Further advance corridor projects, including the 82nd Avenue Transit Project and TV Highway Transit & Safety Project.

TriMet is committed to staying on course to achieve long-term fiscal stability and keep our commitments to riders, employees, retirees, payroll taxpayers, and the region. Although uncertainty remains regarding federal funding and the rising cost of providing service, TriMet will continue to make disciplined, strategic decisions to preserve core transit service and support the essential mobility needs of our region



## Helpful Links

### About TriMet

Find out more about our agency's structure, current news, history, public meetings and committees, how to ride, what we are doing to make our region recognized as one of the world's most livable places on our website, [trimet.org](https://trimet.org).

- About Us - [trimet.org/about](https://trimet.org/about)
- Leadership - <https://trimet.org/about/leadership>
- Board of Directors - <https://trimet.org/board>
- How to Ride and Trip Tools: [trimet.org](https://trimet.org)
- News - [news.trimet.org/](https://news.trimet.org/)
- History - [trimet.org/history](https://trimet.org/history)
- Environmental Stewardship - [trimet.org/bettertransit/environment](https://trimet.org/bettertransit/environment)
- Access for All – [trimet.org/civilrights](https://trimet.org/civilrights)
- Public Meetings - <https://trimet.org/meetings>
- Making Transit Better - [trimet.org/bettertransit](https://trimet.org/bettertransit)
- Tilikum Crossing, *Bridge of the People* - [trimet.org/tilikum](https://trimet.org/tilikum)



### 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.

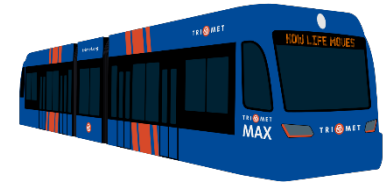
- Budget Document – [trimet.org/about/accountability.htm#financial](https://trimet.org/about/accountability.htm#financial)
- TriMet Business Plan - [trimet.org/businessplan/index.htm](https://trimet.org/businessplan/index.htm)
- Payroll and Self-Employment Tax - [trimet.org/taxinfo/](https://trimet.org/taxinfo/)
- Financial Statements - [trimet.org/about/accountability.htm#financial](https://trimet.org/about/accountability.htm#financial)
- Audit Report – [trimet.org/about/accountability.htm#audits](https://trimet.org/about/accountability.htm#audits)
- Investor Relations – [trimetbonds.com/tri-county-metropolitan-transportation-district-of-oregon-or/i6761](https://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](http://www.oregonmetro.gov/regional-transportation-plan)
- Statewide Transportation Improvement Fund <https://www.oregon.gov/odot/RPTD/Pages/STIF.aspx>
- FTA - [www.transit.dot.gov/](http://www.transit.dot.gov/)
- TAM Plan - [www.transit.dot.gov/TAM/TAMPlans](http://www.transit.dot.gov/TAM/TAMPlans)



## Regional

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

- State of Oregon Economic and Revenue Forecast – [www.oregon.gov/das/oea/pages/forecastcorev.aspx](http://www.oregon.gov/das/oea/pages/forecastcorev.aspx)
- Oregon Economic Indicators - [www.qualityinfo.org/home](http://www.qualityinfo.org/home)
- Tax Supervision and Conservation Commission (TSCC) - [www.tscmultco.com/](http://www.tscmultco.com/)







# Section III: Financial Summary

This section provides information on the District's operating funds including definitions, assumptions, and financial summaries for resources and expenditures for TriMet's budget.



# Financial Summary

## Overview

TriMet uses a single Operating Fund, referred to as the General Fund, to account for all resources and requirements that support daily transit services and system operations. As required by ORS 294.456, appropriations are made at the organizational unit (Divisions) level and for specific programs including Other Post-Employment Benefits (OPEB), Other Non-Operating Requirements, Debt Service, and Contingency.

The Operating Fund supports the delivery of Bus, MAX, WES, and LIFT paratransit service, as well as customer service, security, system maintenance, technology, and agency administration. Payroll tax revenue, federal operating grants, state STIF formula funding, and fare revenue provide the majority of support for these ongoing activities.

This section presents an overview of resources and requirements and outlined as follows:

- Summary of Financial Resources & Requirements including
  - Summary of Fund History
  - Pass Through Revenues and Requirements
  - Summary of Debt Service
  - Other Post-Employment Benefits
- Discussion on operating revenues, definitions and financial summaries
- Discussion on operating requirements, definitions and financial summaries

## Change in Operating Resources and Requirements

Annual operating resources and requirements fluctuate based on economic conditions, payroll tax performance, service levels, and inflationary cost pressures. The table summarizes recent changes in the operating requirements, and does not include capital program resources or requirements, non-operating requirements, nor contingency.

| Category               | FY2025 Actuals | FY2026 Adopted                                 | FY2027 Approved                                  | % Change 26-27 |
|------------------------|----------------|------------------------------------------------|--------------------------------------------------|----------------|
| Operating Resources    | 864,782,435    | 909,250,100                                    | 826,137,010                                      | -9.14%         |
| Operating Requirements | 863,975,383    | 918,057,735                                    | 937,966,598                                      | 2.17%          |
| Surplus (Deficit)      | \$807,052      | <span style="color: red;">\$(8,807,635)</span> | <span style="color: red;">\$(111,829,588)</span> | 1169.69%       |

Table 1. Changes in Operating Resources and Requirements



## Summary of Financial Resources and Requirements

The table below provides a high-level summary of total financial resources, total financial requirements, and the resulting surplus or deficit for the past two fiscal years. Fund balance levels reflect the degree to which TriMet has drawn down reserves to support operations.

| Category                            | FY2025 Actuals | FY2026 Adopted | FY2027 Approved | % Change 26-27 |
|-------------------------------------|----------------|----------------|-----------------|----------------|
| Financial Resources <sup>1</sup>    | 942,155,731    | 1,135,008,637  | 947,704,602     | -16.5%         |
| Financial Requirements <sup>2</sup> | 1,037,680,318  | 1,185,241,765  | 1,205,103,825   | 1.7%           |
| Surplus (Deficit)                   | \$(95,524,587) | \$(50,233,128) | \$(257,399,223) | 412.4%         |

Table 2. Change in Financial Resources and Requirements by Fiscal Year

| Category               | FY2025 Actuals | FY2026 Adopted | FY2027 Approved | % Change 26-27 |
|------------------------|----------------|----------------|-----------------|----------------|
| Beginning Fund Balance | 873,140,103    | 821,613,675    | 779,591,873.3   | -5.1%          |
| Ending Fund Balance    | 777,615,516    | 771,380,547    | 522,192,650.7   | -32.3%         |
| Change in Fund Balance | \$(95,524,587) | \$(50,233,128) | \$(257,399,223) | 412.4%         |

Table 3. Change in Fund Balance by Fiscal Year

## Fund History

Over the last several years, operating resources have grown, but not at the pace needed to match increasing personnel costs, service delivery expenses, and inflationary pressures. As a result, operating requirements have exceeded operating resources, and TriMet has relied on unrestricted fund balance to help maintain service levels and absorb rising costs. Ending fund balance has continued to decline each year, reflecting sustained pressure on the Operating Fund and the need to preserve adequate reserves for cash flow, economic volatility, and unanticipated cost growth.

## Special Items

### Pass-Through Revenues and Requirements

TriMet administers several state-funded programs—such as STIF Formula and Regional Coordination—that require transferring resources directly to partner jurisdictions. Because these funds are legally restricted, they are recorded in the Operating Fund but do not affect TriMet's financial position. Levels vary each year based on statewide payroll tax performance and distribution formulas.

<sup>1</sup> Total financial resources include Operating Resources, Non-Operating Resources and CIP Resources

<sup>2</sup> Total financial requirements include Operating Requirements, CIP, Non-Operating Requirements, and Contingency.

### Debt Service

Debt service includes payments on Senior Lien Payroll Tax Revenue Bonds and Capital Grant Receipt Bonds. These obligations are supported by Net Continuing Revenues, including payroll tax, fares, service contracts, and formula operating grants. Total debt service in FY2027 is \$84.4 million, and TriMet's Senior Lien Debt Service Ratio remains within the 7.5% debt ratio.

### Other Post-Employment Benefits (OPEB)

OPEB costs include retiree medical and dental benefits, Medicare Part B reimbursements, life-insurance premiums, and annual payments toward unfunded actuarial liabilities for both union and non-union employees. Total OPEB costs in FY2026 are \$55.6 million. These expenses reflect long-term commitments and actuarial funding schedules.

### Capital Improvement Program (CIP)

The Capital Improvement Program is funded through General Funds, state and local contributions, federal grants, and bond proceeds. Although the CIP is included in the agency's long-term financial plan, capital projects are presented separately and are detailed in Section V of this budget.

## Summary of Financial Resources &amp; Requirements

| Revenue & Requirement Categories                  | FY2024          | FY2025          | FY2026          | FY2026          | FY2027          |                 |         |
|---------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------|
|                                                   | Actual          | Actual          | Budget          | Estimate        | Proposed        | Approved        | Adopted |
| Financial Resources                               |                 |                 |                 |                 |                 |                 |         |
| Operating Revenue                                 | 70,437,576      | 76,029,744      | 89,179,400      | 83,763,730      | 81,486,800      | 81,486,800      |         |
| Tax Revenue                                       | 511,423,193     | 522,193,732     | 554,972,200     | 535,248,575     | 548,629,789     | 548,629,789     |         |
| Federal Operating Grants                          | 146,947,471     | 139,683,301     | 147,454,600     | 139,145,215     | 128,551,920     | 128,551,920     |         |
| State Funding                                     | 43,657,213      | 84,876,447      | 84,132,800      | 76,979,269      | 46,622,001      | 46,622,001      |         |
| Local Funding                                     | 5,958,721       | 5,964,935       | 2,372,900       | 1,796,800       | 2,412,800       | 2,412,800       |         |
| Interest                                          | 35,955,379      | 28,084,567      | 25,000,000      | 15,000,000      | 10,000,000      | 10,000,000      |         |
| Miscellaneous                                     | 5,654,310       | 7,949,709       | 6,138,200       | 8,188,000       | 8,433,700       | 8,433,700       |         |
| CIP Resources                                     | 73,154,622      | 56,636,726      | 55,265,437      | 41,634,274      | 100,105,924     | 100,105,924     |         |
| Bond Proceeds                                     |                 |                 | 150,000,000     | 150,000,000     |                 |                 |         |
| Other Non-Operating Resources                     | 16,407,246      | 20,736,570      | 20,493,100      | 20,293,021      | 21,461,668      | 21,461,668      |         |
| Total Financial Resources                         | \$909,595,731   | \$942,155,731   | \$1,135,008,637 | \$1,072,048,884 | \$947,704,602   | \$947,704,602   |         |
| Financial Requirements                            |                 |                 |                 |                 |                 |                 |         |
| Personnel Services                                | 404,119,285     | 463,584,938     | 509,769,258     | 498,229,358     | 519,978,277     | 519,978,277     |         |
| Materials & Services                              | 235,309,464     | 271,991,916     | 279,304,800     | 273,901,711     | 278,047,800     | 278,047,800     |         |
| Other Post Employment Benefits                    | 46,711,568      | 62,361,535      | 54,462,800      | 54,344,351      | 55,565,571      | 55,565,571      |         |
| Capital Improvement Program (CIP)                 | 245,674,607     | 150,774,842     | 165,329,498     | 148,713,509     | 213,602,361     | 213,602,361     |         |
| Pass Through/Fund Exch/Special Payments           | 20,899,921      | 22,930,093      | 24,312,800      | 24,112,721      | 25,395,868      | 25,395,868      |         |
| Debt Service                                      | 65,611,863      | 66,036,994      | 74,520,877      | 70,770,877      | 84,374,950      | 84,374,950      |         |
| Contingency                                       |                 |                 | 77,541,732      |                 | 28,138,998      | 28,138,998      |         |
| Total Financial Requirements                      | \$1,018,326,708 | \$1,037,680,318 | \$1,185,241,765 | \$1,070,072,527 | \$1,205,103,825 | \$1,205,103,825 |         |
| Surplus (Deficit)                                 | -108,730,977    | -\$95,524,587   | -\$50,233,128   | \$1,976,357     | -\$257,399,223  | -257,399,223    |         |
| Fund Balance                                      |                 |                 |                 |                 |                 |                 |         |
| Beginning Balance                                 | 981,871,080     | 873,140,103     | 821,613,675     | 777,615,516     | 779,591,873     | 779,591,873     |         |
| Ending Balance                                    | 873,140,103     | 777,615,516     | 771,380,547     | 779,591,873     | 522,192,650     | 522,192,650     |         |
| Change in Balance                                 | -108,730,977    | -95,524,587     | -50,233,128     | 1,976,357       | -257,399,223    | -257,399,223    |         |
| Percent Change                                    | -11.07%         | -10.94%         | -6.11%          | 0.25%           | -33.02%         | -33.02%         |         |
| Total Resources (includes beginning fund balance) | \$1,891,466,811 | \$1,815,295,834 | \$1,956,622,312 | \$1,849,664,400 | \$1,727,296,475 | \$1,727,296,475 |         |
| Total Requirements (includes ending fund balance) | \$1,891,466,811 | \$1,815,295,834 | \$1,956,622,312 | \$1,849,664,400 | \$1,727,296,475 | \$1,727,296,475 |         |

## Summary of Fund History

| FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | Fund                                             | FY2027          |                 |         |
|------------------|------------------|------------------|--------------------------------------------------|-----------------|-----------------|---------|
|                  |                  |                  |                                                  | Proposed        | Approved        | Adopted |
|                  |                  |                  | I. Operating Program                             |                 |                 |         |
|                  |                  |                  | A. Resources                                     |                 |                 |         |
| 981,871,080      | 873,140,103      | 821,613,675      | Beginning Fund Balance-Restricted & Unrestricted | 779,591,873     | 779,591,873     |         |
| 52,117,127       | 55,842,364       | 62,700,000       | Passenger Revenue                                | 57,000,000      | 57,000,000      |         |
| 18,320,449       | 20,187,380       | 26,479,400       | Other Operating Revenue                          | 24,486,800      | 24,486,800      |         |
| 511,423,193      | 522,193,732      | 554,972,200      | Tax Revenue                                      | 548,629,789     | 548,629,789     |         |
| 238,173,094      | 266,558,959      | 265,098,500      | Other Revenue                                    | 196,020,421     | 196,020,421     |         |
| 16,407,246       | 20,736,570       | 20,493,100       | Other Non-Operating Resources                    | 21,461,668      | 21,461,668      |         |
|                  |                  | 150,000,000      | Bond Proceeds                                    |                 |                 |         |
| \$1,818,312,189  | \$1,758,659,108  | \$1,901,356,875  | Total Operating Program Resources                | \$1,627,190,551 | \$1,627,190,551 |         |
|                  |                  |                  | B. Requirements                                  |                 |                 |         |
| 450,590,078      | 525,796,015      | 563,982,058      | Personnel Services                               | 575,343,848     | 575,343,848     |         |
| 235,550,239      | 272,142,374      | 279,554,800      | Materials & Services                             | 278,247,800     | 278,247,800     |         |
| 65,611,863       | 66,036,994       | 74,520,877       | Debt Service                                     | 84,374,950      | 84,374,950      |         |
| 20,899,921       | 22,930,093       | 24,312,800       | Other Non-Operating Requirements                 | 25,395,868      | 25,395,868      |         |
|                  |                  | 77,541,732       | Contingency                                      | 28,138,998      | 28,138,998      |         |
| 873,140,103      | 777,615,516      | 771,380,547      | Ending Fund Balance-Restricted & Unrestricted    | 522,192,650     | 522,192,650     |         |
| \$1,645,792,204  | \$1,664,520,992  | \$1,791,292,814  | Total Operating Program Requirements             | \$1,513,694,114 | \$1,513,694,114 |         |
|                  |                  |                  | II. CIP                                          |                 |                 |         |
|                  |                  |                  | A. Resources                                     |                 |                 |         |
| 23,297,697       | 22,914,266       | 17,066,972       | State, Local Government & Private Contributions  | 42,014,384      | 42,014,384      |         |
| 49,856,925       | 33,722,460       | 38,198,465       | Federal Transit Administration Grants            | 58,091,540      | 58,091,540      |         |
| \$73,154,622     | \$56,636,726     | \$55,265,437     | Total CIP Resources                              | \$100,105,924   | \$100,105,924   |         |
|                  |                  |                  | B. Requirements                                  |                 |                 |         |
| 245,674,607      | 150,774,842      | 165,329,498      | Projects                                         | 213,602,361     | 213,602,361     |         |
| \$245,674,607    | \$150,774,842    | \$165,329,498    | Total CIP Requirements                           | \$213,602,361   | \$213,602,361   |         |
| \$1,891,466,811  | \$1,815,295,834  | \$1,956,622,312  | Total Resources                                  | \$1,727,296,475 | \$1,727,296,475 |         |
| \$1,891,466,811  | \$1,815,295,834  | \$1,956,622,312  | Total Requirements                               | \$1,727,296,475 | \$1,727,296,475 |         |

## Pass Through Revenues and Requirements

|                                                                     | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027       |              |         |
|---------------------------------------------------------------------|------------------|------------------|------------------|--------------------|--------------|--------------|---------|
|                                                                     |                  |                  |                  |                    | Proposed     | Approved     | Adopted |
| Special Transportation Fund Formula                                 | 67,899           | 1,514,861        |                  |                    |              |              |         |
| State STIF-Formula Regional Coordination                            | 7,492,574        | 7,365,960        | 7,499,700        | 7,499,657          | 7,271,170    | 7,271,170    |         |
| State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet | 8,846,773        | 11,855,746       | 12,993,400       | 12,793,364         | 14,190,498   | 14,190,498   |         |
| Total Pass Through Revenues & Requirements                          | \$16,407,246     | \$20,736,567     | \$20,493,100     | \$20,293,021       | \$21,461,668 | \$21,461,668 |         |

## Regional Fund Exchange Paymets

|                               | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027      |             |         |
|-------------------------------|------------------|------------------|------------------|--------------------|-------------|-------------|---------|
|                               |                  |                  |                  |                    | Proposed    | Approved    | Adopted |
| Metro Program Fund Exchanges  | 3,600,373        | 3,708,384        | 3,819,700        | 3,819,700          | 3,934,200   | 3,934,200   |         |
| Total Regional Fund Exchanges | \$3,600,373      | \$3,708,384      | \$3,819,700      | \$3,819,700        | \$3,934,200 | \$3,934,200 |         |

## Special Payments

|                                                       | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027   |          |         |
|-------------------------------------------------------|------------------|------------------|------------------|--------------------|----------|----------|---------|
|                                                       |                  |                  |                  |                    | Proposed | Approved | Adopted |
| City of Portland/Portland Streetcar (Stimulus Credit) | 892,302          |                  |                  |                    |          |          |         |
| Total Special Payments                                | \$892,302        |                  |                  |                    |          |          |         |

## Pass Through/Fund Exchanges/Special Payments

|                                                    | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027       |              |         |
|----------------------------------------------------|------------------|------------------|------------------|--------------------|--------------|--------------|---------|
|                                                    |                  |                  |                  |                    | Proposed     | Approved     | Adopted |
| Total Pass Through/Fund Exchanges/Special Payments | \$20,899,921     | \$24,444,951     | \$24,312,800     | \$24,112,721       | \$25,395,868 | \$25,395,868 |         |

## Summary of Debt Service

| Operating                                       | FY2024       | FY2025       | FY2026       | FY2026       | FY2027       |              |         |
|-------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|---------|
|                                                 | Actual       | Actual       | Budget       | Estimate     | Proposed     | Approved     | Adopted |
| Payroll Tax Bonds                               |              |              |              |              |              |              |         |
| 2009 Senior Lien Revenue Bonds Series A and B   | 717,969      | 717,969      | 717,969      | 717,969      | 717,969      | 717,969      |         |
| 2015 Revenue Bonds                              | 7,040,013    | 6,996,225    | 6,989,350    | 6,989,350    | 398,600      | 398,600      |         |
| 2016 Revenue Bonds                              | 5,546,650    | 5,533,150    | 5,533,400    | 5,533,400    | 5,590,300    | 5,590,300    |         |
| 2017 Revenue Bonds                              | 4,217,788    | 4,217,863    | 4,216,863    | 4,216,863    | 4,218,113    | 4,218,113    |         |
| 2018 Payroll Bonds -Sr Lien                     | 3,550,275    | 3,609,650    | 3,617,400    | 3,617,400    | 3,556,275    | 3,556,275    |         |
| 2019 Senior Lien Payroll Tax Rev Bonds Series A | 6,228,950    | 6,228,950    | 6,228,950    | 6,228,950    | 6,228,950    | 6,228,950    |         |
| 2019 Senior Lien Payroll Tax Rev Bonds Series B | 1,943,655    | 1,943,815    | 1,943,031    | 1,943,031    | 1,941,284    | 1,941,284    |         |
| 2021 Senior Lien Payroll Tax Rev Bonds Series A | 9,391,475    | 9,391,100    | 9,392,225    | 9,392,225    | 9,394,350    | 9,394,350    |         |
| 2021 Senior Lien Payroll Tax Rev Bonds Series B | 5,483,538    | 5,483,538    | 8,971,889    | 8,971,889    | 15,564,190   | 15,564,190   |         |
| 2026 Senior Lien Payroll Tax Revenue Bonds      |              |              | 3,750,000    |              | 10,642,869   | 10,642,869   |         |
| Capital Grant Receipt Bonds                     |              |              |              |              |              |              |         |
| 2017 Capital Grant Bonds                        | 14,683,625   | 14,667,250   | 14,655,750   | 14,655,750   | 14,637,625   | 14,637,625   |         |
| 2018 Capital Grant Bonds                        | 6,807,925    | 6,775,050    | 6,754,050    | 6,754,050    | 6,734,425    | 6,734,425    |         |
| Others                                          |              |              |              |              |              |              |         |
| Arbitrage Rebates                               |              | 472,434      |              |              | 4,500,000    | 4,500,000    |         |
| Bond Issuance Costs and Misc                    |              |              | 1,750,000    | 1,750,000    | 250,000      | 250,000      |         |
| Total Debt Service                              | \$65,611,863 | \$66,036,994 | \$74,520,877 | \$70,770,877 | \$84,374,950 | \$84,374,950 |         |



## 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                            |              | 398,600      | 398,600      |
| 2016 Revenue Bonds                            | 4,085,000    | 1,505,300    | 5,590,300    |
| 2017 Revenue Bonds                            | 3,255,000    | 963,113      | 4,218,113    |
| 2017 Capital Grant Bonds                      | 13,585,000   | 1,052,625    | 14,637,625   |
| 2018 Capital Grant Bonds                      | 1,930,000    | 4,804,425    | 6,734,425    |
| 2018 Payroll Bonds - Sr Lien                  | 2,145,000    | 1,411,275    | 3,556,275    |
| 2019 Payroll Bonds - Sr Lien Series A         |              | 6,228,950    | 6,228,950    |
| 2019 Payroll Bonds - Sr Lien Series B         | 800,000      | 1,141,284    | 1,941,284    |
| 2021 Payroll Bonds - Sr Lien Series A         | 3,750,000    | 5,644,350    | 9,394,350    |
| 2021 Payroll Bonds - Sr Lien Series B         | 10,175,000   | 5,389,190    | 15,564,190   |
| 2026 Senior Lien Payroll Tax Revenue Bonds    | 3,142,869    | 7,500,000    | 10,642,869   |
| FY2027 Total Debt Service*                    | \$42,867,869 | \$36,757,081 | \$79,624,950 |

\* Excludes Arbitrage Rebates \$4,500,000 and Bond Issuance Costs and Misc \$250,000

## TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service

| Revenue Category                                                 | FY2024        | FY2025        | FY2026        | FY2026        | FY2027        |               |         |
|------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------|
|                                                                  | Actual        | Actual        | Budget        | Estimate      | Proposed      | Approved      | Adopted |
| Operating Revenue                                                |               |               |               |               |               |               |         |
| Passenger                                                        | 52,117,127    | 55,842,364    | 62,700,000    | 60,200,000    | 57,000,000    | 57,000,000    |         |
| Transit Advertising                                              | 1,162,500     | 1,975,000     | 1,958,400     | 2,034,300     | 2,095,300     | 2,095,300     |         |
| Accessible Transportation Contract (see Note 1)                  | 7,451,964     | 7,804,658     | 13,608,200    | 10,809,430    | 11,349,900    | 11,349,900    |         |
| Service Contracts (see Note 2)                                   | 9,705,985     | 10,407,722    | 10,912,800    | 10,720,000    | 11,041,600    | 11,041,600    |         |
| Total Operating Revenue                                          | \$70,437,576  | \$76,029,744  | \$89,179,400  | \$83,763,730  | \$81,486,800  | \$81,486,800  |         |
| Tax Revenue                                                      |               |               |               |               |               |               |         |
| Payroll Tax Rev-Employer                                         | 491,686,870   | 501,264,342   | 532,478,600   | 513,795,951   | 526,640,849   | 526,640,849   |         |
| Payroll Tax Rev-Self Employment                                  | 15,985,291    | 16,310,322    | 18,142,600    | 16,718,080    | 17,136,032    | 17,136,032    |         |
| Payroll Tax Rev-State In-Lieu                                    | 3,751,032     | 4,619,068     | 4,351,000     | 4,734,544     | 4,852,908     | 4,852,908     |         |
| Total Tax Revenue                                                | \$511,423,193 | \$522,193,732 | \$554,972,200 | \$535,248,575 | \$548,629,789 | \$548,629,789 |         |
| Other Revenue                                                    |               |               |               |               |               |               |         |
| Federal Operating Grants (see Note 3)                            | 116,826,201   | 129,965,801   | 120,023,500   | 113,530,446   | 99,723,824    | 99,723,824    |         |
| State STIF-Formula                                               | 43,564,597    | 84,562,419    | 83,732,800    | 76,579,269    | 46,030,883    | 46,030,883    |         |
| State Operating Grants (see Note 4)                              | 35,098        |               |               |               |               |               |         |
| Interest                                                         | 35,955,379    | 28,084,567    | 25,000,000    | 15,000,000    | 10,000,000    | 10,000,000    |         |
| Miscellaneous                                                    | 5,654,310     | 7,949,709     | 6,138,200     | 8,188,000     | 8,433,700     | 8,433,700     |         |
| Total Other Revenue                                              | \$202,035,585 | \$250,562,496 | \$234,894,500 | \$213,297,715 | \$164,188,407 | \$164,188,407 |         |
| Net Continuing Resources*                                        | \$783,896,354 | \$848,785,972 | \$879,046,100 | \$832,310,020 | \$794,304,996 | \$794,304,996 |         |
| Debt Service on Senior Lien Bonds                                | \$44,120,313  | \$44,122,260  | \$51,361,077  | \$47,611,077  | \$58,252,900  | \$58,252,900  |         |
| Senior Lien Debt Service as a Percent of Net Continuing Revenues | 5.6%          | 5.2%          | 5.8%          | 5.7%          | 7.3%          | 7.3%          |         |

\* 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.

## Other Post Employment Benefits

| Other Post Employment Benefits       | Explanation                                      | FY2024<br>Actual | FY2025<br>Actual | FY2026       |              | FY2027       |              |         |
|--------------------------------------|--------------------------------------------------|------------------|------------------|--------------|--------------|--------------|--------------|---------|
|                                      |                                                  |                  |                  | Budget       | Estimate     | Proposed     | Approved     | Adopted |
| Union                                |                                                  |                  |                  |              |              |              |              |         |
| Pension UAAL Expense                 | Current year portion of 15 years funding of UAAL | 25,003,623       | 18,898,909       | 18,222,400   | 15,742,776   | 15,388,428   | 15,388,428   |         |
| OPEB Contributions                   | Current year portion of funding OPEB liabilities |                  | 17,904,058       | 10,297,000   | 12,611,209   | 12,763,338   | 12,763,338   |         |
| Retiree Life Insurance Premiums      | Retiree Life Insurance Premiums                  | 503,419          | 469,451          | 536,600      | 494,005      | 507,141      | 507,141      |         |
| Retiree Medical/Medicare/Dental      | Post Employment Medical/Dental Benefits          | 14,925,524       | 16,203,795       | 16,793,300   | 16,664,773   | 17,379,559   | 17,379,559   |         |
| Medicare Part B (note 1)             | Post Employment Medicare Part B Benefits         | 4,000,320        | 4,356,530        | 4,421,400    | 4,509,649    | 5,245,152    | 5,245,152    |         |
| Total Union                          |                                                  | \$44,432,886     | \$57,832,743     | \$50,270,700 | \$50,022,412 | \$51,283,618 | \$51,283,618 |         |
| Non-Union                            |                                                  |                  |                  |              |              |              |              |         |
| Pension UAAL Expense                 | Current year portion of 10 years funding of UAAL | 701,985          | 727,000          | 915,200      | 753,240      | 938,658      | 938,658      |         |
| OPEB Contributions                   | Current year portion of funding OPEB liabilities |                  | 1,845,942        | 1,065,500    | 1,392,775    | 1,409,576    | 1,409,576    |         |
| Retiree Life Insurance Premiums      | Retiree Life Insurance Premiums                  | 73,350           | 68,649           | 82,000       | 74,031       | 74,213       | 74,213       |         |
| Retiree Medical/Medicare/Dental      | Post Employment Medical/Dental Benefits          | 1,688,845        | 1,820,998        | 1,981,200    | 1,982,711    | 2,092,806    | 2,092,806    |         |
| Total Non-Union                      |                                                  | \$2,464,180      | \$4,462,589      | \$4,043,900  | \$4,202,757  | \$4,515,253  | \$4,515,253  |         |
| Professional & Technical             | Service contracts for retirement plans           | 240,775          | 150,458          | 250,000      | 199,852      | 200,000      | 200,000      |         |
| Capitalized Fringe                   | Capital grant fringe reimbursement               | -426,273         | -84,255          | -101,800     | -80,670      | -433,300     | -433,300     |         |
| Total Other Post Employment Benefits |                                                  | \$46,711,568     | \$62,361,535     | \$54,462,800 | \$54,344,351 | \$55,565,571 | \$55,565,571 |         |

Notes:

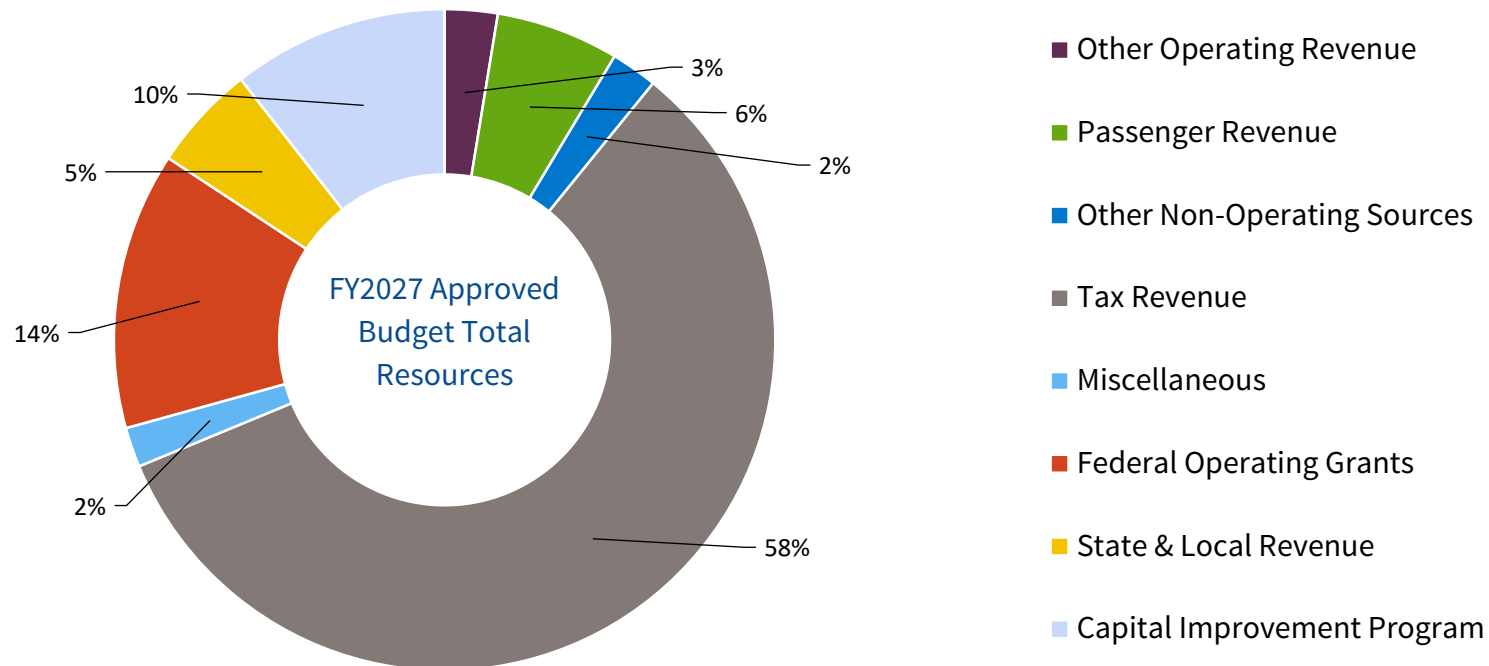
1. Union non-active employees, retirees, spouses, surviving spouses and dependents having enrolled in Medicare and a TriMet sponsored Medicare Advantage plan will be reimbursed by the Agency the actual cost of the Medicare Part B monthly Premium.

## Total Resources

TriMet's total resources are derived from a combination of payroll taxes, passenger revenues, federal operating grants, state and local funding, and other operating and non-operating sources. Payroll taxes remain the largest single source of funding, supporting both service operations and capital programs, followed by federal grants and passenger revenues.

The FY2027 Approved Budget continues trends established in prior years. Operating revenues are projected to increase modestly due to expected ridership growth and enhanced service contract and LIFT reimbursement activity. Payroll tax revenues are expected to grow steadily in line with regional employment and wage trends. Federal operating support is anticipated to remain relatively stable, while state and local contributions are projected to rise due to increased STIF allocations. Other non-operating revenues, including interest earnings and miscellaneous sources, are forecasted to remain consistent with historical performance.

The accompanying chart illustrates the composition of total resources by source, highlighting the relative contribution of each category to TriMet's overall budget.



## FY2027 Approved Budget Total Resources by Source

| Resource                    | Total Resources | Percent of Total |
|-----------------------------|-----------------|------------------|
| Other Operating Revenue     | 24,486,800      | 2.6%             |
| Passenger Revenue           | 57,000,000      | 6.0%             |
| Other Non-Operating Sources | 21,461,668      | 2.3%             |
| Tax Revenue                 | 548,629,789     | 57.9%            |
| Miscellaneous               | 18,433,700      | 1.9%             |
| Federal Operating Grants    | 128,551,920     | 13.6%            |
| State & Local Revenue       | 49,034,801      | 5.2%             |
| Capital Improvement Program | 100,105,924     | 10.6%            |
| Total                       | \$947,704,602   | 100%             |

Table 1. FY2027 Approved Budget, Total Resources Table.

TriMet's total FY2027 resources are projected at approximately \$947.7 million. Payroll tax revenue remains the agency's primary funding source, accounting for 57.9% of total resources.

Federal operating grants represent 13.6% of total resources, while passenger revenue accounts for 6.0%. State and local revenues contribute 5.2%, and Capital Improvement Program (CIP) resources comprise 10.6%, supporting infrastructure investments and system improvements. Other operating revenue (2.6%), other non-operating sources (2.3%), and miscellaneous revenue (1.9%) make up the remaining share of total resources. The following pages contain schedules with a detailed breakdown of each revenue source and its anticipated performance in FY2027.



## Resource Summary

| Revenue Category                                            | FY2024          | FY2025          | FY2026          | FY2026          | FY2027          |                 |         |
|-------------------------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------|
|                                                             | Actual          | Actual          | Budget          | Estimate        | Proposed        | Approved        | Adopted |
| Beginning Fund Balance as of July 1*                        |                 |                 |                 |                 |                 |                 |         |
| Restricted Bond Proceeds & Other Restricted                 | 209,123,379     | 124,563,042     | 74,950,085      | 73,271,359      | 169,017,736     | 169,017,736     |         |
| Unrestricted Fund Adjustment                                | 32,600,243      |                 |                 |                 |                 |                 |         |
| Restricted Debt Service                                     | 48,815,775      | 48,280,594      | 51,361,000      | 49,766,088      | 58,253,000      | 58,253,000      |         |
| Unrestricted Budgetary Fund Balance                         | 691,331,683     | 700,296,467     | 695,302,590     | 654,578,069     | 552,321,137     | 552,321,137     |         |
| Total Beginning Fund Balance                                | \$981,871,080   | \$873,140,103   | \$821,613,675   | \$777,615,516   | \$779,591,873   | \$779,591,873   |         |
| Operating Revenue                                           |                 |                 |                 |                 |                 |                 |         |
| Passenger                                                   | 52,117,127      | 55,842,364      | 62,700,000      | 60,200,000      | 57,000,000      | 57,000,000      |         |
| Transit Advertising                                         | 1,162,500       | 1,975,000       | 1,958,400       | 2,034,300       | 2,095,300       | 2,095,300       |         |
| ATP Serv - Contract Rev                                     | 7,451,964       | 7,804,658       | 13,608,200      | 10,809,430      | 11,349,900      | 11,349,900      |         |
| Service Contracts                                           | 9,705,985       | 10,407,722      | 10,912,800      | 10,720,000      | 11,041,600      | 11,041,600      |         |
| Total Operating Revenue                                     | \$70,437,576    | \$76,029,744    | \$89,179,400    | \$83,763,730    | \$81,486,800    | \$81,486,800    |         |
| Tax Revenue **                                              |                 |                 |                 |                 |                 |                 |         |
| Payroll Tax Rev-Employer                                    | 491,686,870     | 501,264,342     | 532,478,600     | 513,795,951     | 526,640,849     | 526,640,849     |         |
| Payroll Tax Rev-Self Employment                             | 15,985,291      | 16,310,322      | 18,142,600      | 16,718,080      | 17,136,032      | 17,136,032      |         |
| Payroll Tax Rev-State In-Lieu                               | 3,751,032       | 4,619,068       | 4,351,000       | 4,734,544       | 4,852,908       | 4,852,908       |         |
| Total Tax Revenue                                           | \$511,423,193   | \$522,193,732   | \$554,972,200   | \$535,248,575   | \$548,629,789   | \$548,629,789   |         |
| Other Revenue                                               |                 |                 |                 |                 |                 |                 |         |
| Federal Operating Grants                                    | 146,947,471     | 139,683,301     | 147,454,600     | 139,145,215     | 128,551,920     | 128,551,920     |         |
| State STIF-Discretionary                                    | 57,518          | 314,028         | 400,000         | 400,000         | 591,118         | 591,118         |         |
| State STIF-Formula                                          | 43,564,597      | 84,562,419      | 83,732,800      | 76,579,269      | 46,030,883      | 46,030,883      |         |
| State Operating Grants                                      | 35,098          |                 |                 |                 |                 |                 |         |
| Local Operating Grants                                      | 4,444,900       | 4,377,951       | 910,800         | 178,800         | 732,000         | 732,000         |         |
| Local Operating Revenue                                     | 1,513,821       | 1,586,984       | 1,462,100       | 1,618,000       | 1,680,800       | 1,680,800       |         |
| Interest                                                    | 35,955,379      | 28,084,567      | 25,000,000      | 15,000,000      | 10,000,000      | 10,000,000      |         |
| Miscellaneous                                               | 5,654,310       | 7,949,709       | 6,138,200       | 8,188,000       | 8,433,700       | 8,433,700       |         |
| Total Other Revenue                                         | \$238,173,094   | \$266,558,959   | \$265,098,500   | \$241,109,284   | \$196,020,421   | \$196,020,421   |         |
| Total Operating Resources(Excluding Beginning Fund Balance) | \$820,033,863   | \$864,782,435   | \$909,250,100   | \$860,121,589   | \$826,137,010   | \$826,137,010   |         |
| CIP Resources                                               | 73,154,622      | 56,636,726      | 55,265,437      | 41,634,274      | 100,105,924     | 100,105,924     |         |
| Bond Proceeds                                               |                 |                 | 150,000,000     | 150,000,000     |                 |                 |         |
| Other Non-Operating Resources                               | 16,407,246      | 20,736,570      | 20,493,100      | 20,293,021      | 21,461,668      | 21,461,668      |         |
| Total Resources                                             | \$1,891,466,811 | \$1,815,295,834 | \$1,956,622,312 | \$1,849,664,400 | \$1,727,296,475 | \$1,727,296,475 |         |

\* 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 Fund Adjustment resulting from a change in budgetary accounting for compensated absences from GAAP basis to the cash basis in FY2024. The \$32.6M includes accrued balances for paid time off, sick time and other forms of employee paid leave.

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                            | FY2024          | FY2025          | FY2026          | FY2026          | FY2027          |                 |         |
|---------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------|
|                                             | Actual          | Actual          | Budget          | Estimate        | Proposed        | Approved        | Adopted |
| Beginning Fund Balance as of July 1*        |                 |                 |                 |                 |                 |                 |         |
| Restricted Bond Proceeds & Other Restricted | 209,123,379     | 124,563,042     | 74,950,085      | 73,271,359      | 169,017,736     | 169,017,736     |         |
| Unrestricted Fund Adjustment                | 32,600,243      |                 |                 |                 |                 |                 |         |
| Restricted Debt Service                     | 48,815,775      | 48,280,594      | 51,361,000      | 49,766,088      | 58,253,000      | 58,253,000      |         |
| Unrestricted Budgetary Fund Balance         | 691,331,683     | 700,296,467     | 695,302,590     | 654,578,069     | 552,321,137     | 552,321,137     |         |
| Total Beginning Fund Balance                | \$981,871,080   | \$873,140,103   | \$821,613,675   | \$777,615,516   | \$779,591,873   | \$779,591,873   |         |
| Operating Revenue                           |                 |                 |                 |                 |                 |                 |         |
| Passenger                                   | 52,117,127      | 55,842,364      | 62,700,000      | 60,200,000      | 57,000,000      | 57,000,000      |         |
| Transit Advertising                         | 1,162,500       | 1,975,000       | 1,958,400       | 2,034,300       | 2,095,300       | 2,095,300       |         |
| ATP Serv - Contract Rev                     | 7,451,964       | 7,804,658       | 13,608,200      | 10,809,430      | 11,349,900      | 11,349,900      |         |
| Service Contracts                           | 9,705,985       | 10,407,722      | 10,912,800      | 10,720,000      | 11,041,600      | 11,041,600      |         |
| Local Operating Revenue                     | 1,513,821       | 1,586,984       | 1,462,100       | 1,618,000       | 1,680,800       | 1,680,800       |         |
| Total Operating Revenue                     | \$71,951,397    | \$77,616,728    | \$90,641,500    | \$85,381,730    | \$83,167,600    | \$83,167,600    |         |
| Non-Operating Resources                     |                 |                 |                 |                 |                 |                 |         |
| Interest                                    | 35,955,379      | 28,084,567      | 25,000,000      | 15,000,000      | 10,000,000      | 10,000,000      |         |
| Miscellaneous                               | \$5,654,310     | 7,949,709       | 6,138,200       | 8,188,000       | 8,433,700       | 8,433,700       |         |
| Total Non-Operating Resources               | \$41,609,689    | \$36,034,276    | \$31,138,200    | \$23,188,000    | \$18,433,700    | \$18,433,700    |         |
| Tax Revenue **                              |                 |                 |                 |                 |                 |                 |         |
| Payroll Tax Rev-Employer                    | 491,686,870     | 501,264,342     | 532,478,600     | 513,795,951     | 526,640,849     | 526,640,849     |         |
| Payroll Tax Rev-Self Employment             | 15,985,291      | 16,310,322      | 18,142,600      | 16,718,080      | 17,136,032      | 17,136,032      |         |
| Payroll Tax Rev-State In-Lieu               | 3,751,032       | 4,619,068       | 4,351,000       | 4,734,544       | 4,852,908       | 4,852,908       |         |
| Total Tax Revenue                           | \$511,423,193   | \$522,193,732   | \$554,972,200   | \$535,248,575   | \$548,629,789   | \$548,629,789   |         |
| Grants                                      |                 |                 |                 |                 |                 |                 |         |
| Federal Operating Grants                    | 146,947,471     | 139,683,301     | 147,454,600     | 139,145,215     | 128,551,920     | 128,551,920     |         |
| State STIF-Discretionary                    | 57,518          | 314,028         | 400,000         | 400,000         | 591,118         | 591,118         |         |
| State STIF-Formula                          | 43,564,597      | 84,562,419      | 83,732,800      | 76,579,269      | 46,030,883      | 46,030,883      |         |
| State Operating Grants                      | 35,098          |                 |                 |                 |                 |                 |         |
| Local Operating Grants                      | 4,444,900       | 4,377,951       | 910,800         | 178,800         | 732,000         | 732,000         |         |
| Capital Grants                              | \$49,856,925    | \$33,722,460    | 38,198,465      | 26,745,781      | 58,091,540      | 58,091,540      |         |
| Total Grants                                | \$244,906,509   | \$262,660,159   | \$270,696,665   | \$243,049,065   | \$233,997,461   | \$233,997,461   |         |
| Other Resources                             |                 |                 |                 |                 |                 |                 |         |
| Capital Assistance                          | 23,297,697      | 22,914,266      | 17,066,972      | 14,888,493      | 42,014,384      | 42,014,384      |         |
| Bond Proceeds                               |                 |                 | 150,000,000     | 150,000,000     |                 |                 |         |
| Other Non-Operating Resources               | 16,407,246      | 20,736,570      | 20,493,100      | 20,293,021      | 21,461,668      | 21,461,668      |         |
| Total Other Resources                       | \$39,704,943    | \$43,650,836    | \$187,560,072   | \$185,181,514   | \$63,476,052    | \$63,476,052    |         |
| Total Resources                             | \$1,891,466,811 | \$1,815,295,834 | \$1,956,622,312 | \$1,849,664,400 | \$1,727,296,475 | \$1,727,296,475 |         |

\* 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 Fund Adjustment resulting from a change in budgetary accounting for compensated absences from GAAP basis to the cash basis in FY2024. The \$32.6M includes accrued balances for paid time off, sick time and other forms of employee paid leave.

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 &amp; State Grant/Local Contribution Summary

| Type of Funding                                            | Purpose                                             | FY2027        |               |         |
|------------------------------------------------------------|-----------------------------------------------------|---------------|---------------|---------|
|                                                            |                                                     | Proposed      | Approved      | Adopted |
| Federal Operating Grants                                   |                                                     |               |               |         |
| FTA Section 5307 Urbanized Area Formula                    | Preventive Maintenance                              | 39,794,182    | 39,794,182    |         |
| FTA Section 5337 State of Good Repair                      | Preventive Maintenance                              | 59,929,642    | 59,929,642    |         |
| FTA section 5339(c) Low or No Emission                     | Workforce Development                               | 2,400,000     | 2,400,000     |         |
| FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab. | Paratransit                                         | 2,121,555     | 2,121,555     |         |
| FTA Section 5307/CMAQ FHWA Flex Funds                      | Open Street Map Data Maintenance                    | 33,723        | 33,723        |         |
| Total Federal Operating Grants                             |                                                     | \$104,279,102 | \$104,279,102 |         |
| Federal Operating Grants for Debt Service                  |                                                     |               |               |         |
| Regional STBG & CMAQ FHWA Flex Funds                       | Regional Rail Debt Service & Preventive Maintenance | 24,272,818    | 24,272,818    |         |
| Total Federal Operating Grants for Debt Service            |                                                     | \$24,272,818  | 24,272,818    |         |
| Federal CIP Grants                                         |                                                     |               |               |         |
| FTA Section 5339(b) Federal Formula Funds                  | North Downtown Bus Layover Facility                 | 8,912,926     | 8,912,926     |         |
| FHWA ATAIN                                                 | LRV CAD-AVL                                         | 125,000       | 125,000       |         |
| FTA Comm Project Fund/STIF                                 | ATP Fleet Expansion / Replacement                   | 812,978       | 812,978       |         |
| FTA Sec 5307 Carbon Reduction Program - Metro              | TV Highway Improvements                             | 3,370,000     | 3,370,000     |         |
| FTA Sec 5307 Carbon Reduction Program - Metro              | Better Bus                                          | 3,205,719     | 3,205,719     |         |
| FTA Sec 5309 CIG Small Starts                              | Red Line Extension and Reliability Improvement      | 367,372       | 367,372       |         |
| FTA Sec 5339(c) Low or No Emission                         | 82nd Avenue Transit Improvements                    | 33,326,101    | 33,326,101    |         |
| FTA Sec 5339(c) Low or No Emission                         | Upgrade Powell FCEB                                 | 4,109,685     | 4,109,685     |         |
| FTA Sec 5339(a) Discr & FTA Comm Proj Funding/Congress     | Garage, Layover & TC Expansion                      | 1,710,006     | 1,710,006     |         |
| FTA Comm Proj Funding/Congressionally Directed Spending    | Electric Vehicle Charging Infrastructure-Merlo      | 197,262       | 197,262       |         |
| FTA RAISE, FTA Comm Proj Funding                           | Columbia Operations Facility                        | 1,186,971     | 1,186,971     |         |
| FTA Sec 5310 Enhanced Mobility of Sr. & Indv w/Disab.      | ATP Technology Grant                                | 767,520       | 767,520       |         |
| Total Federal CIP Grants                                   |                                                     | \$58,091,540  | \$58,091,540  |         |
| Total Federal Grants                                       |                                                     | \$186,643,460 | \$186,643,460 |         |
| State Operating Grants                                     |                                                     |               |               |         |
| State STIF-Formula                                         | Service and Fare Programs                           | 46,030,883    | 46,030,883    |         |
| State STIF-Discretionary                                   | Spot Improvement Program & Market Study             | 591,118       | 591,118       |         |
| Total State Operating Grants                               |                                                     | \$46,622,001  | \$46,622,001  |         |
| State CIP Grants                                           |                                                     |               |               |         |
| State STP/5310, 5339(a) & STF                              | ATP Fleet Expansion / Replacement                   | 5,625,195     | 5,625,195     |         |
| State STIF Discretionary                                   | Bus Stop Development                                | 200,000       | 200,000       |         |
| Total State CIP Grants                                     |                                                     | \$5,825,195   | \$5,825,195   |         |
| Total State Grants                                         |                                                     | \$52,447,196  | \$52,447,196  |         |

## Federal &amp; State Grant/Local Contribution Summary

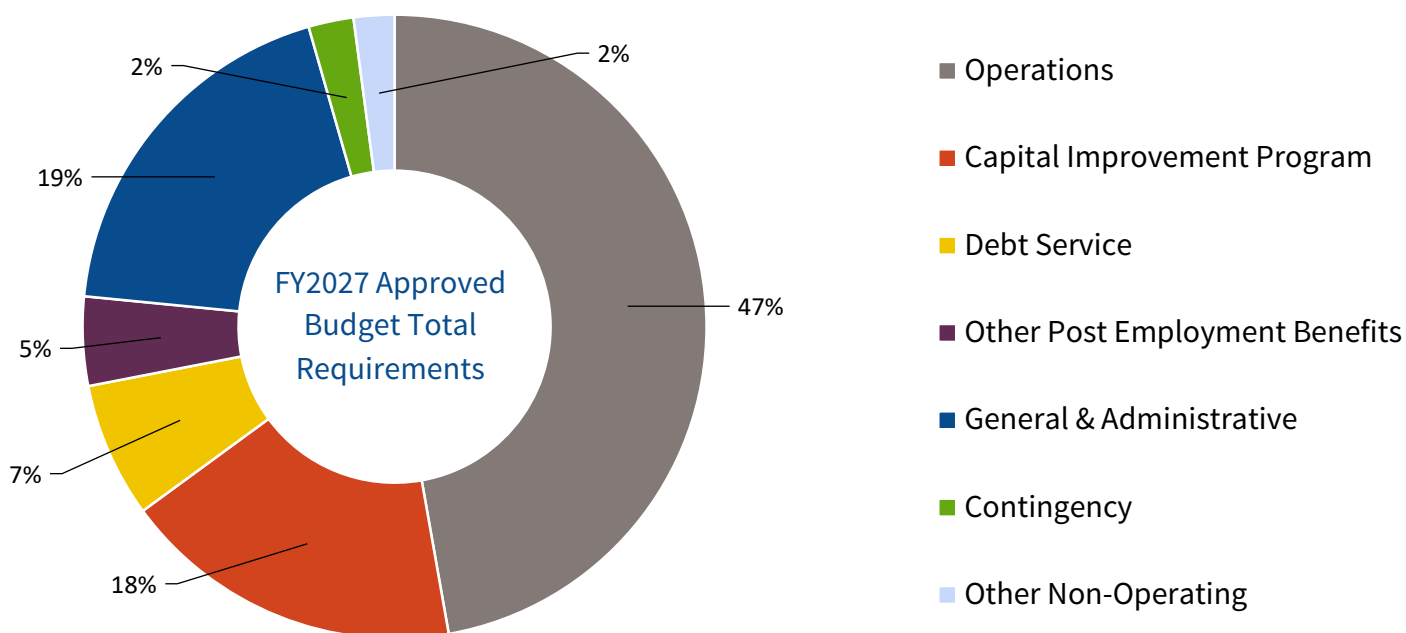
| Type of Funding                                         | Purpose                                | FY2027       |              |         |
|---------------------------------------------------------|----------------------------------------|--------------|--------------|---------|
|                                                         |                                        | Proposed     | Approved     | Adopted |
| Local Operating Grants                                  |                                        |              |              |         |
| City of Portland, Clean Energy Community Benefits Funds | Workforce Development                  | 732,000      | 732,000      |         |
| Total Local Operating Grants                            |                                        | \$732,000    | \$732,000    |         |
| Local CIP Contributions                                 |                                        |              |              |         |
| WSDOT-Interstate Bridge Project(IBR)                    | Interstate Bridge Replacement Program  | 20,423,201   | 20,423,201   |         |
| City of Portland, Clean Energy Community Benefits Funds | 82nd Avenue Transit Improvements       | 3,600,000    | 3,600,000    |         |
| City of Portland                                        | Third Party Project Betterment         | 4,282,550    | 4,282,550    |         |
| Multiple Local Agencies                                 | TV Highway Transit Improvements        | 5,379,814    | 5,379,814    |         |
| Metro                                                   | Enhanced Transit Concepts - Better Bus | 1,594,842    | 1,594,842    |         |
| Multiple Local Agencies                                 | Third Party Recovery                   | 908,782      | 908,782      |         |
| Total Local CIP Contributions                           |                                        | \$36,189,189 | \$36,189,189 |         |
| Total Local Contributions                               |                                        | \$36,921,189 | \$36,921,189 |         |

## Total Requirements

TriMet's total requirements reflect the full range of operational, capital, and non-operating expenditures necessary to deliver safe, reliable, and accessible transit service. The largest portion of the budget supports operations, including funding for personnel, service delivery, and STIF-supported programs, followed by general and administrative costs, capital improvement projects, and debt service.

The FY2027 Approved Budget continues prior-year trends, with operational costs expected to increase modestly to support wage adjustments, workforce retention, and service enhancements. Capital Improvement Program expenditures will continue to fund fleet modernization, infrastructure maintenance, and corridor improvements. Debt service requirements remain consistent with prior-year bond obligations, while contingency reserves are maintained to address unforeseen costs or risks. Other post-employment benefits and non-operating expenses are projected in line with historical funding levels.

The accompanying chart illustrates total requirements by category, highlighting the relative share of each major expenditure type in the FY2027 Approved Budget.



## FY2027 Approved Budget Total Requirements

| Requirements                   | Total Requirements | Percent of Total |
|--------------------------------|--------------------|------------------|
| Operations                     | \$569,041,056      | 47.2%            |
| Capital Improvement Program    | \$213,602,361      | 17.7%            |
| Debt Service                   | \$84,374,950       | 7.0%             |
| Other Post Employment Benefits | \$55,565,571       | 4.6%             |
| General & Administrative       | \$228,985,021      | 19.0%            |
| Contingency                    | \$28,138,998       | 2.3%             |
| Other Non-Operating            | \$25,395,868       | 2.1%             |
| Total                          | \$1,205,103,825    | 100.0%           |

Table 1. FY2027 Approved Budget Total Requirements Table.

TriMet's total FY2027 requirements are projected at approximately \$1.205 billion. Operations represent the largest share of expenditures at 47.2%, reflecting the cost of delivering bus, MAX, WES, and LIFT service.

General and Administrative costs account for 19.0% of total requirements, supporting agency-wide functions such as finance, human resources, technology and system support. The Capital Improvement Program (CIP) comprises 17.7%, funding infrastructure investments and system modernization. Debt service represents 7.0% of total requirements, while Other Post-Employment Benefits (OPEB) account for 4.6%. Contingency funding makes up 2.3%, and Other Non-Operating expenditures account for 2.1% of the total budget.

The following pages contain schedules providing detailed information on requirements by division, object class, and funding source, along with supporting personnel and materials & services schedules.



## Requirement Summary

| Division/Department                            | FY2024        | FY2025        | FY2026        | FY2026        | FY2027        |               |         |
|------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------|
|                                                | Actual        | Actual        | Budget        | Estimate      | Proposed      | Approved      | Adopted |
| Office of the General Manager Division         |               |               |               |               |               |               |         |
| Office of General Manager Department           | 1,235,932     | 1,145,726     | 1,537,650     | 1,318,069     | 1,299,274     | 1,299,274     |         |
| Public Access & Innovation-Department          | 2,036,841     |               |               |               |               |               |         |
| Internal Audit Department                      | 524,954       | 695,876       | 740,426       | 760,578       | 775,133       | 775,133       |         |
| Total Office of the General Manager Division   | \$3,797,727   | \$1,841,602   | \$2,278,076   | \$2,078,647   | \$2,074,407   | \$2,074,407   |         |
| Operations Administration Division             |               |               |               |               |               |               |         |
| Operations Administration Department           | 1,251,362     | 1,379,670     | 1,063,149     | 718,642       | 876,547       | 876,547       |         |
| Operations Training & Development Department   |               |               |               |               | 17,832,539    | 17,832,539    |         |
| Total Operations Administration Division       | \$1,251,362   | \$1,379,670   | \$1,063,149   | \$718,642     | \$18,709,086  | \$18,709,086  |         |
| Transportation Division                        |               |               |               |               |               |               |         |
| Transportation Administration Department       | 1,516,929     | 1,580,293     | 1,944,518     | 1,347,963     | 2,441,695     | 2,441,695     |         |
| Bus Transportation Department                  | 158,910,164   | 176,090,438   | 189,367,722   | 187,729,758   | 198,289,820   | 198,289,820   |         |
| Operations Command Center Department           | 8,772,018     | 9,523,015     | 10,573,874    | 10,365,133    | 10,613,387    | 10,613,387    |         |
| Service Delivery Department                    |               | 7,939,140     | 8,133,510     | 8,087,190     | 8,810,491     | 8,810,491     |         |
| Accessible Transportation Programs Department  | 58,221,456    | 64,188,913    | 73,614,387    | 69,883,040    | 70,185,878    | 70,185,878    |         |
| Rail Transportation Department                 | 32,306,213    | 40,953,354    | 39,692,719    | 39,297,423    | 41,616,040    | 41,616,040    |         |
| Commuter Rail Department                       | 8,744,695     | 9,002,745     | 8,169,981     | 7,796,922     | 9,156,497     | 9,156,497     |         |
| Portland Streetcar Department                  | 20,009,229    | 19,027,659    | 20,256,438    | 20,418,531    | 20,684,906    | 20,684,906    |         |
| Service Planning & Delivery Department         | 10,245,210    |               |               |               |               |               |         |
| Total Transportation Division                  | \$298,725,914 | \$328,305,557 | \$351,753,149 | \$344,925,960 | \$361,798,714 | \$361,798,714 |         |
| Maintenance Division                           |               |               |               |               |               |               |         |
| Maintenance Administration Department          | 972,884       | 1,476,115     | 2,066,236     | 1,358,294     | 2,330,009     | 2,330,009     |         |
| Bus Maintenance Department                     | 70,345,010    | 77,889,270    | 80,108,677    | 83,402,828    | 82,616,293    | 82,616,293    |         |
| Facilities Management Bus-Rail Department      | 33,497,695    | 42,729,322    | 44,266,294    | 41,028,835    | 45,579,995    | 45,579,995    |         |
| Rail Maintenance Of Way Department             | 23,641,892    | 28,585,783    | 27,754,536    | 27,930,998    | 28,957,220    | 28,957,220    |         |
| Rail Equipment Maintenance Department          | 48,250,174    | 44,851,258    | 45,504,126    | 45,658,669    | 47,758,825    | 47,758,825    |         |
| Total Maintenance Division                     | \$176,707,655 | \$195,531,748 | \$199,699,869 | \$199,379,624 | \$207,242,342 | \$207,242,342 |         |
| Transit System & Asset Support Division        |               |               |               |               |               |               |         |
| Transit System & Asset Support Department      | 704,022       | 558,855       | 985,144       | 396,631       |               |               |         |
| Transit System Support Services Department     | 1,873,979     | 2,382,073     | 3,056,642     | 2,830,880     |               |               |         |
| Transit Training & Development Department      | 10,820,581    | 14,929,171    | 18,930,410    | 18,153,922    |               |               |         |
| Transit Asset & Maintenance Support Department | 644,008       | 2,887,218     | 3,668,448     | 3,407,502     |               |               |         |
| Total Transit System & Asset Support Division  | \$14,042,590  | \$20,757,317  | \$26,640,644  | \$24,788,935  |               |               |         |



## Requirement Summary

| Division/Department                                         | FY2024              | FY2025              | FY2026              | FY2026              | FY2027              |                     |         |
|-------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------|
|                                                             | Actual              | Actual              | Budget              | Estimate            | Proposed            | Approved            | Adopted |
| <b>Finance &amp; Administrative Services Division</b>       |                     |                     |                     |                     |                     |                     |         |
| Finance & Administrative Services Department                | 1,002,464           | 1,109,296           | 1,637,438           | 1,251,112           | 1,802,295           | 1,802,295           |         |
| Financial Services Department                               | 4,410,678           | 4,599,381           | 4,775,437           | 4,687,235           | 4,626,766           | 4,626,766           |         |
| Budget & Forecasting Department                             | 1,333,824           | 1,736,793           | 2,081,353           | 2,065,307           | 1,858,862           | 1,858,862           |         |
| Risk Management Department                                  | 5,777,625           | 6,515,844           | 7,817,725           | 7,499,721           | 7,738,473           | 7,738,473           |         |
| Procurement & Supply Chain Management Department            | 7,021,861           | 7,274,037           | 7,964,947           | 7,703,933           | 7,784,632           | 7,784,632           |         |
| Fare Revenue & Administrative Services Department           | 10,808,365          | 11,367,509          | 13,025,045          | 12,009,863          | 12,573,250          | 12,573,250          |         |
| Grants Development & Compliance Department                  | 753,352             | 1,197,683           | 1,789,118           | 1,571,479           | 1,464,327           | 1,464,327           |         |
| <b>Total Finance &amp; Administrative Services Division</b> | <b>\$31,108,169</b> | <b>\$33,800,543</b> | <b>\$39,091,063</b> | <b>\$36,788,650</b> | <b>\$37,848,605</b> | <b>\$37,848,605</b> |         |
| <b>Information Technology Division</b>                      |                     |                     |                     |                     |                     |                     |         |
| IT Administration Department                                | 15,074,886          | 17,934,332          | 19,201,140          | 19,264,107          | 21,382,127          | 21,382,127          |         |
| IT Operations & Infrastructure Department                   | 4,732,784           | 5,845,303           | 6,517,085           | 6,329,129           | 6,166,361           | 6,166,361           |         |
| Information Security Department                             | 1,011,502           | 1,289,255           | 1,221,400           | 1,174,639           | 1,048,524           | 1,048,524           |         |
| Enterprise Systems Department                               | 4,931,510           | 4,893,680           | 5,646,349           | 5,660,771           | 5,510,331           | 5,510,331           |         |
| Intelligent Transportation Systems Department               | 3,971,496           | 4,382,838           | 4,820,093           | 4,939,894           | 4,702,298           | 4,702,298           |         |
| <b>Total Information Technology Division</b>                | <b>\$29,722,178</b> | <b>\$34,345,408</b> | <b>\$37,406,067</b> | <b>\$37,368,540</b> | <b>\$38,809,641</b> | <b>\$38,809,641</b> |         |
| <b>Labor Relations &amp; Human Resources Division</b>       |                     |                     |                     |                     |                     |                     |         |
| Human Resources Administration Department                   | 1,312,009           | 1,259,485           | 1,572,091           | 1,270,466           | 1,481,760           | 1,481,760           |         |
| Benefits & HRIS Department                                  | 2,063,933           | 2,634,595           | 2,836,294           | 3,016,579           | 2,991,782           | 2,991,782           |         |
| Talent Management Department                                | 3,888,793           | 4,946,343           | 7,118,156           | 6,595,700           | 5,380,035           | 5,380,035           |         |
| Labor Relations Department                                  | 1,215,469           | 1,338,848           | 1,449,351           | 1,324,725           | 1,135,858           | 1,135,858           |         |
| Compensation Department                                     | 648,883             | 1,150,945           | 1,054,576           | 1,063,538           | 964,241             | 964,241             |         |
| LRHR Legal Compliance Department                            |                     |                     |                     |                     | 888,078             | 888,078             |         |
| <b>Total Labor Relations &amp; Human Resources Division</b> | <b>\$9,129,087</b>  | <b>\$11,330,216</b> | <b>\$14,030,468</b> | <b>\$13,271,008</b> | <b>\$12,841,754</b> | <b>\$12,841,754</b> |         |
| <b>Legal Services Division</b>                              |                     |                     |                     |                     |                     |                     |         |
| Legal Services Administration Department                    | 1,684,619           | 1,667,110           | 1,948,266           | 1,783,389           | 1,767,645           | 1,767,645           |         |
| Litigation Department                                       | 1,295,156           | 1,432,044           | 1,438,070           | 1,408,446           | 1,383,752           | 1,383,752           |         |
| Real Estate & Transit Oriented Development Department       | 2,527,079           | 5,381,986           | 7,390,986           | 6,698,516           | 7,851,778           | 7,851,778           |         |
| <b>Total Legal Services Division</b>                        | <b>\$5,506,854</b>  | <b>\$8,481,140</b>  | <b>\$10,777,322</b> | <b>\$9,890,351</b>  | <b>\$11,003,175</b> | <b>\$11,003,175</b> |         |
| <b>Public Affairs Division</b>                              |                     |                     |                     |                     |                     |                     |         |
| Public Affairs Administration Department                    | 1,010,760           | 1,238,878           | 1,186,745           | 1,046,343           | 1,200,540           | 1,200,540           |         |
| Community Affairs & Engagement Department                   | 1,404,144           | 1,153,992           | 1,585,072           | 1,434,864           | 1,486,756           | 1,486,756           |         |
| Government Services and Public Affairs Department           | 1,316,577           | 1,170,151           | 1,430,102           | 1,367,984           | 1,348,914           | 1,348,914           |         |
| Communications & Marketing Department                       | 8,849,431           | 11,475,054          | 8,525,103           | 8,508,566           | 7,812,138           | 7,812,138           |         |
| Customer Information Services Department                    | 4,666,883           | 5,162,485           | 5,254,383           | 5,027,281           | 5,409,944           | 5,409,944           |         |
| <b>Total Public Affairs Division</b>                        | <b>\$17,247,795</b> | <b>\$20,200,560</b> | <b>\$17,981,405</b> | <b>\$17,385,038</b> | <b>\$17,258,292</b> | <b>\$17,258,292</b> |         |

## Requirement Summary

| Division/Department                                  | FY2024        | FY2025        | FY2026        | FY2026        | FY2027        |               |         |
|------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------|
|                                                      | Actual        | Actual        | Budget        | Estimate      | Proposed      | Approved      | Adopted |
| Safety & Security Division                           |               |               |               |               |               |               |         |
| Safety & Security Administration Department          | 1,222,327     | 1,478,844     | 1,345,318     | 1,321,416     | 1,623,734     | 1,623,734     |         |
| Safety & Environmental Services Department           | 4,811,539     | 7,433,574     | 8,494,514     | 7,838,519     | 8,191,188     | 8,191,188     |         |
| Security Department                                  | 43,916,213    | 59,691,380    | 65,715,650    | 65,538,303    | 63,717,998    | 63,717,998    |         |
| Emergency Management Department                      |               |               |               |               | 2,009,374     | 2,009,374     |         |
| Total Safety & Security Division                     | \$49,950,079  | \$68,603,798  | \$75,555,482  | \$74,698,238  | \$75,542,294  | \$75,542,294  |         |
| Strategy & Planning Division                         |               |               |               |               |               |               |         |
| Strategy & Planning Administration Department        |               | 1,053,978     | 1,383,731     | 1,112,684     | 1,966,424     | 1,966,424     |         |
| Service Planning Department                          |               | 3,120,495     | 3,348,525     | 3,164,544     | 2,683,947     | 2,683,947     |         |
| Transit Systems Support Services Department          |               |               |               |               | 2,860,885     | 2,860,885     |         |
| Total Strategy & Planning Division                   |               | \$4,174,473   | \$4,732,256   | \$4,277,228   | \$7,511,256   | \$7,511,256   |         |
| Public Access & Innovation Division                  |               |               |               |               |               |               |         |
| Public Access & Innovation Department                |               | 2,665,415     | 4,629,984     | 3,186,677     | 3,971,940     | 3,971,940     |         |
| Total Public Access & Innovation Division            |               | \$2,665,415   | \$4,629,984   | \$3,186,677   | \$3,971,940   | \$3,971,940   |         |
| Engineering & Construction Division                  |               |               |               |               |               |               |         |
| Engineering & Construction Administration Department | 1,867,535     | 1,989,007     | 1,521,614     | 1,556,393     | 1,749,235     | 1,749,235     |         |
| Design & Construction Department                     | -45,352       | 567,497       | 732,915       | 650,284       | 776,300       | 776,300       |         |
| Major Projects Department                            | 417,156       | 1,602,903     | 1,180,595     | 1,166,854     | 889,036       | 889,036       |         |
| Total Engineering & Construction Division            | \$2,239,339   | \$4,159,407   | \$3,435,124   | \$3,373,531   | \$3,414,571   | \$3,414,571   |         |
| Other Post Employment Benefits                       | 46,711,568    | 62,361,535    | 54,462,800    | 54,344,351    | 55,565,571    | 55,565,571    |         |
| Debt Service                                         | 65,611,863    | 66,036,994    | 74,520,877    | 70,770,877    | 84,374,950    | 84,374,950    |         |
| Total Operating Requirements                         | \$751,752,180 | \$863,975,383 | \$918,057,735 | \$897,246,297 | \$937,966,598 | \$937,966,598 |         |
| Capital Improvement Program (CIP)                    |               |               |               |               |               |               |         |
| Transportation Division                              | 18,674,970    | 9,622,054     | 12,186,052    | 9,739,527     | 20,032,850    | 20,032,850    |         |
| Maintenance Division                                 | 89,584,094    | 53,157,087    | 58,668,845    | 56,740,351    | 77,875,644    | 77,875,644    |         |
| Transit System & Asset Support Division              | 320,732       | 517           |               |               |               |               |         |
| Finance & Administrative Services Division           | 8,645,930     | 10,635,534    | 6,458,320     | 5,757,277     | 1,000,000     | 1,000,000     |         |
| Information Technology Division                      | 14,509,348    | 10,219,714    | 12,168,594    | 12,128,511    | 15,336,005    | 15,336,005    |         |
| Legal Services Division                              | 13,399,683    | 1,489,372     | 922,013       | 843,034       |               |               |         |
| Public Affairs Division                              | 1,504,265     | 1,925,387     | 1,450,000     | 1,450,000     |               |               |         |
| Safety & Security Division                           | 3,583,083     | 5,264,775     | 8,136,316     | 7,950,399     | 4,647,314     | 4,647,314     |         |
| Strategy & Planning Division                         |               | 195,246       | 1,440,318     | 1,440,317     | 280,572       | 280,572       |         |
| Engineering & Construction Division                  | 95,452,502    | 58,265,156    | 63,899,040    | 52,664,093    | 94,429,976    | 94,429,976    |         |
| Total Capital Improvement Program (CIP)              | \$245,674,607 | \$150,774,842 | \$165,329,498 | \$148,713,509 | \$213,602,361 | \$213,602,361 |         |

## Requirement Summary

| Division/Department                         | FY2024          | FY2025          | FY2026          | FY2026          | FY2027          |                 |         |
|---------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------|
|                                             | Actual          | Actual          | Budget          | Estimate        | Proposed        | Approved        | Adopted |
| Pass Through Revenues & Requirements        | 16,407,246      | 19,221,709      | 20,493,100      | 20,293,021      | 21,461,668      | 21,461,668      |         |
| Regional Fund Exchange Payments             | 3,600,373       | 3,708,384       | 3,819,700       | 3,819,700       | 3,934,200       | 3,934,200       |         |
| Special Payments                            | 892,302         |                 |                 |                 |                 |                 |         |
| Total Other Non-Operating Requirements      | \$20,899,921    | \$22,930,093    | \$24,312,800    | \$24,112,721    | \$25,395,868    | \$25,395,868    |         |
| Contingency                                 |                 |                 | 77,541,732      |                 | 28,138,998      | 28,138,998      |         |
| Ending Fund Balance as of June 30*          |                 |                 |                 |                 |                 |                 |         |
| Restricted Bond Proceeds & Other Restricted | 124,563,042     | 73,271,359      | 166,906,965     | 169,017,736     | 105,413,970     | 105,413,970     |         |
| Restricted Debt Service                     | 48,280,594      | 49,766,088      | 47,610,000      | 58,253,000      | 58,257,000      | 58,257,000      |         |
| Unrestricted Funds                          | 700,296,467     | 654,578,069     | 556,863,582     | 552,321,137     | 358,521,680     | 358,521,680     |         |
| Total Ending Fund Balance                   | \$873,140,103   | \$777,615,516   | \$771,380,547   | \$779,591,873   | \$522,192,650   | \$522,192,650   |         |
| Total Requirements                          | \$1,891,466,811 | \$1,815,295,834 | \$1,956,622,312 | \$1,849,664,400 | \$1,727,296,475 | \$1,727,296,475 |         |

\* 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                   | FY2024               | FY2025               | FY2026               | FY2026               | FY2027               |                      |         |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------|
|                                       | Actual               | Actual               | Budget               | Estimate             | Proposed             | Approved             | Adopted |
| <b>Personnel Services</b>             |                      |                      |                      |                      |                      |                      |         |
| Office of the General Manager         | 2,551,937            | 1,581,309            | 2,011,676            | 1,766,777            | 1,808,007            | 1,808,007            |         |
| Operations Administration             | 546,181              | 1,027,709            | 643,349              | 500,112              | 18,083,486           | 18,083,486           |         |
| Transportation                        | 218,247,811          | 242,234,150          | 257,067,349          | 254,834,739          | 267,735,614          | 267,735,614          |         |
| Maintenance                           | 96,879,688           | 110,634,101          | 125,233,869          | 121,936,463          | 132,738,742          | 132,738,742          |         |
| Transit System & Asset Support        | 12,986,669           | 19,658,782           | 23,115,402           | 23,850,757           |                      |                      |         |
| Finance & Administrative Services     | 20,254,318           | 22,716,019           | 25,471,463           | 24,575,897           | 24,823,705           | 24,823,705           |         |
| Information Technology                | 17,061,736           | 18,276,475           | 21,343,567           | 20,488,664           | 21,120,141           | 21,120,141           |         |
| Labor Relations & Human Resources     | 6,337,382            | 8,203,867            | 10,152,568           | 9,702,440            | 9,413,854            | 9,413,854            |         |
| Legal Services                        | 4,383,844            | 4,245,464            | 4,754,022            | 4,560,039            | 4,953,575            | 4,953,575            |         |
| Public Affairs                        | 10,852,331           | 12,232,332           | 12,829,605           | 12,537,729           | 12,251,792           | 12,251,792           |         |
| Safety & Security                     | 12,501,040           | 15,937,734           | 15,909,382           | 15,529,252           | 16,285,694           | 16,285,694           |         |
| Strategy & Planning                   |                      | 3,179,877            | 6,702,698            | 3,542,026            | 6,497,956            | 6,497,956            |         |
| Public Access & Innovation            |                      | 1,571,748            | 2,259,284            | 1,910,619            | 1,991,240            | 1,991,240            |         |
| Engineering & Construction            | 1,516,348            | 2,085,371            | 2,275,024            | 2,493,844            | 2,274,471            | 2,274,471            |         |
| Other Post Employment Benefits        | 46,470,793           | 62,211,077           | 54,212,800           | 54,144,499           | 55,365,571           | 55,365,571           |         |
| <b>Total Personnel Services</b>       | <b>\$450,590,078</b> | <b>\$525,796,015</b> | <b>\$563,982,058</b> | <b>\$552,373,857</b> | <b>\$575,343,848</b> | <b>\$575,343,848</b> |         |
| <b>Materials &amp; Services</b>       |                      |                      |                      |                      |                      |                      |         |
| Office of the General Manager         | 1,245,790            | 260,293              | 266,400              | 311,870              | 266,400              | 266,400              |         |
| Operations Administration             | 705,181              | 351,961              | 419,800              | 218,530              | 625,600              | 625,600              |         |
| Transportation                        | 80,478,103           | 86,071,407           | 94,685,800           | 90,091,221           | 94,063,100           | 94,063,100           |         |
| Maintenance                           | 79,827,967           | 84,897,647           | 74,466,000           | 77,443,161           | 74,503,600           | 74,503,600           |         |
| Transit System & Asset Support        | 1,055,921            | 1,098,535            | 468,600              | 938,178              |                      |                      |         |
| Finance & Administrative Services     | 10,853,851           | 11,084,524           | 13,619,600           | 12,212,753           | 13,024,900           | 13,024,900           |         |
| Information Technology                | 12,660,442           | 16,068,933           | 16,062,500           | 16,879,876           | 17,689,500           | 17,689,500           |         |
| Labor Relations & Human Resources     | 2,791,705            | 3,126,349            | 3,877,900            | 3,568,568            | 3,427,900            | 3,427,900            |         |
| Legal Services                        | 1,123,010            | 4,235,676            | 6,023,300            | 5,330,312            | 6,049,600            | 6,049,600            |         |
| Public Affairs                        | 6,395,464            | 7,968,228            | 5,151,800            | 4,847,309            | 5,006,500            | 5,006,500            |         |
| Safety & Security                     | 37,449,039           | 52,666,064           | 59,646,100           | 59,168,986           | 59,256,600           | 59,256,600           |         |
| Strategy & Planning                   |                      | 994,596              | 1,086,200            | 735,202              | 1,013,300            | 1,013,300            |         |
| Public Access & Innovation            |                      | 1,093,667            | 2,370,700            | 1,276,058            | 1,980,700            | 1,980,700            |         |
| Engineering & Construction            | 722,991              | 2,074,036            | 1,160,100            | 879,687              | 1,140,100            | 1,140,100            |         |
| Other Post Employment Benefits        | 240,775              | 150,458              | 250,000              | 199,852              | 200,000              | 200,000              |         |
| <b>Total Materials &amp; Services</b> | <b>\$235,550,239</b> | <b>\$272,142,374</b> | <b>\$279,554,800</b> | <b>\$274,101,563</b> | <b>\$278,247,800</b> | <b>\$278,247,800</b> |         |

## Requirements by Object Class

| Division/Department                          | FY2024          | FY2025          | FY2026          | FY2026          | FY2027          |                 |         |
|----------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------|
|                                              | Actual          | Actual          | Budget          | Estimate        | Proposed        | Approved        | Adopted |
| Other Requirements                           |                 |                 |                 |                 |                 |                 |         |
| Capital Improvement Program (CIP)            | 245,674,607     | 150,774,842     | 165,329,498     | 148,713,509     | 213,602,361     | 213,602,361     |         |
| Pass Through/Fund Exchanges/Special Payments | 20,899,921      | 22,930,093      | 24,312,800      | 24,112,721      | 25,395,868      | 25,395,868      |         |
| Debt Service                                 | 65,611,863      | 66,036,994      | 74,520,877      | 70,770,877      | 84,374,950      | 84,374,950      |         |
| Contingency                                  |                 |                 | 77,541,732      |                 | 28,138,998      | 28,138,998      |         |
| Ending Fund Balance as of June 30**          |                 |                 |                 |                 |                 |                 |         |
| Restricted Bond Proceeds & Other Restricted  | 124,563,042     | 73,271,359      | 166,906,965     | 169,017,736     | 105,413,970     | 105,413,970     |         |
| Restricted Debt Service                      | 48,280,594      | 49,766,088      | 47,610,000      | 58,253,000      | 58,257,000      | 58,257,000      |         |
| Unrestricted Funds                           | 700,296,467     | 654,578,069     | 556,863,582     | 552,321,137     | 358,521,680     | 358,521,680     |         |
| Total Ending Fund Balance                    | \$873,140,103   | \$777,615,516   | \$771,380,547   | \$779,591,873   | \$522,192,650   | \$522,192,650   |         |
| Total Requirements                           | \$1,891,466,811 | \$1,815,295,834 | \$1,956,622,312 | \$1,849,664,400 | \$1,727,296,475 | \$1,727,296,475 |         |

\*\* 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<br>FY2026     | Budget<br>FY2027     |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|
| <b>Earnings</b>                                                 |                                                                                                                                                                                                      |                      |                      |
| Salaries and Wages                                              | Base compensation for all non-temporary positions including student training pay and union employee wage premiums based on years of service. \$248,379,265 for union and \$93,094,478 for non-union. | 333,339,308          | 341,473,743          |
| Sick and Vacation Payout                                        | \$693,576 for union sick and vacation payout; \$1,018,020 for non-union vacation payout.                                                                                                             | 1,602,493            | 1,711,596            |
| Other Wages                                                     | Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.                                                                           | 7,886,118            | 6,820,680            |
| Scheduled Overtime                                              | Overtime that has been built into union operator shifts.                                                                                                                                             | 13,253,763           |                      |
| Unscheduled Overtime                                            | All other overtime except scheduled overtime.                                                                                                                                                        | 13,651,240           | 27,381,553           |
| Limited Term Salaries & Wages                                   | Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date. \$1,350,519 for union and \$7,031,378 for non-union.                  | 9,859,865            | 8,363,897            |
| Unemployment                                                    | TriMet reimburses the State of Oregon for actual claims paid. \$506,000 for union and \$134,119 for non-union.                                                                                       | 373,239              | 640,119              |
| Unpaid Absence                                                  | All excused and unexcused time loss for which employees are not paid.                                                                                                                                | -3,318,274           | -3,477,550           |
| <b>Fringe Benefits</b>                                          |                                                                                                                                                                                                      |                      |                      |
| Medical and Dental                                              | \$69,843,696 for union medical and dental; \$15,958,116 for non-union medical and dental.                                                                                                            | 84,407,088           | 85,801,812           |
| Disability and Life Insurance                                   | \$201,419 for union Life/STD premiums; \$503,543 for non-union Life/LTD premiums.                                                                                                                    | 788,132              | 704,962              |
| Childcare Reimbursement                                         | New Childcare Reimbursement program; \$97,290 union; \$95,220 non-union.                                                                                                                             | 776,250              | 192,510              |
| Oregon Paid Leave                                               | \$986,164 for union Oregon Paid Leave; \$388,845 for non-union Oregon Paid Leave.                                                                                                                    | 1,352,415            | 1,375,009            |
| Social Security FICA                                            | 7.65% of first \$184,500 of salaries and wages; 1.45% thereafter.                                                                                                                                    | 28,583,276           | 28,876,456           |
| TriMet Payroll Tax-PRT                                          | 0.8237% of 2026 gross income; 0.8237% of 2027 gross income.                                                                                                                                          | 3,099,702            | 3,147,961            |
| Pension Expense-Normal Cost (cost of benefits earned this year) | \$19,430,546 for union Defined Contribution pension; \$9,549,412 for non-union Defined Contribution pension.                                                                                         | 27,909,053           | 28,979,958           |
| Capitalized Labor-Fringe                                        | Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits.                                                                                                                 | -21,295,410          | -19,615,429          |
| 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 \$1,884.69 per week.                                 | 7,501,000            | 7,601,000            |
| <b>Total Personnel Services*</b>                                |                                                                                                                                                                                                      | <b>\$509,769,258</b> | <b>\$519,978,277</b> |

\* Total does not include Other Post Employment Benefit costs of \$54,212,800 in FY2026 and \$55,365,571 in FY2027. See Other Post Employment Benefits department for DB pension plan assumptions.



## Materials &amp; Services Schedule

| Expense Category                                  | Budget<br>FY2026     | Budget<br>FY2027     | Percent<br>Change | Explanation                                                           |
|---------------------------------------------------|----------------------|----------------------|-------------------|-----------------------------------------------------------------------|
| Adverstising/Promotion Media Fees                 | 512,000              | 229,000              | -55.27%           | Anticipated increase in production for rider communication materials. |
| Audits                                            | 260,000              | 290,000              | 11.54%            |                                                                       |
| Banking Charges                                   | 1,991,000            | 1,990,000            | -0.05%            |                                                                       |
| Bridge, Tunnel & Highway Expenses                 | 423,400              | 149,900              | -64.60%           | Anticipated decrease in sublease                                      |
| Casualty and Liability Costs                      | 10,836,600           | 10,737,000           | -0.92%            |                                                                       |
| Community & Promotions Outreach                   | 2,456,600            | 2,673,500            | 8.83%             |                                                                       |
| Contract Maintenance                              | 24,268,000           | 21,843,100           | -9.99%            |                                                                       |
| Contracted Dispatch                               | 4,472,600            | 4,924,500            | 10.10%            |                                                                       |
| Contracted Eligibility Assessment                 | 1,351,500            | 1,386,100            | 2.56%             |                                                                       |
| Custodial Service                                 | 1,662,200            | 1,191,700            | -28.31%           | Decreased due to budget realignment.                                  |
| Dues & Subscriptions                              | 539,300              | 277,400              | -48.56%           | Decreased due to budget realignment.                                  |
| Education & Training                              | 2,283,900            | 2,071,000            | -9.32%            |                                                                       |
| Employee Relations & Union Contractual Services   | 534,100              | 755,100              | 41.38%            | Increased due to budget realignment.                                  |
| Health Benefit Consultant                         | 310,600              | 330,000              | 6.25%             |                                                                       |
| Lease Expenses                                    | 5,456,600            | 6,224,800            | 14.08%            | Increase due to new and expanded leases.                              |
| Legal                                             | 274,200              | 142,700              | -47.96%           |                                                                       |
| Light Rail Propulsion Power                       | 8,085,600            | 7,679,200            | -5.03%            |                                                                       |
| Maintenance Materials-Revenue Equipments          | 15,759,100           | 18,151,300           | 15.18%            |                                                                       |
| Miscellaneous Expenses                            | 928,000              | 1,068,400            | 15.13%            |                                                                       |
| Other Materials & Services                        | 12,692,600           | 13,999,300           | 10.29%            |                                                                       |
| Other Services                                    | 10,115,600           | 3,948,700            | -60.96%           | Decreased due to budget realignment.                                  |
| Portland Streetcar                                | 10,141,800           | 10,142,000           | 0.00%             |                                                                       |
| Professional & Technical Services                 | 9,774,000            | 10,219,100           | 4.55%             |                                                                       |
| Purchased Transportation Service                  | 55,812,500           | 57,057,200           | 2.23%             |                                                                       |
| Revenue Vehicles - Diesel Fuel                    | 17,058,900           | 16,958,000           | -0.59%            | \$3.10/gallon for bus, \$3.95/gallon for LIFT and WES.                |
| Revenue Vehicles - Oil & Gasoline                 | 2,730,100            | 3,458,500            | 26.68%            | Increased gasoline usage per LIFT vehicle operations.                 |
| Revenue Vehicles - Tires                          | 1,746,400            | 1,416,500            | -18.89%           | Decreased repair and maintenance anticipated.                         |
| Security Services                                 | 53,735,400           | 51,992,500           | -3.24%            |                                                                       |
| Software License Fees                             | 13,747,000           | 15,681,400           | 14.07%            | Year-to-year cost increases on multiple products.                     |
| Temporary Help                                    | 312,000              | 430,300              | 37.92%            | Increased due to budget realignment.                                  |
| Telephone Expense                                 | 734,000              | 1,442,400            | 96.51%            | Increased due to budget realignment.                                  |
| Tickets, Passes & Fare Media Cards                | 674,400              | 761,700              | 12.94%            |                                                                       |
| Uniforms                                          | 445,400              | 861,500              | 93.42%            | Increased due to budget realignment.                                  |
| Utilities (Natural Gas, Electricity, Water/Sewer) | 7,179,400            | 7,564,000            | 5.36%             | Anticipated rate increases.                                           |
| <b>Total Materials &amp; Services*</b>            | <b>\$279,304,800</b> | <b>\$278,047,800</b> | <b>-0.45%</b>     |                                                                       |

\* Total does not include Other Post Employment Benefit costs of \$250,000 in FY2026 and \$200,000 in FY2027. See Other Post Employment Benefits department for service contracts for retirement plans.

## Staffing Changes FY2027 Approved Budget

Changes to FTE between the FY2026 Adopted Budget and the FY2027 Approved Budget reflect targeted workforce reductions, division reorganization, and structural changes implemented as part of the agency's plan to address the structural operating deficit and move toward a balanced budget by FY2029.

The FY2027 Approved Budget reflects a net decrease of 103.00 FTE, including a reduction of 67 non-union positions and 36 union positions.

A significant structural change in FY2027 is the dissolution of the Transit Systems & Asset Support Division (-170 FTE), with its functions redistributed across the organization. A new Operations Administration Division was created (+116 FTE), absorbing portions of the former division and consolidating operational oversight to improve coordination and organizational efficiency.

Transportation reflects a reduction of 28 FTE due to limited-term positions ending and restructuring efforts to right-size service levels. Maintenance increases by 9 FTE to address anticipated increases in vehicle overhaul and maintenance needs, supporting system reliability.

Several divisions reflect workforce reductions aligned with cost containment and organizational realignment, including Finance & Administrative Services (-11 FTE), Information Technology (-5 FTE), Labor Relations & Human Resources (-9 FTE), Legal Services (-1 FTE), Public Affairs (-9 FTE), Engineering & Construction (-7 FTE), and Public Access & Innovation (-2 FTE).

Strategy & Planning reflects an increase of 16 FTE to support agency planning and strategic initiatives. Safety & Security reflects a modest net reduction of 1 FTE, reflecting internal restructuring.

### FY2027 Approved Budget Full Time Equivalent Changes

| Division                                 | Non-Union | Union  | Total   | Purpose of Change                                                         |
|------------------------------------------|-----------|--------|---------|---------------------------------------------------------------------------|
| Office of the General Manager Division   | -1.00     | 0.00   | -1.00   | Workforce Reductions.                                                     |
| Operations Administration Division       | 33.00     | 83.00  | 116.00  | New Division, absorbed parts of Transit Systems & Asset Support Division. |
| Transportation Division                  | -4.00     | -24.00 | -28.00  | Limited term positions ending, restructuring for right-sizing.            |
| Maintenance Division                     | 9.00      | 0.00   | 9.00    | To meet anticipated increase in maintenance needs.                        |
| Transit Systems & Asset Support Division | -73.00    | -97.00 | -170.00 | Division reorganized.                                                     |

| Division                                   | Non-Union | Union  | Total   | Purpose of Change                                          |
|--------------------------------------------|-----------|--------|---------|------------------------------------------------------------|
| Finance & Administrative Services Division | -9.00     | -2.00  | -11.00  | Workforce Reductions.                                      |
| Information Technology Division            | -5.00     | 0.00   | -5.00   | Workforce Reductions.                                      |
| Labor Relations & Human Resources Division | -9.00     | 0.00   | -9.00   | Workforce Reductions.                                      |
| Legal Services Division                    | -1.00     | 0.00   | -1.00   | Workforce Reductions.                                      |
| Public Affairs Division                    | -9.00     | 0.00   | -9.00   | Workforce Reductions.                                      |
| Safety & Security Division                 | -5.00     | 4.00   | -1.00   | Workforce Reductions.                                      |
| Strategy & Planning Division               | 16.00     | 0.00   | 16.00   | Absorbed part of Transit Systems & Asset Support Division. |
| Public Access & Innovation Division        | -2.00     | 0.00   | -2.00   | Workforce Reductions.                                      |
| Engineering & Construction Division        | -7.00     | 0.00   | -7.00   | Workforce Reductions.                                      |
| Total Non-Union and Union Changes          | -67.00    | -36.00 | -103.00 |                                                            |

Table 1. FY2027 Approved Budget Full Time Equivalent Changes

## Summary of Employees

|                                                  |                     |                                  | FY2024<br>Actuals | FY2025<br>Actual | FY2026<br>Budget | FY2027   |          | Change          |
|--------------------------------------------------|---------------------|----------------------------------|-------------------|------------------|------------------|----------|----------|-----------------|
|                                                  |                     |                                  |                   |                  |                  | Proposed | Approved | FY2026 - FY2027 |
| General Manager Division                         | Non-Union Employees | Full-Time Employees              | 17.00             | 6.00             | 9.00             | 8.00     | 8.00     | (1.00)          |
|                                                  |                     | Part-Time Employees              | 1.00              | 0.80             | 0.00             | 0.00     | 0.00     | 0.00            |
| Total General Manager Division                   |                     |                                  | 18.00             | 6.80             | 9.00             | 8.00     | 8.00     | (1.00)          |
| Operations Administration Division               | Non-Union Employees | Full-Time Employees              | 0.00              | 0.00             | 0.00             | 30.00    | 30.00    | 30.00           |
|                                                  |                     | Limited Term Full-Time Employees | 0.00              | 0.00             | 0.00             | 3.00     | 3.00     | 3.00            |
|                                                  | Union Employees     | Full-Time Employees              | 0.00              | 0.00             | 0.00             | 78.00    | 78.00    | 78.00           |
|                                                  |                     | Limited Term Full-Time Employees | 0.00              | 0.00             | 0.00             | 5.00     | 5.00     | 5.00            |
| Total Operations Administration Division         |                     |                                  | 0.00              | 0.00             | 0.00             | 116.00   | 116.00   | 116.00          |
| Transportation Division                          | Non-Union Employees | Full-Time Employees              | 91.00             | 74.00            | 77.00            | 74.00    | 74.00    | (3.00)          |
|                                                  |                     | Limited Term Full-Time Employees | 1.00              | 1.00             | 1.00             | 0.00     | 0.00     | (1.00)          |
|                                                  | Union Employees     | Full-Time Employees              | 1640.00           | 1766.00          | 1570.00          | 1548.00  | 1548.00  | (22.00)         |
|                                                  |                     | Limited Term Full-Time Employees | 8.00              | 0.00             | 4.00             | 2.00     | 2.00     | (2.00)          |
|                                                  |                     | Part-Time Employees              | 188.00            | 137.25           | 238.50           | 238.50   | 238.50   | 0.00            |
| Total Transportation Division                    |                     |                                  | 1928.00           | 1978.25          | 1890.50          | 1862.50  | 1862.50  | (28.00)         |
| Maintenance Division                             | Non-Union Employees | Full-Time Employees              | 102.00            | 98.00            | 108.00           | 117.00   | 117.00   | 9.00            |
|                                                  |                     | Limited Term Full-Time Employees | 1.00              | 0.00             | 0.00             | 0.00     | 0.00     | 0.00            |
|                                                  | Union Employees     | Full-Time Employees              | 705.00            | 770.00           | 829.00           | 829.00   | 829.00   | 0.00            |
| Total Maintenance Division                       |                     |                                  | 808.00            | 868.00           | 937.00           | 946.00   | 946.00   | 9.00            |
| Transit Systems & Asset Support Division         | Non-Union Employees | Full-Time Employees              | 36.00             | 61.00            | 70.00            | 0.00     | 0.00     | (70.00)         |
|                                                  |                     | Limited Term Full-Time Employees | 4.00              | 1.00             | 3.00             | 0.00     | 0.00     | (3.00)          |
|                                                  | Union Employees     | Full-Time Employees              | 47.00             | 79.00            | 87.00            | 0.00     | 0.00     | (87.00)         |
|                                                  |                     | Limited Term Full-Time Employees | 5.00              | 0.00             | 10.00            | 0.00     | 0.00     | (10.00)         |
| Total Transit Systems & Asset Support Division   |                     |                                  | 92.00             | 141.00           | 170.00           | 0.00     | 0.00     | (170.00)        |
| Finance & Administrative Services Division       | Non-Union Employees | Full-Time Employees              | 71.00             | 73.00            | 79.00            | 70.00    | 70.00    | (9.00)          |
|                                                  |                     | Limited Term Full-Time Employees | 1.00              | 0.00             | 1.00             | 1.00     | 1.00     | 0.00            |
|                                                  |                     | Part-Time Employees              | 0.00              | 1.30             | 0.00             | 0.00     | 0.00     | 0.00            |
|                                                  | Union Employees     | Full-Time Employees              | 85.00             | 84.00            | 86.00            | 84.00    | 84.00    | (2.00)          |
|                                                  |                     | Part-Time Employees              | 0.00              | 0.00             | 0.50             | 0.50     | 0.50     | 0.00            |
| Total Finance & Administrative Services Division |                     |                                  | 157.00            | 158.30           | 166.50           | 155.50   | 155.50   | (11.00)         |
| Information Technology Division                  | Non-Union Employees | Full-Time Employees              | 92.00             | 94.00            | 100.00           | 96.00    | 96.00    | (4.00)          |
|                                                  |                     | Limited Term Full-Time Employees | 10.00             | 12.00            | 9.00             | 8.00     | 8.00     | (1.00)          |
| Total Information Technology Division            |                     |                                  | 102.00            | 106.00           | 109.00           | 104.00   | 104.00   | (5.00)          |
| Labor Relations & Human Resources Division       | Non-Union Employees | Full-Time Employees              | 45.00             | 57.00            | 62.00            | 54.00    | 54.00    | (8.00)          |
|                                                  |                     | Limited Term Full-Time Employees | 2.00              | 7.00             | 3.00             | 2.00     | 2.00     | (1.00)          |
|                                                  |                     | Part-Time Employees              | 0.80              | 1.60             | 0.80             | 0.80     | 0.80     | 0.00            |
| Total Labor Relations & Human Resources Division |                     |                                  | 47.80             | 65.60            | 65.80            | 56.80    | 56.80    | (9.00)          |

|                                           |                     |                                  | FY2024<br>Actuals | FY2025<br>Actual | FY2026<br>Budget | FY2027   |          |         | Change          |
|-------------------------------------------|---------------------|----------------------------------|-------------------|------------------|------------------|----------|----------|---------|-----------------|
|                                           |                     |                                  |                   |                  |                  | Proposed | Approved | Adopted | FY2026 - FY2027 |
| Legal Services Division                   | Non-Union Employees | Full-Time Employees              | 24.00             | 23.00            | 24.00            | 23.00    | 23.00    |         | (1.00)          |
|                                           |                     | Limited Term Full-Time Employees | 2.00              | 1.00             | 1.00             | 1.00     | 1.00     |         | 0.00            |
|                                           |                     | Part-Time Employees              | 0.00              | 0.00             | 0.50             | 0.50     | 0.50     |         | 0.00            |
| Total Legal Services Division             |                     |                                  | 26.00             | 24.00            | 25.50            | 24.50    | 24.50    |         | (1.00)          |
| Safety & Security Division                | Non-Union Employees | Full-Time Employees              | 36.00             | 38.00            | 44.00            | 39.00    | 39.00    |         | (5.00)          |
|                                           | Union Employees     | Full-Time Employees              | 55.00             | 50.00            | 57.00            | 61.00    | 61.00    |         | 4.00            |
| Total Safety & Security Division          |                     |                                  | 91.00             | 88.00            | 101.00           | 100.00   | 100.00   |         | (1.00)          |
| Strategy & Planning Division              | Non-Union Employees | Full-Time Employees              | 0.00              | 18.00            | 19.00            | 35.00    | 35.00    |         | 16.00           |
|                                           |                     | Limited Term Full-Time Employees | 0.00              | 0.00             | 1.00             | 1.00     | 1.00     |         | 0.00            |
| Total Strategy & Planning Division        |                     |                                  | 0.00              | 18.00            | 20.00            | 36.00    | 36.00    |         | 16.00           |
| Public Affairs Division                   | Non-Union Employees | Full-Time Employees              | 51.00             | 59.00            | 58.00            | 51.00    | 51.00    |         | (7.00)          |
|                                           |                     | Limited Term Full-Time Employees | 7.00              | 4.00             | 6.00             | 4.00     | 4.00     |         | (2.00)          |
|                                           | Union Employees     | Full-Time Employees              | 27.00             | 25.00            | 27.00            | 27.00    | 27.00    |         | 0.00            |
|                                           |                     | Limited Term Full-Time Employees | 10.00             | 11.00            | 11.00            | 11.00    | 11.00    |         | 0.00            |
| Total Public Affairs Division             |                     |                                  | 95.00             | 99.00            | 102.00           | 93.00    | 93.00    |         | (9.00)          |
| Public Access & Innovation Division       | Non-Union Employees | Full-Time Employees              | 0.00              | 8.00             | 12.00            | 10.00    | 10.00    |         | (2.00)          |
|                                           |                     | Limited Term Full-Time Employees | 0.00              | 0.00             | 1.00             | 1.00     | 1.00     |         | 0.00            |
| Total Public Access & Innovation Division |                     |                                  | 0.00              | 8.00             | 13.00            | 11.00    | 11.00    |         | (2.00)          |
| Engineering & Construction Division       | Non-Union Employees | Full-Time Employees              | 63.00             | 63.00            | 64.00            | 61.00    | 61.00    |         | (3.00)          |
|                                           |                     | Limited Term Full-Time Employees | 19.00             | 26.00            | 35.00            | 31.00    | 31.00    |         | (4.00)          |
| Total Engineering & Construction Division |                     |                                  | 82.00             | 89.00            | 99.00            | 92.00    | 92.00    |         | (7.00)          |
| Operating Program                         | Non-Union Employees | Full-Time Employees              | 628.00            | 672.00           | 726.00           | 668.00   | 668.00   |         | (58.00)         |
|                                           |                     | Limited Term Full-Time Employees | 47.00             | 52.00            | 61.00            | 52.00    | 52.00    |         | (9.00)          |
|                                           |                     | Part-Time Employees              | 1.80              | 3.70             | 1.30             | 1.30     | 1.30     |         | 0.00            |
| Total Non-Union Employees                 |                     |                                  | 676.80            | 727.70           | 788.30           | 721.30   | 721.30   |         | (67.00)         |
| Operating Program                         | Union Employees     | Full-Time Employees              | 2559.00           | 2774.00          | 2656.00          | 2627.00  | 2627.00  |         | (29.00)         |
|                                           |                     | Limited Term Full-Time Employees | 23.00             | 11.00            | 25.00            | 18.00    | 18.00    |         | (7.00)          |
|                                           |                     | Part-Time Employees              | 188.00            | 137.25           | 239.00           | 239.00   | 239.00   |         | 0.00            |
| Total Union Employees                     |                     |                                  | 2770.00           | 2922.25          | 2920.00          | 2884.00  | 2884.00  |         | (36.00)         |
| Total Operating Program Employees         |                     |                                  | 3446.80           | 3649.95          | 3708.30          | 3605.30  | 3605.30  |         | (103.00)        |





# Section IV: Divisional Summaries

This section includes summaries, narratives, and financial information for each of TriMet's divisions.



# Office of the General Manager Division

## Division Overview

### Mission

The Office of the General Manager provides leadership, oversight, and coordination to ensure TriMet fulfills its mission to deliver safe, reliable, and accessible transit service. Working under the direction of the TriMet Board of Directors, the General Manager oversees agency operations, strategic planning, financial stewardship, and organizational performance to support public accountability and long-term success.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 18.00         | 6.80          | 9.00          | 8.00            | 8.00            | 8.00            | -              |

Table 1. Office of the General Manager Division Authorized FTEs

### Budget Summary

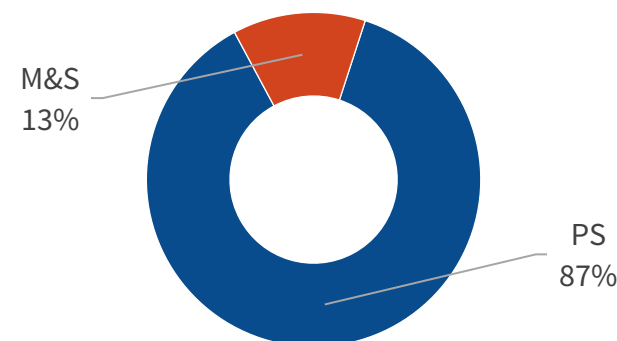
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 2,551,937     | 1,581,309     | 2,011,676     | 1,766,777       | 1,808,007       | 1,808,007       | -              |
| M&S            | 1,245,790     | 260,293       | 266,400       | 311,870         | 266,400         | 266,400         | -              |
| Total          | \$3,797,727   | \$1,841,602   | \$2,278,076   | \$2,078,647     | \$2,074,407     | \$2,074,407     | -              |

Table 2. Office of the General Manager Division Budget Summary

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$203.7K (-8.9%), declining from \$2.28 million to \$2.07 million. Personnel Services decrease by \$203.7K (-10.1%), while Materials & Services remain flat with no change.

In the FY2027 Approved Budget, Personnel Services comprise approximately 87% (\$1.81 million) of the total budget, while Materials & Services account for approximately 13% (\$266.4K)

FY2027 Budget by Classification



## Departments and Priorities

- **Office of General Manager (OGM):** Under the direct authority of the Board of Directors.
- **Internal Audit (IA):** Performs internal audits and provides advisory services to give the District reasonable assurance that its control objectives are met.
- **Public Access & Innovation (PAI)**<sup>1</sup>

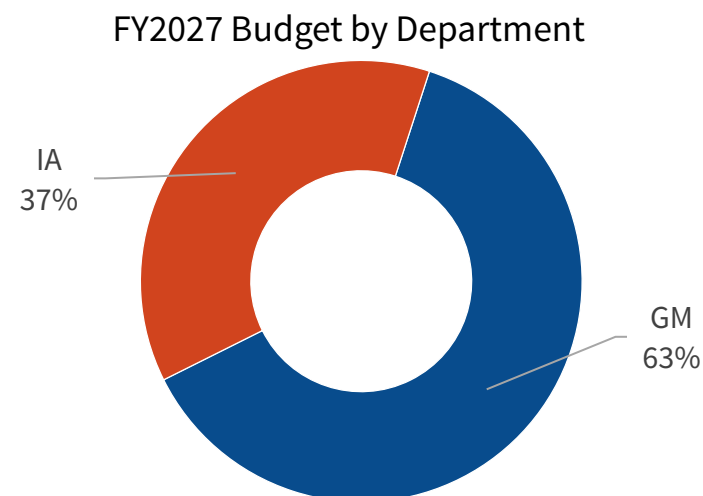
## Budget by Departments

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| GM             | 1,235,932     | 1,145,726     | 1,537,650     | 1,318,069       | 1,299,274       | 1,299,274       | -              |
| PAI            | 2,036,841     | -             | -             | -               | -               | -               | -              |
| AI             | 524,954       | 695,876       | 740,426       | 760,578         | 775,133         | 775,133         | -              |
| Total          | \$3,797,727   | \$1,841,602   | \$2,278,076   | \$2,078,647     | \$2,074,407     | \$2,074,407     | -              |

Table 3. Office of the General Manager Division Budget by Departments

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$203.6k (-8.9%), from \$2.28 million to \$2.07 million. General Manager (GM) decreases by \$238k (-15.5%), and Internal Audit (AI) increases by \$34.7k (+4.7%), while Public Access & Innovation (PAI) has no budget reflected beginning in FY2025.

For the FY2027 Approved Budget, GM comprises 63% (\$1.29 million) of the total budget and AI represents 34% (\$775.1K).



<sup>1</sup> Public Access & Innovation (previously Inclusion, Diversity, Equity, & Accessibility) moved to a different division for organizational effectiveness.

## FY2026 Accomplishments

### Elevate the Customer Experience

- Enhanced system-wide safety by increasing law enforcement presence

### Advance TriMet's Value to the Region

- Strengthened regional partnerships through proactive General Manager outreach with regional, state, federal, business, and community leaders to advance shared transportation priorities.
- Completed three Buy America audits to ensure regulatory compliance related to the use of federal funds to support the purchase of new rolling stock (LRV, Buses, and LIFT Vehicles).

## FY2027 Goals and Objectives

### Ensure Financial Stability and Stewardship

- **(OGM)** Strengthen fiscal efficiency, balance the budget, and align resources and decision making with the Strategic Financial Plan.
- **(OGM)** 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. Timeline through June 30, 2027.

### Continue to Build an Adaptable, Safe, and Thriving Workplace.

- **(OGM)** Continue development and implementation of strategies and actions that support the TriMet 2030 Strategic Plan.
- **(OGM)** Based on a comprehensive evaluation, develop a centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2027.
- **(IA)** Support a safer work environment for transit employees – particularly operators, maintenance staff, and frontline personnel – through policy reform, training, technology, and rapid incident response. Timeline through June 30, 2027.
- **(IA)** Establish a culture of continuous improvement that drives innovation, identifies inefficiencies and creates opportunities to improve by empowering employees, and fostering them with a sense of ownership. Timeline through June 30, 2027.

## Office of the General Manager Department (OGM)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 877,680       | 886,079       | 1,276,250     | 1,008,839       | 1,037,874       | 1,037,874       | -              |
| M&S            | 358,252       | 259,647       | 261,400       | 309,230         | 261,400         | 261,400         | -              |
| Total          | \$1,235,932   | \$1,145,726   | \$1,537,650   | \$1,318,069     | \$1,299,274     | \$1,299,274     | -              |

Table 4. Office of the General Manager Department (OGM) Department Budget

### Personnel Profile

| Position Title                   | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| General Manager                  | 1.00 | NU   | FT    | -  | 454,189     | 31             | 354,937 | 532,405 |
| Executive Assistant, Senior (GM) | 1.00 | NU   | FT    | -  | 109,512     | 14             | 88,247  | 132,372 |
| Executive Assistant (GM)         | 2.00 | NU   | FT    | -  | 216,331     | 12             | 74,231  | 111,344 |
| Total                            | 4.00 |      |       |    | 780,032     |                |         |         |

Table 5. Office of the General Manager Department (OGM) Personnel Profile

## Office of General Manager Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 672,862          | 697,861          | 990,574          | 804,394            | 806,756          |
| Fringe                              | 204,818          | 188,218          | 285,676          | 204,445            | 231,118          |
| Total                               | \$877,680        | \$886,079        | \$1,276,250      | \$1,008,839        | \$1,037,874      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 96,266           | 43,236           | 25,000           | 68,638             | 43,000           |
| Copier & Printer Usage and Maintenance | 786              | 2,612            |                  | 971                | 2,500            |
| Other Services- Gen & Adm              | 1,528            | 2,723            | 3,000            | 1,500              | 3,000            |
| Office Supplies                        | 2,159            | 2,225            | 4,000            | 45,330             | 2,000            |
| Other Materials- Gen & Adm             | 10,516           | -1,362           | 7,000            | 4,863              |                  |
| Unreconciled P-Card Expense            | 4,446            | 1,351            |                  |                    |                  |
| Computer Equip under \$5,000           | 1,391            | 332              |                  |                    | 300              |
| Telephone                              | 4,715            | 8,698            | 2,000            | 2,179              | 8,000            |
| NU-Dues & Subscriptions                | 360              | 255              | 1,000            | 501                | 200              |
| NU-Local Travel & Meetings             | 20,737           | 16,366           | 10,000           | 17,803             | 16,000           |
| Local Travel & Meetings Non Training   |                  | 80               |                  | 51                 |                  |
| NU-Education & Training - Gen & Adm    | 40,474           | 39,408           | 40,000           | 28,260             | 39,500           |
| NU-Out-Of-Town Travel                  | 29,668           | 31,292           | 28,300           | 30,493             | 30,000           |
| Official Meeting Expense               | 143,652          | 111,002          | 126,500          | 101,118            | 116,000          |
| Board Recognition                      | 849              | 240              | 6,000            | 3,024              |                  |
| Employee Development                   | 482              | 390              | 4,500            | 2,250              |                  |
| Employee Recognition                   | 223              | 799              | 4,100            | 2,249              | 900              |
| Total                                  | \$358,252        | \$259,647        | \$261,400        | \$309,230          | \$261,400        |

## Public Access & Innovation (PAI)<sup>2</sup>

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,151,198     | -             | -             | -               | -               | -               | -              |
| M&S            | 885,643       | -             | -             | -               | -               | -               | -              |
| Total          | \$2,036,841   | -             | -             | -               | -               | -               | -              |

Table 6. Public Access & Innovation (PAI) Department Budget

<sup>2</sup> Public Access & Innovation (PAI) Department (previously Inclusion, Diversity, Equity, & Accessibility) moved to a different division for organizational effectiveness.



## Public Access &amp; Innovation-Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 856,185          |                  |                  |                    |                  |
| Fringe                              | 295,013          |                  |                  |                    |                  |
| Total                               | \$1,151,198      |                  |                  |                    |                  |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 537,964          |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance | 850              |                  |                  |                    |                  |
| Other Services- Gen & Adm              | 88,788           |                  |                  |                    |                  |
| Office Supplies                        | 16,141           |                  |                  |                    |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 120              |                  |                  |                    |                  |
| Other Materials- Gen & Adm             | 2,245            |                  |                  |                    |                  |
| Unreconciled P-Card Expense            | 2,392            |                  |                  |                    |                  |
| Community Outreach                     | 177,847          |                  |                  |                    |                  |
| NU-Dues & Subscriptions                | 1,650            |                  |                  |                    |                  |
| NU-Local Travel & Meetings             | 5,724            |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm    | 39,609           |                  |                  |                    |                  |
| NU-Out-Of-Town Travel                  | 12,313           |                  |                  |                    |                  |
| Total                                  | \$885,643        |                  |                  |                    |                  |

## Internal Audit Department (IA)

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

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 523,059       | 695,230       | 735,426       | 757,938         | 770,133         | 770,133         | -              |
| M&S            | 1,895         | 646           | 5,000         | 2,640           | 5,000           | 5,000           | -              |
| Total          | \$524,954     | \$695,876     | \$740,426     | \$760,578       | \$775,133       | \$775,133       | -              |

Table 7. Internal Audit Department (IA) Department Budget

### Personnel Profile

| Position Title                    | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-----------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Senior Internal Audit Officer     | 1.00 | NU   | FT    | -  | 195,883     | 19             | 134,166 | 201,251 |
| Analyst, Senior, Business Process | 1.00 | NU   | FT    | -  | 138,071     | 16             | 104,587 | 156,881 |
| Auditor, Senior, IT Systems       | 1.00 | NU   | FT    | -  | 106,358     | 16             | 104,587 | 156,881 |
| Internal Auditor, Senior          | 1.00 | NU   | FT    | -  | 124,644     | 15             | 96,124  | 144,186 |
| Total                             | 4.00 |      |       |    | \$564,956   |                |         |         |

Table 8. Internal Audit Department (IA) Personnel Profile

## Internal Audit Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 394,495          | 505,322          | 550,004          | 566,459            | 564,956          |
| Fringe                              | 130,524          | 189,908          | 185,422          | 191,479            | 205,177          |
| Capitalized Labor-Fringe            | -1,960           |                  |                  |                    |                  |
| Total                               | \$523,059        | \$695,230        | \$735,426        | \$757,938          | \$770,133        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Copier & Printer Usage and Maintenance | 59               | 148              |                  | 42                 | 200              |
| Other Services- Gen & Adm              | 1,504            | 184              | 5,000            | 2,521              | 3,600            |
| Telephone                              | 142              | 114              |                  | 77                 | 200              |
| NU-Education & Training - Gen & Adm    | 190              | 200              |                  |                    | 1,000            |
| Total                                  | \$1,895          | \$646            | \$5,000          | \$2,640            | \$5,000          |



## TriMet Fact

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In 2004, interstate MAX Yellow Line opened May 1, four months ahead of schedule, millions under budget and with enhanced bus service. TriMet's fourth MAX extension, the 5.8-mile, \$350 million Yellow Line extended from Rose Quarter Transit Center to the Expo Center, increasing the MAX system to 44 miles with 64 stations.

# Operations Administration Division

## Division Overview

### Mission

Lead the agency in delivering safe, clean, accessible, and reliable service while ensuring efficient operations, strategic asset management, and effective training for an engaged and talented workforce.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 0.00          | 0.00          | 0.00          | 0.00            | 116.00          | 116.00          | -              |

Table 1. Operations Administration Division Authorized FTEs

### Budget Summary

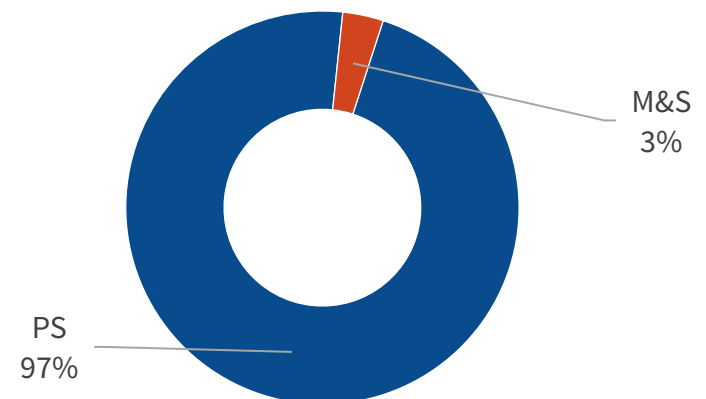
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 546,181       | 1,027,709     | 643,349       | 500,112         | 18,083,486      | 18,083,486      | -              |
| M&S            | 705,181       | 351,961       | 419,800       | 218,530         | 625,600         | 625,600         | -              |
| Total          | \$1,251,362   | \$1,379,670   | \$1,063,149   | \$718,642       | \$18,709,086    | \$18,709,086    | -              |

Table 2. Operations Administration Division Budget Summary

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$17.6 million (+1,659.8%), rising from \$1.06 million to \$18.7 million. Personnel Services increase by \$17.4 million (+2,710.8%), while Materials & Services increase by \$205.8K (+49.0%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 97% (\$18.0 million) of the total budget, while Materials & Services account for approximately 3% (\$625.6K).

FY2027 Budget by Classification



## Departments and Priorities

- **Operations Administration (OA):** Responsible for the oversight and management of the Transportation and Maintenance Divisions, as well as the Transit Training & Development Department. Develops and guides overall budget, goals, strategies, initiatives, and actions to support work in those divisions and department.
- **Operations Training & Development Department (OTD)<sup>1</sup>:** Responsible for managing all aspects of the District's Transportation and Maintenance training for operators, maintenance staff, and front line personnel.

## Budget by Departments

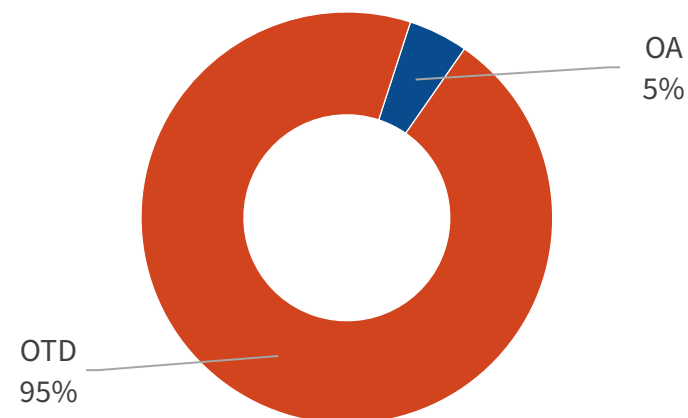
| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| OA         | 1,251,362     | 1,379,670     | 1,063,149     | 718,642         | 876,547         | 876,547         | -              |
| OTD        | -             | -             | -             | -               | 17,832,539      | 17,832,539      | -              |
| Total      | \$1,251,362   | \$1,379,670   | \$1,063,149   | \$718,642       | \$18,709,086    | \$18,709,086    | -              |

Table 3. Operations Administration Division Budget by Departments

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$17.6 million (+1,659.8%), rising from \$1.06 million to \$18.7 million. Operations Administration (OA) decreased by \$186.6K (-17.6%), and a new Operations Training & Development Department (OTD) budget of \$17.8 million is reflected beginning in FY2027.

For the FY2027 Approved Budget, OTD comprises 95% (\$17.8 million) of the total budget, while OA represents 5% (\$876.5 thousand).

FY2027 Budget by Department



<sup>1</sup> Transit Training & Development (TTD) restructured to Operations Division for organizational effectiveness. Effective during FY2026.



## FY2026 Accomplishments

During FY2026, the Office of the Chief Operating Officer was eliminated and responsibilities were restructured, changing the oversight authority of the new Operations Administration Division. While some prior fiscal year goals and accomplishments lie within Transportation, Maintenance, and Transit Training & Development, many lie within divisions outside Operations. Fiscal year 2027 will outline the new goals, strategies, initiatives, and actions under the new Operations Administration Division. The following accomplishments are for the Transit Training & Development Department.

### Elevate the Customer Experience

- The Transportation training teams are developing and implementing new Bus and Rail Operations recertification programs while updating and enhancing existing processes.
- The Maintenance Training teams developed and implemented new and enhanced programs, including standardized syllabi for Maintenance of Way Signals, Overhead Catenary System, and Substations, delivery of 48 Facilities Maintenance classes and safety certifications to more than 125 employees, and the continued build-out of a new Battery Electric Bus (BEB) training program to support fleet electrification.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- Transportation: Rail and Bus Operations Training brought in 130 Rail and 647 Bus operator trainees, graduating 100 Rail and 545 Bus participants for a combined total of 645 operator graduates.
- Maintenance: Maintenance Training programs across REM Training (REMT), Facilities Maintenance, Maintenance of Way, and Bus Maintenance delivered more than 6,200 hours of instruction, graduating 38 employees and supporting an additional 17 trainees who are on track to graduate. This included the graduation of 16 LRV mechanics through REMT (the first class in five years), nine Facilities Maintenance employees through confined space certification, nine Maintenance of Way trainees across Signals, Track, OCS, and Substations, and 16 Bus Maintenance apprentices and direct hires.

## FY2027 Goals and Objectives

The new Operations Administration Division is dedicated to getting ‘back to the basics’. Our goal is to provide clean, safe, and reliable service, delivered by engaged employees, which attracts and retains riders, as well as employees.

### Elevate the Customer Experience

- **(OA)** Take actions to help the agency work to achieve 80 million boardings by 2030.
- **(OA)** Improve customer satisfaction on bus and rail through cleaning efforts and service delivery improvements. Work to improve customer satisfaction on bus and rail to 90% & 85%, respectively.

- **(OA)** Safety is our core value. Continue to optimize a robust, balanced, and proactive safety culture

### Increase Investment in Safe and Reliable Infrastructure

- **(OA)** Work toward goal to sustainably fund the agency's state-of-good repair plan.
- **(OTD)** Work with appropriate departments to begin to build the specifications for an asset management system.
- **(OA)** Co-lead the Action Team working to establish a culture of continuous improvement throughout the agency, complete the implementation of the first phase of the Action Plan.
- **(OA)** Improve safety and reliability through increased attention to state-of-good repair of our assets and infrastructure, and begin work to incorporate a hydrogen fuel-cell fleet.

### Continue to Build an Adaptable, Safe, and Thriving Workplace

- **(OA and OTD)** Support a safe work environment for transit employees through policy reform, training, technology and rapid incident response.
- **(OTD)** Establish a culture of continuous improvement.
- **(OA)** Support a safer work environment for transit employees – particularly operators, maintenance staff and frontline personnel through policy reform, training technology, and rapid incident response.
- **(OA)** Evaluate and optimize programs to leverage all opportunities for all employees to grow, develop, and success in accomplishing the strategic goals of the agency.
- **(OTD)** Improve employee engagement and satisfaction through next-level training, exceptional managerial oversight, a continued focus on safety for frontline staff, and building a culture of continuous improvement.

### Advance TriMet's Value to the Region

- **(OA)** Support the region's environmental sustainability practices and reduction of operational greenhouse gases by support all managed work groups (Transportation, Maintenance, and Training) to prepare for the introduction of hydrogen fuel-cell electric buses into the fleet, including employee training, safety protocols, budgeting, and capital needs.

### Ensure Financial Stability and Stewardship

- **(OA)** Strengthen financial stability through operational efficiencies that drive down costs and aligns funding with agency strategic priorities, including support for state-of-good repair.

## Operations Administration Department (OA)

The Operations Administration Department (OA) leads the agency in delivering safe, clean, accessible, and reliable service while ensuring efficient operations, strategic asset management, and effective training for an engaged and talented workforce. OA is responsible for the oversight and management of the Transportation and Maintenance Divisions, as well as the Operations Training & Development Department. As such, OA oversees the majority of the workforce and a significant portion of the budget, and must be continually focused on financial efficiencies to help decrease the agency's structural budget deficit.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 546,181       | 1,027,709     | 643,349       | 500,112         | 640,547         | 640,547         | -              |
| M&S            | 705,181       | 351,961       | 419,800       | 218,530         | 236,000         | 236,000         | -              |
| Total          | \$1,251,362   | \$1,379,670   | \$1,063,149   | \$718,642       | \$876,547       | \$876,547       | -              |

Table 4. Operations Administration Department Budget

### Personnel Profile

| Position Title                    | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-----------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Chief Operations Officer          | 1.00 | NU   | FT    | -  | 282,632     | 27             | 253,765 | 380,648 |
| Executive Assistant, Senior (COO) | 1.00 | NU   | FT    | -  | 114,962     | 13             | 80,965  | 121,448 |
| Total                             | 2.00 |      |       |    | \$397,594   |                |         |         |

Table 5. Operations Administration Department Personnel Profile

## Operations Administration

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 454,528          | 450,014          | 513,091          | 399,264            | 508,611          |
| Fringe                              | 91,653           | 577,695          | 130,258          | 100,848            | 131,936          |
| Total                               | \$546,181        | \$1,027,709      | \$643,349        | \$500,112          | \$640,547        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 527,044          | 179,704          | 364,300          | 182,151            | 57,000           |
| Copier & Printer Usage and Maintenance | 350              | 1,178            |                  | 148                | 1,000            |
| Other Services- Gen & Adm              | 1,217            | 1,418            |                  | 2,516              | 1,000            |
| Office Supplies                        | 11,151           | 4,270            |                  | 88                 |                  |
| Other Materials- Gen & Adm             | 3,100            |                  |                  | 56                 |                  |
| Unreconciled P-Card Expense            | 7,008            | 1,960            |                  |                    |                  |
| Telephone                              | 13,733           | 14,826           | 22,000           | 15,392             | 15,000           |
| NU-Dues & Subscriptions                | 114,408          | 118,500          |                  |                    |                  |
| NU-Local Travel & Meetings             | 1,382            | 2,954            |                  |                    | 3,000            |
| NU-Education & Training - Gen & Adm    | 17,931           | 14,512           | 16,500           | 9,680              | 16,000           |
| NU-Out-Of-Town Travel                  | 7,722            | 12,270           | 8,000            | 3,999              | 15,000           |
| Employee Recognition                   | 135              | 369              | 9,000            | 4,500              |                  |
| Software License Fees                  |                  |                  |                  |                    | 128,000          |
| Total                                  | \$705,181        | \$351,961        | \$419,800        | \$218,530          | \$236,000        |

## Operations Training & Development Department (OTD)

The Operations Training & Development Department is responsible for managing all aspects of the District's Transportation and Maintenance training for operators, maintenance staff, and front-line personnel.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|---------------------|---------------------|----------------|
| PS             | -             | -             | -             | -               | 17,442,939          | 17,442,939          | -              |
| M&S            | -             | -             | -             | -               | 389,600             | 389,600             | -              |
| <b>Total</b>   | -             | -             | -             | -               | <b>\$17,832,539</b> | <b>\$17,832,539</b> | -              |

Table 6. Operations Training & Development Department Budget

### Personnel Profile

| Position Title                               | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Operational Training & Development | 1.00 | NU   | FT    | -  | 214,309     | 20             | 145,546 | 218,318 |
| Manager, Maintenance Training                | 3.00 | NU   | FT    | -  | 464,449     | 17             | 113,731 | 170,595 |
| Assistant Manager, Maintenance Training      | 2.00 | NU   | FT    | -  | 270,469     | 16             | 104,587 | 156,881 |
| Manager, Bus Operations Training             | 2.00 | NU   | FT    | -  | 261,398     | 16             | 104,587 | 156,881 |
| Manager, Rail Operations Training            | 1.00 | NU   | FT    | -  | 148,286     | 16             | 104,587 | 156,881 |
| Trainer, Senior, MOW                         | 2.00 | NU   | FT    | -  | 238,115     | 15             | 96,124  | 144,186 |
| Trainer, Senior, MOW                         | 1.00 | NU   | FT    | X  | 120,155     | 15             | 96,124  | 144,186 |
| Trainer, Senior, REM                         | 6.00 | NU   | FT    | -  | 729,151     | 15             | 96,124  | 144,186 |
| Trainer, Senior, REM                         | 2.00 | NU   | FT    | X  | 240,310     | 15             | 96,124  | 144,186 |
| Assistant Manager, Bus Operations Training   | 1.00 | NU   | FT    | -  | 119,399     | 14             | 88,247  | 132,372 |
| Assistant Manager, Rail Operations Training  | 1.00 | NU   | FT    | -  | 110,310     | 14             | 88,247  | 132,372 |
| Coordinator, Senior, Bus Operations Training | 1.00 | NU   | FT    | -  | 105,393     | 14             | 88,247  | 132,372 |
| Assistant, Senior Administrative             | 8.00 | NU   | FT    | -  | 563,864     | 9              | 56,940  | 85,408  |
| Maintenance Trainer                          | 2.00 | U    | FT    | X  | 223,528     | 918            | 109,845 | 109,845 |
| Supervisor, Maintenance Trainer              | 8.00 | U    | FT    | -  | 894,112     | 918            | 109,845 | 109,845 |
| Facilities Maintenance Trainer               | 2.00 | U    | FT    | -  | 221,623     | 915            | 109,845 | 109,845 |
| Supervisor, Training Field Operations        | 5.00 | U    | FT    | -  | 550,630     | 840            | 83,262  | 111,010 |

| Position Title                                        | FTE    | U/NU | FT/PT | LT | Base Salary  | Pay Code/Grade | Min    | Max     |
|-------------------------------------------------------|--------|------|-------|----|--------------|----------------|--------|---------|
| Training Supervisor                                   | 44.00  | U    | FT    | -  | 4,644,291    | 832            | 79,310 | 105,747 |
| Supervisor, Rail Training, Ops Training & Development | 1.00   | U    | FT    | X  | 94,156       | 775            | 79,310 | 105,747 |
| Training Supervisor Rail                              | 17.00  | U    | FT    | -  | 1,829,112    | 775            | 79,310 | 105,747 |
| Supervisor, Lead, Training                            | 2.00   | U    | FT    | -  | 225,898      | 178            | 83,262 | 111,010 |
| Supervisor, Lead, Training                            | 2.00   | U    | FT    | X  | 225,898      | 178            | 83,262 | 111,010 |
| Total                                                 | 114.00 |      |       |    | \$12,494,858 |                |        |         |

Table 7. Operations Training &amp; Development Department Personnel Profile



## Operations Training &amp; Development Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  |                  |                  |                    | 13,066,004       |
| Fringe                              |                  |                  |                  |                    | 4,803,198        |
| Capitalized Labor-Fringe            |                  |                  |                  |                    | -426,263         |
| Total                               |                  |                  |                  |                    | \$17,442,939     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Trans Adm     |                  |                  |                  |                    | 61,300           |
| Temporary Help-Trans Adm               |                  |                  |                  |                    | 25,600           |
| Copier & Printer Usage and Maintenance |                  |                  |                  |                    | 30,000           |
| Other Services-Transp Adm              |                  |                  |                  |                    | 4,000            |
| Other Services- Revenue Veh.Maint      |                  |                  |                  |                    | 1,600            |
| Uniforms- Rev Veh Op                   |                  |                  |                  |                    | 18,200           |
| Office Supplies                        |                  |                  |                  |                    | 12,200           |
| Equip/Furn < \$5,000-Gen & Adm         |                  |                  |                  |                    | 20,800           |
| Other Materials- Gen & Adm             |                  |                  |                  |                    | 46,000           |
| Other Materials- Transp Adm            |                  |                  |                  |                    | 23,700           |
| Other Materials- Rev Eq Maint          |                  |                  |                  |                    | 8,100            |
| Computer Equip under \$5,000           |                  |                  |                  |                    | 14,200           |
| Telephone                              |                  |                  |                  |                    | 50,000           |
| NU-Education & Training - Gen & Adm    |                  |                  |                  |                    | 15,300           |
| NU-Out-Of-Town Travel                  |                  |                  |                  |                    | 18,000           |
| UN-Education & Training - Gen & Adm    |                  |                  |                  |                    | 25,100           |
| UN-Out-Of-Town Travel                  |                  |                  |                  |                    | 10,000           |
| CDL Renewals                           |                  |                  |                  |                    | 1,300            |
| Employee Recognition                   |                  |                  |                  |                    | 4,200            |
| Total                                  |                  |                  |                  |                    | \$389,600        |

# Transit System & Asset Support Division<sup>1</sup>

## Division Overview

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 92.00         | 141.00        | 170.00        | 170.00          | -               | -               | -              |

Table 1. Transit System & Asset Support Division Authorized FTEs

### Budget Summary

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 12,986,669    | 19,658,782    | 25,992,044    | 23,850,757      | -               | -               | -              |
| M&S            | 1,055,921     | 1,098,535     | 648,600       | 938,178         | -               | -               | -              |
| Total          | \$14,042,590  | \$20,757,317  | \$26,640,644  | \$24,788,935    | -               | -               | -              |

Table 2. Transit System & Asset Support Division Budget Summary

<sup>1</sup> The Transit System & Asset Support Division was restructured in FY2027 for organizational effectiveness.

## Departments

- **Transit System & Asset Support Administration (TSAS)**<sup>2</sup> – Department eliminated per agency needs.
- **Transit System Support Services (TSSS)**<sup>3</sup> – Department moved to Strategy & Planning Division.
- **Transit Training & Development (TTD)** – Department moved to Operations Administration Division in FY2027 and renamed to Operations Training & Development Department
- **Transit Asset & Maintenance Support (TAMS)**<sup>4</sup> – Department restructured and moved between the Maintenance and Transportation Divisions.

## Budget by Departments

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| TSAS       | 704,022       | 558,855       | 985,144       | 396,631         | -               | -               | -              |
| TSSS       | 1,873,979     | 2,382,073     | 3,056,642     | 2,830,880       | -               | -               | -              |
| TTD        | 10,820,581    | 14,929,171    | 18,930,410    | 18,153,922      | -               | -               | -              |
| TAMS       | 644,008       | 2,887,218     | 3,668,448     | 3,407,502       | -               | -               | -              |
| Total      | \$14,042,590  | \$20,757,317  | \$26,640,644  | \$24,788,935    | -               | -               | -              |

Table 3. Transit System & Asset Support Division Budget by Departments

<sup>2</sup> Transit System & Asset Support Administration (TSAS) eliminated as part of budget cuts.

<sup>3</sup> Transit System Support Services (TSSS) restructured to Strategy & Planning Division for organizational effectiveness.

<sup>4</sup> Transit Asset & Maintenance Support (TAMS) restructured to the Maintenance and Transportation Divisions for organizational effectiveness.

## Transit System & Asset Support Administration (TSAS)

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 585,709       | 462,340       | 737,844       | 268,167         | -               | -               | -              |
| M&S            | 118,313       | 96,515        | 247,300       | 128,464         | -               | -               | -              |
| Total          | \$704,022     | \$558,855     | \$985,144     | \$396,631       | -               | -               | -              |

Table 4. Transit System & Asset Support Administration (TSAS) Budget

## Transit System &amp; Asset Support Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 507,018          | 326,222          | 608,707          | 196,749            |                  |
| Fringe                              | 152,775          | 136,948          | 129,137          | 71,418             |                  |
| Capitalized Labor-Fringe            | -74,084          | -830             |                  |                    |                  |
| Total                               | \$585,709        | \$462,340        | \$737,844        | \$268,167          |                  |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  |                  |                  | 5,000            | 2,499              |                  |
| Temporary Help-Gen & Adm               | 550              |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance | 480              | 490              |                  | 113                |                  |
| Other Services-Transp Adm              | 190              | 385              |                  |                    |                  |
| Office Supplies                        | 2,452            | 1,077            | 5,900            | 3,024              |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 257              | 3,585            |                  |                    |                  |
| Unreconciled P-Card Expense            | 21               | 980              |                  |                    |                  |
| Computer Equip under \$5,000           | 1,389            | 1,700            |                  |                    |                  |
| Telephone                              | 8,533            |                  | 24,900           | 12,450             |                  |
| NU-Dues & Subscriptions                | 67,125           | 38,550           | 75,000           | 37,500             |                  |
| NU-APTA & OTA Dues                     |                  |                  | 92,500           | 46,251             |                  |
| NU-Local Travel & Meetings             | 1,950            | 1,539            | 15,000           | 7,845              |                  |
| Local Travel & Meetings Non Training   |                  | 900              |                  | -900               |                  |
| NU-Education & Training - Gen & Adm    | 21,212           | 28,907           | 15,000           | 11,350             |                  |
| NU-Out-Of-Town Travel                  | 10,939           | 15,802           | 10,000           | 6,331              |                  |
| Employee Recognition                   | 3,215            | 2,600            | 4,000            | 2,001              |                  |
| Total                                  | \$118,313        | \$96,515         | \$247,300        | \$128,464          |                  |

## Transit System Support Services (TSSS)

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,310,658     | 2,140,450     | 2,876,642     | 2,669,567       | -               | -               | -              |
| M&S            | 563,321       | 241,623       | 180,000       | 161,313         | -               | -               | -              |
| Total          | \$1,873,979   | \$2,382,073   | \$3,056,642   | \$2,830,880     | -               | -               | -              |

Table 5. Transit System Support Services (TSSS) Budget



## Transit System Support Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 966,347          | 1,550,074        | 2,053,681        | 1,942,932          |                  |
| Fringe                              | 380,051          | 590,376          | 822,961          | 726,635            |                  |
| Capitalized Labor-Fringe            | -35,740          |                  |                  |                    |                  |
| Total                               | \$1,310,658      | \$2,140,450      | \$2,876,642      | \$2,669,567        |                  |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 536,605          | 228,671          | 180,000          | 160,356            |                  |
| Copier & Printer Usage and Maintenance | 248              | 511              |                  | 149                |                  |
| Other Services- Gen & Adm              | 921              | 984              |                  | 667                |                  |
| Office Supplies                        | 7,846            | 614              |                  |                    |                  |
| Equip/Furn < \$5,000-Gen & Adm         |                  | 274              |                  |                    |                  |
| Other Materials- Gen & Adm             | 570              |                  |                  |                    |                  |
| Unreconciled P-Card Expense            |                  | 840              |                  |                    |                  |
| Computer Equip under \$5,000           |                  | 2,768            |                  |                    |                  |
| Telephone                              |                  |                  |                  | 141                |                  |
| NU-Education & Training - Gen & Adm    | 3,324            |                  |                  |                    |                  |
| NU-Out-Of-Town Travel                  | 13,807           | 4,476            |                  |                    |                  |
| Out-Of-Town Travel Non Training        |                  | 2,485            |                  |                    |                  |
| Total                                  | \$563,321        | \$241,623        | \$180,000        | \$161,313          |                  |

## Transit Training & Development Department (TTD)

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 10,450,186    | 14,275,650    | 18,727,410    | 17,569,237      | -               | -               | -              |
| M&S            | 370,395       | 653,521       | 203,000       | 584,685         | -               | -               | -              |
| Total          | \$10,820,581  | \$14,929,171  | \$18,930,410  | \$18,153,922    | -               | -               | -              |

Table 6. Transit Training & Development Department (TTD) Budget

## Transit Training &amp; Development Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 8,139,078        | 10,584,373       | 13,973,386       | 13,087,029         |                  |
| Fringe                              | 2,539,504        | 3,693,108        | 5,167,870        | 4,689,218          |                  |
| Capitalized Labor-Fringe            | -228,396         | -1,831           | -413,846         | -207,010           |                  |
| Total                               | \$10,450,186     | \$14,275,650     | \$18,727,410     | \$17,569,237       |                  |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Trans Adm     | 36,990           | 5,069            | 140,000          | 318,892            |                  |
| Temporary Help-Gen & Adm               |                  | 104,160          |                  | 18,144             |                  |
| Temporary Help-Trans Adm               |                  | 9,569            | 5,100            | 20,694             |                  |
| Copier & Printer Usage and Maintenance | 19,232           | 60,969           |                  | 17,385             |                  |
| Other Services-Transp Adm              | 4,060            | 3,617            | 3,000            | 1,725              |                  |
| Other Services- Revenue Veh.Maint      | 1,804            | 37               | 1,500            | 896                |                  |
| Uniforms- Rev Veh Op                   | 15,060           | 17,053           | 31,800           | 32,356             |                  |
| Office Supplies                        | 56,150           | 49,792           |                  | 13,862             |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 87,645           | 70,982           |                  | 36,918             |                  |
| Other Materials- Gen & Adm             | 420              | 9,859            |                  | 3,615              |                  |
| Other Materials- Transp Adm            | 23,722           | 5,088            | 1,000            | 1,017              |                  |
| Other Materials- Rev Eq Maint          | 8,494            | 6,324            | 10,500           | 71,192             |                  |
| Unreconciled P-Card Expense            | 5,258            | 10,218           |                  | 668                |                  |
| Computer Equip under \$5,000           | 46,822           | 169,629          | 10,100           | 7,773              |                  |
| Community Outreach                     |                  |                  |                  | 7,500              |                  |
| Telephone                              | 39,708           | 51,807           |                  | 16,696             |                  |
| NU-Local Travel & Meetings             | 2,095            |                  |                  |                    |                  |
| UN-Local Travel & Meetings             |                  | 720              |                  |                    |                  |
| NU-Education & Training - Gen & Adm    | 7,336            | 1,201            |                  |                    |                  |
| NU-Out-Of-Town Travel                  | 6,519            | 17,943           |                  | 4,384              |                  |
| UN-Education & Training - Gen & Adm    | 6,895            | 51,790           |                  | 8,451              |                  |
| UN-Out-Of-Town Travel                  | 1,557            | 3,916            |                  | 1,677              |                  |
| CDL Renewals                           | 272              | 669              |                  |                    |                  |
| Employee Recognition                   | 356              | 3,109            |                  |                    |                  |
| Software License Fees                  |                  |                  |                  | 840                |                  |
| Total                                  | \$370,395        | \$653,521        | \$203,000        | \$584,685          |                  |

## Transit Asset & Maintenance Support (TAMS)

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 640,116       | 2,780,342     | 3,650,148     | 3,343,786       | -               | -               | -              |
| M&S            | 3,892         | 106,876       | 18,300        | 63,716          | -               | -               | -              |
| Total          | \$644,008     | \$2,887,218   | \$3,668,448   | \$3,407,502     | -               | -               | -              |

Table 7. Transit Asset & Maintenance Support (TAMS) Budget

## Transit Asset &amp; Maintenance Support Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 549,094          | 2,072,674        | 2,699,714        | 2,400,191          |                  |
| Fringe                              | 198,629          | 749,867          | 950,434          | 961,120            |                  |
| Capitalized Labor-Fringe            | -107,607         | -42,199          |                  | -17,525            |                  |
| Total                               | \$640,116        | \$2,780,342      | \$3,650,148      | \$3,343,786        |                  |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 2,080            | 85,125           | 12,300           | 55,175             |                  |
| Copier & Printer Usage and Maintenance | 145              | 1,519            |                  | 743                |                  |
| Office Supplies                        | 1,445            | 1,190            |                  | 63                 |                  |
| Equip/Furn < \$5,000-Gen & Adm         |                  | 6,705            |                  |                    |                  |
| Unreconciled P-Card Expense            |                  | 58               |                  | 555                |                  |
| Computer Equip under \$5,000           |                  | 4,264            | 5,000            | 2,554              |                  |
| Telephone                              |                  |                  | 1,000            | 501                |                  |
| NU-Education & Training - Gen & Adm    |                  | 3,190            |                  | 650                |                  |
| NU-Out-Of-Town Travel                  |                  | 4,312            |                  | 3,475              |                  |
| Employee Recognition                   | 222              | 513              |                  |                    |                  |
| Total                                  | \$3,892          | \$106,876        | \$18,300         | \$63,716           |                  |



## TriMet Fact

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MAX, our electric buses and all of our facilities are 100% powered by renewable electricity. This reduces our greenhouse gas emissions by nearly 24%. All electricity we purchase now comes from natural resources such as the sun and wind.



# Transportation Division

## Division Overview

### Mission

The Transportation Division is responsible for delivering TriMet's transportation services in a culture of safety and service excellence. Transportation's division-wide focus is to deliver a reliable, safe, and accessible rider experience by strengthening operational functions and real-time responsiveness while stabilizing and developing the frontline workforce.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 1928.00       | 1978.25       | 1890.50       | 1862.50         | 1862.50         | 1862.50         | -              |

Table 1. Transportation Division Authorized FTEs

### Budget Summary

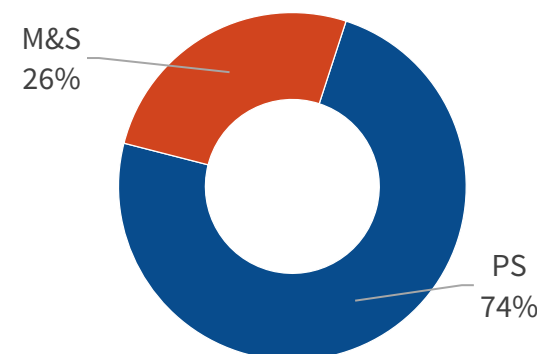
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 218,247,811   | 242,234,150   | 257,067,349   | 254,834,739     | 267,735,614     | 267,735,614     | -              |
| M&S            | 80,478,103    | 84,556,549    | 94,685,800    | 90,091,221      | 94,063,100      | 94,063,100      | -              |
| Total          | \$298,725,914 | \$328,305,557 | \$351,753,149 | \$344,925,960   | \$361,798,714   | \$361,798,714   | -              |

Table 2. Transportation Division Budget Summary

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$10.0 million (+2.9%), rising from \$351.8 million to \$361.8 million. Personnel Services increase by \$10.7 million (+4.1%), while Materials & Services decrease by \$622.7 thousand (-0.7%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 74% (\$267.7 million) of the total budget, while Materials & Services account for approximately 26% (\$94.0 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Transportation Administration (TA):** Responsible for managing and providing guidance and support to the Bus Transportation, Accessible Transportation Programs (LIFT), Commuter Rail, Operations Command Center, Rail Transportation, Service Delivery, and Portland Streetcar departments.
- **Bus Transportation (BT):** Responsible for safe and reliable fixed-route bus operations, state-of-good repair project support, special event support, labor management, and employee engagement.
- **Operations Command Center (OCC):** Responsible for the safe movement of buses and trains using Rail Controllers and Bus Dispatchers, coordinated service responses, emergency operations, field operations, unified communications, and event and service disruption support.
- **Service Delivery (SD):** Responsible for schedule writing, workforce planning, workforce utilization and communication, schedule data systems and production, and facilitating the evaluation of future service disruptions and leading the operational planning for state-of-good-repair projects and other major service disruptions.
- **Accessible Transportation Programs (ATP):** Responsible for managing Americans with Disabilities Act complementary paratransit service design and delivery, paratransit application and eligibility process, contact center and maintenance, system-wide accessibility coordination, coordination for accessible transportation partners, and other demand-response services.
- **Rail Transportation (RT):** Responsible for safe and reliable light rail operations, regulatory compliance, state-of-good repair project support, labor management, and employee engagement.
- **Commuter Rail (CR):** Responsible for safe and reliable commuter rail operations and maintenance as regulated by the Federal Railroad Administration.
- **Portland Streetcar (PS):** Responsible for streetcar operations and maintenance through a partnership with City of Portland, labor management, and employee engagement.
- **Service Planning & Delivery (SPD)**<sup>1</sup> – *Department restructured and moved between the Transportation and Strategy & Planning Divisions in FY2025 and FY2026, respectively. Renamed separately as ‘Service Delivery’ and ‘Service Planning’.*



<sup>1</sup> Service Planning & Delivery (SPD) restructured to Transportation and Strategy & Planning Divisions for organizational effectiveness. Effective in FY2025 and FY2026, respectively.

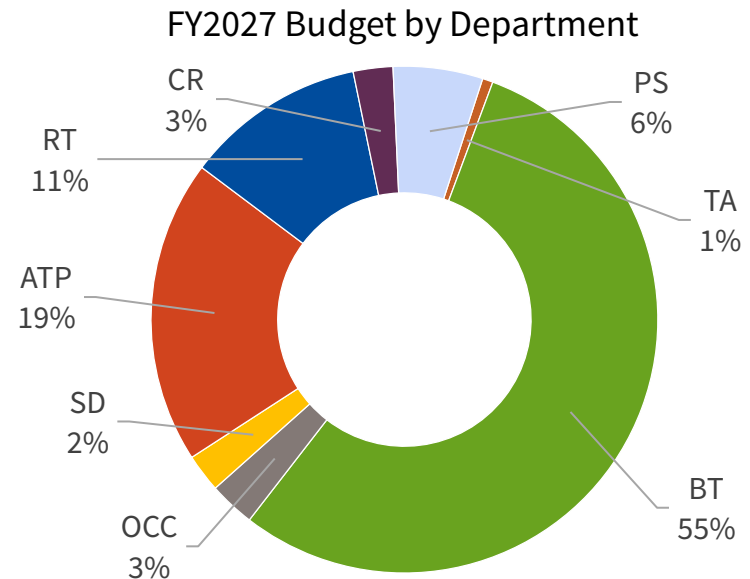
## Budget by Department

| Department   | FY2024 Actual        | FY2025 Actual        | FY2026 Budget        | FY2026 Estimate      | FY2027 Proposed      | FY2027 Approved      | FY2027 Adopted |
|--------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| TA           | 1,516,929            | 1,580,293            | 1,944,518            | 1,347,963            | 2,441,695            | 2,441,695            | -              |
| BT           | 158,910,164          | 176,090,438          | 189,367,722          | 187,729,758          | 198,289,820          | 198,289,820          | -              |
| OCC          | 8,772,018            | 9,523,015            | 10,573,874           | 10,365,133           | 10,613,387           | 10,613,387           | -              |
| SD           | -                    | 7,939,140            | 8,133,510            | 8,087,190            | 8,810,491            | 8,810,491            | -              |
| ATP          | 58,221,456           | 64,188,913           | 73,614,387           | 69,883,040           | 70,185,878           | 70,185,878           | -              |
| RT           | 32,306,213           | 40,953,354           | 39,692,719           | 39,297,423           | 41,616,040           | 41,616,040           | -              |
| CR           | 8,744,695            | 9,002,745            | 8,169,981            | 7,796,922            | 9,156,497            | 9,156,497            | -              |
| PS           | 20,009,229           | 19,027,659           | 20,256,438           | 20,418,531           | 20,684,906           | 20,684,906           | -              |
| SPD          | 10,245,210           | -                    | -                    | -                    | -                    | -                    | -              |
| <b>Total</b> | <b>\$298,725,914</b> | <b>\$328,305,557</b> | <b>\$351,753,149</b> | <b>\$344,925,960</b> | <b>\$361,798,714</b> | <b>\$361,798,714</b> | <b>-</b>       |

Table 3. Transportation Division Budget by Departments

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$10.0 million (+2.9%), rising from \$351.8 million to \$361.8 million. Bus Transportation (BT) increases by \$8.9 million (+4.7%), Rail Transportation (RT) increases by \$1.9 million (+4.8%), Service Delivery (SD) increases by \$677.0K (+8.3%), and Transportation Administration (TA) increases by \$497.2K (+25.6%). Accessible Transportation Programs (ATP) decreases by \$3.4 million (-4.7%), while other departments reflect smaller net changes.

For the FY2027 Approved Budget, Bus Transportation represents 55% (\$198.3 million) of the total budget, Accessible Transportation Programs accounts for 19% (\$70.2 million), Rail Transportation represents 12% (\$41.6 million), and all remaining departments collectively comprise 14% of the total budget..



## FY2026 Accomplishments

### Elevate the Customer Experience

- Maintained an average on-time bus pullout rate of over 95% at all three garages.
- Launched TriMet Neighborhood Express Transit (NEXT) on-demand pilot project with an average approval rating of 97% and 7,548 riders. This includes same day and prior day reserved trips.

### Continue to Build an Adaptable, Safe, and Thriving Workplace

- Expanded the Mentoring Program to include Rail Operators.
- As part of USDOT/FRA sponsored initiatives WES operating crews received training on recognizing and responding to Human Trafficking on the TriMet system and WES trains were outfitted with permanent decals displaying the National Human Trafficking hotline.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(TA, SD)** Implement feasible service enhancements and necessary changes as developed through engagement with riders, public, and other partners. Timeline through June 30, 2027.
- **(OCC, SD, ATP, RT, CR)** Analyze causes of stops and delays in service, develop mitigations, and implement solutions. Timeline through June 30, 2027.
- **(ATP)** Improve accessibility of digital channels including trimet.org to improve the experience for customers with disabilities by meeting accessibility standards. Timeline through June 30, 2027.
- **(OCC, RT)** Benchmark rail on-time performance and moderate and minor rule violation metrics against peer transit agencies with similar operating environments to establish appropriate, meaningful performance targets. Use findings to refine internal metrics to better reflect system complexity, safety expectations, and industry best practices.



### Ensure Financial Stability & Stewardship

- **(TA)** Manage Statewide Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2027.
- **(ATP)** 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, 2027.

### Increase Investment in Safe and Reliable Infrastructure

- **(CR)** Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2027.
- **(All)** Modernize technology and streamline processes to create lasting efficiencies and provide better information for planning and decision support. Implement the second phase of the HASTUS software upgrade; on-track and on-budget to complete phase 3 as scheduled.

### Continue To Build an Adaptable, Safe & Thriving Workplace

- **(TA, BT, SD, RT, PS)** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2027.
- **(BT, OCC, RT)** 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, 2027.

## Transportation Administration Department (TA)

The Transportation Administration Department is responsible for guidance, support, and leadership for the following functions: Bus Transportation, Accessible Transportation Programs, Commuter Rail, Operations Command Center, Rail Transportation, Service Delivery, and assists with managing Portland Streetcar operations.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 797,307       | 713,544       | 1,283,718     | 883,059         | 1,112,595       | 1,112,595       | -              |
| M&S            | 719,622       | 866,749       | 660,800       | 464,904         | 1,329,100       | 1,329,100       | -              |
| Total          | \$1,516,929   | \$1,580,293   | \$1,944,518   | \$1,347,963     | \$2,441,695     | \$2,441,695     | -              |

Table 4. Transportation Administration Department Budget

### Personnel Profile

| Position Title                      | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Executive Director, Transportation  | 1.00 | NU   | FT    | -  | 241,438     | 24             | 200,058 | 300,088 |
| Assistant, Executive Administrative | 1.00 | NU   | FT    | -  | 92,787      | 12             | 74,231  | 111,344 |
| Total                               | 2.00 |      |       |    | \$334,225   |                |         |         |

Table 5. Transportation Administration Department Personnel Profile



## Transportation Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 335,773          | 336,947          | 631,532          | 357,200            | 622,241          |
| Fringe                              | 461,534          | 376,597          | 652,186          | 525,859            | 490,354          |
| Total                               | \$797,307        | \$713,544        | \$1,283,718      | \$883,059          | \$1,112,595      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 45,784           |                  |                  | 4,137              |                  |
| Professional & Technical-Gen & Adm     | 1,006            | 353,047          | 49,300           | 24,651             | 394,300          |
| DOTS Renewal Medical Svcs              | 293,914          | 301,092          | 221,600          | 170,965            | 400,000          |
| Temporary Help-Trans Adm               | 5,458            |                  | 4,900            | 11,877             | 15,900           |
| Copier & Printer Usage and Maintenance | 51               | 201              |                  | 41                 |                  |
| Printing/Bindery Services              |                  |                  |                  |                    | 5,000            |
| Other Services- Gen & Adm              | 48,738           | 36,929           | 17,000           | 17,649             | 53,000           |
| Office Supplies                        | 28,935           | 11,091           | 49,300           | 25,153             | 10,000           |
| Winter Supplies-Snow & Ice Impl        |                  | 17               | 4,900            | 2,451              | 1,000            |
| Equip/Furn < \$5,000-Fac/Eq Maint      | 1,046            | 2,255            |                  |                    | 2,000            |
| Other Materials- Gen & Adm             | 8,242            | 777              | 6,400            | 3,268              | 7,400            |
| Unreconciled P-Card Expense            | 1,314            | 440              |                  | 1,248              |                  |
| Computer Equip under \$5,000           |                  | 42               |                  |                    |                  |
| Safety Supplies - Transportation       | 2,175            | 24               | 2,400            | 1,279              |                  |
| Telephone                              | 153,830          | 118,644          | 147,800          | 108,676            | 155,800          |
| NU-Local Travel & Meetings             | 538              | 698              | 1,000            | 501                | 1,000            |
| Local Travel & Meetings Non Training   | 92,217           |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm    | 19,077           | 9,354            | 20,200           | 17,931             | 43,300           |
| NU-Out-Of-Town Travel                  | 11,060           | 10,406           | 12,800           | 13,282             | 59,200           |
| UN-Out-Of-Town Travel                  |                  | 2,806            |                  |                    | 3,000            |
| Employee Recognition                   | 5,208            | 18,926           | 123,200          | 61,795             | 152,200          |
| Employee Awards                        |                  |                  |                  |                    | 26,000           |
| Rental                                 | 1,029            |                  |                  |                    |                  |
| Total                                  | \$719,622        | \$866,749        | \$660,800        | \$464,904          | \$1,329,100      |

## Bus Transportation Department (BT)

The Bus Transportation Department is responsible for the following major functions: fixed-route bus operations including frequent express bus, operator safety and support, employee recognition, labor management, and state of good repair support.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 154,756,105   | 171,447,520   | 185,064,822   | 183,150,338     | 192,780,720     | 192,780,720     | -              |
| M&S            | 4,154,059     | 4,642,918     | 4,302,900     | 4,579,420       | 5,509,100       | 5,509,100       | -              |
| Total          | \$158,910,164 | \$176,090,438 | \$189,367,722 | \$187,729,758   | \$198,289,820   | \$198,289,820   | -              |

Table 6. Bus Transportation Department Budget

### Personnel Profile

| Position Title                                 | FTE      | U/NU | FT/PT | LT | Base Salary   | Pay Code/Grade | Min     | Max     |
|------------------------------------------------|----------|------|-------|----|---------------|----------------|---------|---------|
| Director, Bus Operations                       | 1.00     | NU   | FT    | -  | 188,131       | 20             | 145,546 | 218,318 |
| Manager, Bus Operations                        | 3.00     | NU   | FT    | -  | 482,441       | 18             | 123,570 | 185,355 |
| Assistant Manager, Bus & Rail Field Operations | 5.00     | NU   | FT    | -  | 697,978       | 16             | 104,587 | 156,881 |
| Assistant Manager, Bus Operations              | 16.00    | NU   | FT    | -  | 2,093,263     | 16             | 104,587 | 156,881 |
| Assistant, Senior Administrative               | 4.00     | NU   | FT    | -  | 292,240       | 9              | 56,940  | 85,408  |
| Mini Run Operator                              | 238.50   | U    | PT    | -  | 19,718,617    | 881            | 62,878  | 83,803  |
| Operator                                       | 1,063.00 | U    | FT    | -  | 83,220,952    | 880            | 62,878  | 83,803  |
| Road Supervisor                                | 44.00    | U    | FT    | -  | 4,734,173     | 834            | 79,310  | 105,747 |
| Lead Supervisor                                | 6.00     | U    | FT    | -  | 677,695       | 489            | 83,262  | 111,010 |
| Total                                          | 1,380.50 |      |       |    | \$112,105,490 |                |         |         |

Table 7. Bus Transportation Department Personnel Profile

## Bus Transportation Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 109,768,317      | 119,706,742      | 127,039,571      | 126,561,297        | 132,754,916      |
| Fringe                              | 45,347,369       | 51,753,882       | 58,025,251       | 56,589,041         | 60,025,804       |
| Capitalized Labor-Fringe            | -359,581         | -13,104          |                  |                    |                  |
| Total                               | \$154,756,105    | \$171,447,520    | \$185,064,822    | \$183,150,338      | \$192,780,720    |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 45,967           |                  |                    |                  |
| Professional & Technical-Trans Adm     |                  | 3,011            |                  | 1,000              |                  |
| Recruitment Expense                    |                  |                  |                  | 189                |                  |
| Quality Assurance / ADA                | 2,690            |                  | 1,500            | 750                | 1,500            |
| Arbitration Fees - Gen & Admin         |                  |                  |                  | 23                 |                  |
| Temporary Help-Trans Adm               | 19,268           | 16,895           |                  | 30,318             | 17,000           |
| Copier & Printer Usage and Maintenance | 9,746            | 24,693           |                  | 9,575              | 22,000           |
| Vehicle Control Sys Maint              | 184,145          | 136,392          | 562,000          | 679,888            | 146,000          |
| Laundry                                | 2,809            | 2,923            | 2,000            | 2,194              | 3,000            |
| Cab Service - EE Ride home-Trans Adm   |                  | 410              |                  | 150                |                  |
| Other Services-Transp Adm              | 7,026            | 21,600           | 29,300           | 17,640             | 31,300           |
| Uniforms - Veh Ops                     |                  |                  | 7,800            | 3,903              |                  |
| Uniforms- Rev Veh Op                   | 475,480          | 381,205          | 310,400          | 332,918            | 699,200          |
| Office Supplies                        | 39,770           | 37,390           |                  | 8,809              | 25,000           |
| Winter Supplies-Snow & Ice Impl        | 12,508           | 15,271           | 6,000            | 3,499              | 18,300           |
| Other Materials- Gen & Adm             | 2,496            | 181              |                  |                    |                  |
| Other Materials- Transp Adm            | 497,717          | 433,647          | 90,800           | 46,632             | 154,800          |
| Unreconciled P-Card Expense            | 5,861            | 2,778            |                  |                    |                  |
| Computer Equip under \$5,000           | 14,700           | 5,532            |                  |                    | 5,000            |
| Safety Supplies - Transportation       | 74,686           | 78,605           | 17,000           | 40,759             | 95,000           |
| Telephone                              | 24,161           | 25,007           |                  | 10,374             | 41,000           |
| Data Communication Services            | 483,242          | 832,064          | 251,100          | 402,562            | 1,083,100        |
| PI/PD Expense                          | 2,101,652        | 2,385,729        | 2,886,100        | 2,819,170          | 2,886,000        |

## Bus Transportation Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| NU-Local Travel & Meetings            | 118              | 195              |                  | -1                 |                  |
| NU-Education & Training - Gen & Adm   | 5,595            | 2,074            |                  |                    |                  |
| NU-Out-Of-Town Travel                 | 3,559            | 12,234           |                  | 1,299              |                  |
| Driver Accommodations                 | 110,729          | 80,386           | 80,000           | 73,409             | 160,000          |
| CDL Renewals                          | 17,412           | 15,355           | 12,900           | 9,462              | 27,900           |
| Employee Recognition                  | 14,449           | 7,114            |                  | 2,868              |                  |
| Employee Awards                       |                  | 391              | 26,000           | 13,135             |                  |
| Operator Recognition                  | 24,984           | 46,873           | 20,000           | 47,120             | 64,000           |
| Operator Rodeo                        | 19,256           | 28,897           |                  | 21,775             | 29,000           |
| Special Events Serv                   |                  | 99               |                  |                    |                  |
| Total                                 | \$4,154,059      | \$4,642,918      | \$4,302,900      | \$4,579,420        | \$5,509,100      |

## Operations Command Center Department (OCC)

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

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 8,740,060          | 9,457,274          | 10,496,674          | 10,290,972          | 10,583,387          | 10,583,387          | -              |
| M&S            | 31,958             | 65,741             | 77,200              | 74,161              | 30,000              | 30,000              | -              |
| <b>Total</b>   | <b>\$8,772,018</b> | <b>\$9,523,015</b> | <b>\$10,573,874</b> | <b>\$10,365,133</b> | <b>\$10,613,387</b> | <b>\$10,613,387</b> | <b>-</b>       |

Table 8. Operations Command Center Department Budget

### Personnel Profile

| Position Title                               | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Manager, Operations Command Center           | 1.00         | NU   | FT    | -  | 164,779            | 18             | 123,570 | 185,355 |
| Program Manager, Rail Operations Planning    | 1.00         | NU   | FT    | -  | 142,164            | 17             | 113,731 | 170,595 |
| Assistant Manager, OCC (Service Quality)     | 1.00         | NU   | FT    | -  | 146,905            | 16             | 104,587 | 156,881 |
| Assistant Manager, Operations Command Center | 8.00         | NU   | FT    | -  | 1,019,758          | 16             | 104,587 | 156,881 |
| Dispatcher                                   | 23.00        | U    | FT    | -  | 2,513,602          | 836            | 80,974  | 107,973 |
| Rail Controller                              | 29.00        | U    | FT    | -  | 3,185,921          | 538            | 107,973 | 107,973 |
| <b>Total</b>                                 | <b>63.00</b> |      |       |    | <b>\$7,173,128</b> |                |         |         |

Table 9. Operations Command Center Department Personnel Budget

## Operations Command Center Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 6,615,665        | 7,140,072        | 7,806,516        | 7,672,459          | 7,847,264        |
| Fringe                              | 2,125,035        | 2,317,202        | 2,690,158        | 2,618,513          | 2,736,123        |
| Capitalized Labor-Fringe            | -640             |                  |                  |                    |                  |
| Total                               | \$8,740,060      | \$9,457,274      | \$10,496,674     | \$10,290,972       | \$10,583,387     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Copier & Printer Usage and Maintenance | 2,278            | 5,452            |                  | 2,057              | 4,000            |
| Other Services-Transp Adm              | 557              | 23,175           | 5,000            | 2,499              | 4,000            |
| Uniforms- Rev Veh Op                   | 8,694            | 11,404           | 10,200           | 18,617             | 12,000           |
| Office Supplies                        | 2,636            | 3,824            |                  | 1,745              | 3,000            |
| OCC Equip & Supplies                   | 671              | 3,295            | 15,000           | 11,307             | 4,000            |
| Other Materials- Transp Adm            | 2,193            | 2,256            | 29,000           | 22,354             | 2,000            |
| Unreconciled P-Card Expense            | 259              | 2,030            |                  | 173                |                  |
| Computer Equip under \$5,000           |                  | 34               |                  |                    |                  |
| Safety Supplies - Transportation       |                  | 304              | 3,000            | 1,500              |                  |
| Data Communication Services            |                  |                  | 14,000           | 6,999              |                  |
| NU-Local Travel & Meetings             | 2,650            |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm    | 2,847            | 2,865            |                  | 2,030              |                  |
| NU-Out-Of-Town Travel                  | 8,990            | 10,249           |                  | 4,134              | 1,000            |
| Freight Expense                        |                  | 47               |                  |                    |                  |
| CDL Renewals                           | 183              | 520              |                  |                    |                  |
| Employee Recognition                   |                  | 286              |                  | 248                |                  |
| Employee Awards                        |                  |                  | 1,000            | 498                |                  |
| Total                                  | \$31,958         | \$65,741         | \$77,200         | \$74,161           | \$30,000         |



## Service Delivery Department (SD)

The Service Delivery Department is responsible for the following major functions: schedule writing, workforce planning, workforce utilization and communication, schedule data systems and production, managing detours and special events, and fLead and facilitate the TAG and BRRST processes, ensuring success of replacement service.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | -             | 7,830,536          | 8,050,310          | 8,014,058          | 8,742,191          | 8,742,191          | -              |
| M&S            | -             | 108,604            | 83,200             | 73,132             | 68,300             | 68,300             | -              |
| <b>Total</b>   | -             | <b>\$7,939,140</b> | <b>\$8,133,510</b> | <b>\$8,087,190</b> | <b>\$8,810,491</b> | <b>\$8,810,491</b> | -              |

Table 10. Service Delivery Department Budget

### Personnel Profile

| Position Title                                     | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Bus & Rail Service Delivery              | 1.00  | NU   | FT    | -  | 194,061     | 19             | 134,166 | 201,251 |
| Manager, Bus & Rail Scheduling                     | 1.00  | NU   | FT    | -  | 159,619     | 17             | 113,731 | 170,595 |
| Manager, Scheduling, Systems & Production          | 1.00  | NU   | FT    | -  | 151,534     | 17             | 113,731 | 170,595 |
| Program Manager, Business Process & Proj, Ops Mgmt | 2.00  | NU   | FT    | -  | 263,072     | 17             | 113,731 | 170,595 |
| Manager, Workforce Utilization                     | 1.00  | NU   | FT    | -  | 131,339     | 16             | 104,587 | 156,881 |
| Analyst, Senior, Transit System (HASTUS)           | 1.00  | NU   | FT    | -  | 95,655      | 15             | 96,124  | 144,186 |
| Planner, Senior, Scheduling                        | 1.00  | NU   | FT    | -  | 130,185     | 15             | 96,124  | 144,186 |
| Assistant, Senior Administrative                   | 1.00  | NU   | FT    | -  | 62,197      | 9              | 56,940  | 85,408  |
| Schedule Writer III                                | 1.00  | U    | FT    | -  | 113,351     | 878            | 83,554  | 111,405 |
| Specialist, Schedule Systems                       | 1.00  | U    | FT    | -  | 112,949     | 877            | 111,010 | 111,010 |
| Schedule Writer II                                 | 4.00  | U    | FT    | -  | 430,379     | 874            | 79,310  | 105,747 |
| Schedule Writer II                                 | 1.00  | U    | FT    | X  | 107,595     | 874            | 79,310  | 105,747 |
| Schedule Data Technician                           | 2.00  | U    | FT    | -  | 215,190     | 867            | 79,310  | 105,747 |
| Schedule Data Technician                           | 1.00  | U    | FT    | X  | 107,595     | 867            | 79,310  | 105,747 |
| Station Agent                                      | 27.00 | U    | FT    | -  | 2,864,507   | 835            | 79,310  | 105,747 |

| Position Title            | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min    | Max     |
|---------------------------|-------|------|-------|----|-------------|----------------|--------|---------|
| Chief Station Agent       | 5.00  | U    | FT    | -  | 564,746     | 830            | 83,262 | 111,010 |
| Station Agent             | 1.00  | U    | FT    | -  | 106,093     | 830            | 83,262 | 111,010 |
| Coordinator, Road Service | 2.00  | U    | FT    | -  | 225,898     | 821            | 83,262 | 111,010 |
| Coordinator, Rail Service | 2.00  | U    | FT    | -  | 225,898     | 820            | 83,262 | 111,010 |
| Total                     | 56.00 |      |       |    | \$6,261,865 |                |        |         |

Table 11. Service Delivery Department Personnel Profile

## Service Delivery Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  | 6,131,454        | 6,280,612        | 6,371,728          | 6,466,715        |
| Fringe                              |                  | 2,013,912        | 2,261,348        | 2,227,742          | 2,275,476        |
| Capitalized Labor-Fringe            |                  | -314,830         | -491,650         | -585,412           |                  |
| Total                               |                  | \$7,830,536      | \$8,050,310      | \$8,014,058        | \$8,742,191      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 23,463           | 64,100           | 32,434             | 1,900            |
| Copier & Printer Usage and Maintenance |                  | 37,898           |                  | 16,499             | 33,000           |
| Printing/Bindery Services              |                  |                  |                  |                    | 4,000            |
| Other Services-Transp Adm              |                  | 6,820            | 7,100            | 8,116              |                  |
| Uniforms- Rev Veh Op                   |                  |                  |                  | 2,595              |                  |
| Office Supplies                        |                  | 3,453            |                  | 4,802              | 11,200           |
| Equip/Furn < \$5,000-Gen & Adm         |                  |                  |                  |                    | 200              |
| Other Materials- Transp Adm            |                  | 12,504           | 4,500            | 2,380              | 11,000           |
| Unreconciled P-Card Expense            |                  | 1,837            |                  | 191                |                  |
| Computer Equip under \$5,000           |                  | 109              | 5,000            | 2,499              |                  |
| Microcomputer Mtc Mat'l                |                  |                  | 2,500            | 1,251              |                  |
| Telephone                              |                  | 4,869            |                  | 1,279              | 6,000            |
| NU-Local Travel & Meetings             |                  | 83               |                  |                    |                  |
| Local Travel & Meetings Non Training   |                  | 855              |                  |                    | 1,000            |
| NU-Education & Training - Gen & Adm    |                  | 299              |                  |                    |                  |
| NU-Out-Of-Town Travel                  |                  | 16,310           |                  | 1,086              |                  |
| CDL Renewals                           |                  | 104              |                  |                    |                  |
| Total                                  |                  | \$108,604        | \$83,200         | \$73,132           | \$68,300         |

## Accessible Transportation Programs Department (ATP)

The Accessible Transportation Programs Department is responsible for the following major functions: Americans with Disabilities Act (ADA) Complementary Paratransit service delivery, coordination and community engagement, Committee on Accessible Transportation (CAT) coordination, fixed route travel training, and paratransit service operations, contact center, paratransit operations command center, and paratransit fleet maintenance. The customer eligibility assessment and determination process, paratransit operations and service delivery, and the LIFT Operations Command Center are under contract with Transdev North America. Vehicle maintenance is under contract with Penske. Transdev also carries contracts with Uzurv, Uber, Broadway Cab, and Big Star Transit for overflow services. The ATP department also supports coordination with other demand response providers and public transportation service providers throughout the service district to collaborate on service coordination for older adults and people with disabilities.

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 1,018,676           | 1,190,895           | 1,188,387           | 1,209,524           | 1,233,878           | 1,233,878           | -              |
| M&S            | 57,202,780          | 62,998,018          | 72,426,000          | 68,673,516          | 68,952,000          | 68,952,000          | -              |
| <b>Total</b>   | <b>\$58,221,456</b> | <b>\$64,188,913</b> | <b>\$73,614,387</b> | <b>\$69,883,040</b> | <b>\$70,185,878</b> | <b>\$70,185,878</b> | <b>-</b>       |

Table 12. Accessible Transportation Programs Department Budget

### Personnel Profile

| Position Title                                     | FTE         | U/NU | FT/PT | LT | Base Salary      | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------|-------------|------|-------|----|------------------|----------------|---------|---------|
| Director, Accessible Transportation Programs       | 1.00        | NU   | FT    | -  | 189,835          | 19             | 134,166 | 201,251 |
| Manager, Lift Service Delivery                     | 1.00        | NU   | FT    | -  | 117,541          | 16             | 104,587 | 156,881 |
| Analyst, Senior, Lift Service Delivery             | 1.00        | NU   | FT    | -  | 96,850           | 14             | 88,247  | 132,372 |
| Analyst, Operations                                | 1.00        | NU   | FT    | -  | 89,135           | 13             | 80,965  | 121,448 |
| Coordinator, Senior, Community Engagement Programs | 1.00        | NU   | FT    | -  | 106,167          | 13             | 80,965  | 121,448 |
| Administrator, Lift Service Quality                | 1.00        | NU   | FT    | -  | 82,727           | 12             | 74,231  | 111,344 |
| Analyst, Business (Lift)                           | 1.00        | NU   | FT    | -  | 109,219          | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative                   | 1.00        | NU   | FT    | -  | 83,138           | 9              | 56,940  | 85,408  |
| <b>Total</b>                                       | <b>8.00</b> |      |       |    | <b>\$874,611</b> |                |         |         |

Table 13. Accessible Transportation Programs Department Personnel Profile

## Accessible Transportation Programs Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 721,038          | 842,585          | 845,772          | 880,935            | 874,611          |
| Fringe                              | 297,638          | 348,310          | 342,615          | 328,589            | 359,267          |
| Total                               | \$1,018,676      | \$1,190,895      | \$1,188,387      | \$1,209,524        | \$1,233,878      |

| Materials & Services Expense Category         | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-----------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Contracted Dispatch 1                         | 4,255,929        | 4,351,880        | 4,472,600        | 4,457,236          | 4,924,500        |
| Contracted Eligibility Assessment             | 1,264,082        | 1,364,688        | 1,351,500        | 1,371,027          | 1,386,100        |
| Professional & Technical-Gen & Adm            | 43,151           | 88,868           | 23,400           | 18,865             | 25,000           |
| Temporary Help-Trans Adm                      |                  |                  | 4,900            | 2,451              |                  |
| Equipment Repair & Mtc - Gen & Adm            |                  | 708              | 1,500            | 750                | 800              |
| Copier & Printer Usage and Maintenance        | 11,470           | 43,376           |                  | 14,960             | 38,000           |
| ATP Central Maintenance                       | 2,753,955        | 3,224,891        | 4,035,700        | 3,878,113          | 4,156,800        |
| Background Check Services                     | 39,160           | 24,205           | 40,000           | 28,602             | 25,000           |
| Printing/Bindery Services                     | 17,762           | 13,875           | 12,000           | 19,449             | 27,000           |
| Ride Connection Program                       | 6,585,573        | 2,085,263        |                  |                    |                  |
| Accessibility Services - State Program (5310) |                  |                  | 5,386,200        | 2,693,100          |                  |
| Accessibility Services - Federal (Program)    |                  | 1,402,711        | 1,272,900        | 672,167            |                  |
| Other Services- Gen & Adm                     | 32,491           | 69,162           | 7,600            | 20,911             | 76,600           |
| Other Services- Revenue Veh.Maint             | 468,472          | 186,206          | 98,700           | 134,752            | 284,700          |
| Diesel Fuel- Rev Vehicle Oper                 | 1,707,135        | 1,200,962        | 873,600          | 1,012,139          | 1,137,400        |
| Oil & Lubricants                              | 12,413           | 27,672           | 17,700           | 24,226             | 20,000           |
| Gasoline - Rev Veh Operations                 | 721,909          | 1,588,219        | 1,727,100        | 1,903,195          | 2,277,900        |
| Office Supplies                               | 53,823           | 129,898          |                  | 7,678              | 8,000            |
| Equip/Furn < \$5,000-Gen & Adm                | 61,343           | 22,882           | 24,700           | 23,690             | 20,000           |
| Other Materials- Gen & Adm                    | 7,469            | 6,880            | 103,600          | 56,644             | 10,000           |
| Unreconciled P-Card Expense                   |                  | 4,026            |                  | 35                 |                  |
| Postage - Gen & Admin                         | 20,725           | 31,825           | 32,000           | 29,711             | 32,000           |
| Computer Equip under \$5,000                  |                  |                  |                  |                    | 27,000           |
| ATP Maintenance Materials                     | 61,832           | 87,433           | 29,900           | 85,416             | 30,000           |

## Accessible Transportation Programs Department

| Materials & Services Expense Category     | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Telephone                                 | 59,278           | 52,323           |                  | 22,433             | 52,000           |
| Data Communication Services               | 74,965           | 88,877           | 51,200           | 75,218             | 85,000           |
| ATP Direct Svc Provider                   | 35,195,355       | 41,636,772       | 45,213,900       | 46,221,427         | 49,714,000       |
| ATP Backup Cabs                           | 903,478          | 584,450          | 1,000,000        | 876,194            | 575,000          |
| Supplemental Providers-Trans Network Comp | 2,652,330        | 3,124,212        | 6,635,500        | 5,009,768          | 4,005,200        |
| NU-Local Travel & Meetings                | 800              |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm       | 5,944            | 1,075            |                  | 440                |                  |
| NU-Out-Of-Town Travel                     | 13,978           | 20,966           |                  | 5,319              |                  |
| Employee Recognition                      | 263              | 229              |                  |                    |                  |
| Software License Fees                     | 2,700            | 1,022            |                  |                    | 2,000            |
| Special Events Serv                       | 300              |                  |                  |                    |                  |
| Cat Committee                             | 9,761            | 17,604           | 9,800            | 7,600              | 12,000           |
| Office Leases                             | 164,934          |                  |                  |                    |                  |
| HB2017 STIF Pass Thru Expenditures        |                  | 1,514,858        |                  |                    |                  |
| Total                                     | \$57,202,780     | \$62,998,018     | \$72,426,000     | \$68,673,516       | \$68,952,000     |



## Rail Transportation Department (RT)

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

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 31,465,728          | 39,409,659          | 38,148,919          | 38,279,953          | 39,885,040          | 39,885,040          | -              |
| M&S            | 840,485             | 1,543,695           | 1,543,800           | 1,017,470           | 1,731,000           | 1,731,000           | -              |
| <b>Total</b>   | <b>\$32,306,213</b> | <b>\$40,953,354</b> | <b>\$39,692,719</b> | <b>\$39,297,423</b> | <b>\$41,616,040</b> | <b>\$41,616,040</b> | <b>-</b>       |

Table 14. Rail Transportation Department Budget

### Personnel Profile

| Position Title                       | FTE           | U/NU | FT/PT | LT | Base Salary         | Pay Code/Grade | Min     | Max     |
|--------------------------------------|---------------|------|-------|----|---------------------|----------------|---------|---------|
| Director, OCC & Rail Operations      | 1.00          | NU   | FT    | -  | 170,677             | 21             | 157,787 | 236,683 |
| Manager, Bus & Rail Field Operations | 1.00          | NU   | FT    | -  | 164,193             | 18             | 123,570 | 185,355 |
| Manager, Rail Operations             | 2.00          | NU   | FT    | -  | 334,717             | 18             | 123,570 | 185,355 |
| Assistant Manager, Rail Operations   | 5.00          | NU   | FT    | -  | 667,527             | 16             | 104,587 | 156,881 |
| Assistant, Senior Administrative     | 2.00          | NU   | FT    | -  | 170,186             | 9              | 56,940  | 85,408  |
| Rail Operator                        | 212.00        | U    | FT    | -  | 17,931,401          | 580            | 65,021  | 86,819  |
| Supervisor, Rail                     | 39.00         | U    | FT    | -  | 4,196,199           | 536            | 105,747 | 105,747 |
| <b>Total</b>                         | <b>262.00</b> |      |       |    | <b>\$23,634,899</b> |                |         |         |

Table 15. Rail Transportation Department Personnel Profile

### Rail Transportation Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 22,766,431       | 28,022,813       | 26,761,921       | 27,089,079         | 27,923,412       |
| Fringe                              | 8,710,528        | 11,397,372       | 11,386,998       | 11,190,874         | 11,961,628       |
| Capitalized Labor-Fringe            | -11,231          | -10,526          |                  |                    |                  |
| Total                               | \$31,465,728     | \$39,409,659     | \$38,148,919     | \$38,279,953       | \$39,885,040     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  |                  | 104,000          |                  |                    |                  |
| Professional & Technical-Gen & Adm     | 31,680           | 24,842           |                  | 20,160             | 21,000           |
| Temporary Help-Trans Adm               | 749              |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance | 17,885           | 58,332           |                  | 19,070             | 53,000           |
| Cab Service - EE Ride home-Trans Adm   |                  | 108              |                  | 138                |                  |
| Other Services- Gen & Adm              | 23,099           | 3,834            | 10,000           | 20,103             | 4,000            |
| Uniforms- Rev Veh Op                   | 44,913           | 108,438          | 58,000           | 74,121             | 108,000          |
| Office Supplies                        | 24,088           | 19,833           |                  | 3,041              | 14,000           |
| Cleaning Suppl- Rev Equip Maint        | 42               |                  |                  | 1,438              |                  |
| OCC Equip & Supplies                   | 3,952            | 1,894            |                  | -703               |                  |
| Other Materials- Gen & Adm             | 30,287           | 25,546           | 40,000           | 23,957             | 26,000           |
| Other Materials- Transp Adm            | 137,773          | 27,076           |                  | 807                | 1,000            |
| Unreconciled P-Card Expense            | 1,100            | 508              |                  |                    |                  |
| Computer Equip under \$5,000           | 423              | 1,199            |                  |                    |                  |
| Winter Supplies                        |                  | 7,336            |                  |                    | 1,000            |
| Safety Supplies - Transportation       | 7,086            | 3,454            | 3,000            | 1,662              | 3,000            |
| UN-Oper Training Materials             | 627              |                  |                  |                    |                  |
| Telephone                              | 61,681           | 60,661           |                  | 17,484             | 67,000           |
| Data Communication Services            | 3,948            | 4,114            |                  | 1,420              |                  |
| PI/PD Expense                          | 427,978          | 1,085,268        | 1,429,600        | 831,172            | 1,430,000        |
| NU-Local Travel & Meetings             | 400              |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm    | 7,885            | 1,897            |                  |                    |                  |
| NU-Out-Of-Town Travel                  | 7,297            | 623              |                  | 213                |                  |

## Rail Transportation Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| CDL Renewals                          | 3,198            | 2,794            | 3,200            | 3,387              | 3,000            |
| Employee Recognition                  | 4,394            | 1,938            |                  |                    |                  |
| Total                                 | \$840,485        | \$1,543,695      | \$1,543,800      | \$1,017,470        | \$1,731,000      |

## Commuter Rail Department (CR)

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). TriMet is responsible for management and oversight of this SUA, as directed by the Commuter Rail Department. 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.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 2,749,456          | 2,771,810          | 2,719,881          | 2,729,741          | 2,855,897          | 2,855,897          | -              |
| M&S            | 5,995,239          | 6,230,935          | 5,450,100          | 5,067,181          | 6,300,600          | 6,300,600          | -              |
| <b>Total</b>   | <b>\$8,744,695</b> | <b>\$9,002,745</b> | <b>\$8,169,981</b> | <b>\$7,796,922</b> | <b>\$9,156,497</b> | <b>\$9,156,497</b> | <b>-</b>       |

Table 16. Commuter Rail Department Budget

### Personnel Profile

| Position Title                                   | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|--------------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Commuter Rail Operations               | 1.00         | NU   | FT    | -  | 197,408            | 19             | 134,166 | 201,251 |
| Manager, Commuter Rail Operations                | 1.00         | NU   | FT    | -  | 167,337            | 17             | 113,731 | 170,595 |
| Assistant Manager, Tech Support & Training (WES) | 1.00         | NU   | FT    | -  | 103,208            | 15             | 96,124  | 144,186 |
| Service Worker Pressure Washer                   | 1.00         | U    | FT    | -  | 74,538             | 947            | 48,464  | 70,138  |
| Service Worker                                   | 3.00         | U    | FT    | -  | 203,063            | 945            | 48,464  | 70,138  |
| Commuter Rail Vehicle Maint. Technician          | 8.00         | U    | FT    | -  | 777,460            | 888            | 95,514  | 95,514  |
| Assistant Supervisor Commuter Rail Vehicle Maint | 3.00         | U    | FT    | -  | 335,292            | 872            | 109,845 | 109,845 |
| <b>Total</b>                                     | <b>18.00</b> |      |       |    | <b>\$1,858,305</b> |                |         |         |

Table 17. Commuter Rail Department Personnel Profile

## Commuter Rail Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 2,046,229        | 2,040,057        | 1,944,254        | 1,985,539          | 2,048,470        |
| Fringe                              | 715,620          | 732,781          | 775,627          | 751,340            | 807,427          |
| Capitalized Labor-Fringe            | -12,393          | -1,028           |                  | -7,138             |                  |
| Total                               | \$2,749,456      | \$2,771,810      | \$2,719,881      | \$2,729,741        | \$2,855,897      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Trans Adm     | 7,875            | 3,555            |                  |                    |                  |
| Landscape Maint Services               | 14,068           | 12,008           | 7,100            | 9,770              | 11,000           |
| Copier & Printer Usage and Maintenance | 812              | 1,958            |                  | 771                | 2,000            |
| Contracted Build Maint                 |                  | 17,319           |                  | 6,138              | 17,000           |
| Contracted Fac Mtc - Elec              | 22,825           | 29,013           | 10,000           | 19,356             | 29,000           |
| Facilities Maint. Agreements - WES     | 28,893           | 31,086           | 45,300           | 33,916             | 31,000           |
| Contracted Maint Paving                |                  | 98,299           |                  |                    | 98,000           |
| Calibration & Tool Repair              | 9,723            | 9,087            | 4,900            | 12,014             | 13,900           |
| Contr Maint - Rev Eq Maint             | 135,205          | 227,464          | 64,100           | 99,921             | 250,000          |
| Maintenance of Way - Commuter Rail     | 2,130,511        | 2,152,511        | 1,478,400        | 1,203,370          | 1,757,000        |
| Laundry                                | 9,287            | 10,137           | 6,600            | 7,251              | 16,600           |
| Other Services- Revenue Veh.Maint      | 19,845           | 55,903           | 4,800            | 2,400              | 60,800           |
| Uniforms- Rev Veh Op                   | 1,050            | 1,513            | 1,700            | 1,777              | 3,700            |
| Diesel Fuel- Rev Vehicle Oper          | 307,367          | 269,104          | 304,700          | 287,390            | 305,000          |
| Oil & Lubricants                       |                  |                  |                  |                    | 6,000            |
| Office Supplies                        | 9,169            | 589              |                  | 120                | 1,000            |
| Maint Mat'l - Snow & Ice               | 13,747           | 11,817           |                  |                    | 12,000           |
| Maint Mat'l - Rev Eq                   | 688,684          | 310,288          | 259,600          | 316,931            | 500,000          |
| Freight - Mtc Matl                     | 38,282           | 30,426           | 30,300           | 22,868             | 40,000           |
| Maint Material - Other                 | 5,605            | 31,856           | 14,000           | 11,333             | 32,000           |
| Mtc Material Shop                      |                  | 3,848            |                  | 1,164              | 4,000            |
| Shop Equip < \$5000 - Fac Eq Maint     | 43,826           | 21,741           | 12,600           | 6,351              | 20,000           |
| Cleaning Suppl- Rev Equip Maint        | 25,852           | 17,239           | 11,600           | 17,320             | 12,000           |

## Commuter Rail Department

| Materials & Services Expense Category         | FY2024<br>Actual   | FY2025<br>Actual   | FY2026<br>Budget   | FY2026<br>Estimate | FY2027<br>Budget   |
|-----------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Small Hand Tools-Fac/Eq Maint                 | 3,843              | 4,410              | 5,100              | 3,722              | 4,000              |
| Inventory Adjustments                         | 49,634             | 28,348             |                    | 18,267             |                    |
| Other Materials- Rev Eq Maint                 | 26,464             | 5,103              | 13,100             | 6,554              | 2,000              |
| Unreconciled P-Card Expense                   | 2,507              | 1,131              |                    | 151                |                    |
| Computer Equip under \$5,000                  |                    |                    |                    |                    | 1,000              |
| Landscape Maint Material                      |                    |                    | 2,000              | 999                |                    |
| Maint Matl Landscape                          | 100                |                    |                    |                    |                    |
| Safety Supplies-Rev Eq Maint                  | 372                |                    |                    |                    |                    |
| Safety Supplies- Gen & Adm                    | 15,245             | 4,072              | 7,100              | 6,152              | 4,000              |
| Invoice Price Variance                        | 7,731              | 176                |                    | 112                |                    |
| Utilities - Electricity                       | 51,274             | 52,819             | 55,800             | 49,773             | 56,000             |
| Utilities - Gas                               | 10,577             | 13,057             | 13,900             | 11,409             | 14,000             |
| Utilities - Water                             | 14,823             | 17,369             | 16,400             | 15,943             | 16,000             |
| Telephone                                     | 95,403             | 97,616             |                    | 44,737             | 98,000             |
| Data Communication Services                   | 66,430             | 65,008             | 78,800             | 104,407            | 78,800             |
| Utilities - Other                             | 3,797              | 3,866              | 5,300              | 4,789              | 4,000              |
| Network Access Services                       |                    |                    | 33,800             | 16,899             | 33,800             |
| OR Corporate Activity Tax (CAT)               | 6                  | 41                 |                    | 3                  |                    |
| 2025 Tariffs                                  |                    |                    |                    | 12                 |                    |
| Train Operations                              | 1,769,465          | 2,187,138          | 2,573,900          | 2,324,199          | 2,374,000          |
| On-Time Performance Incentive - Commuter Rail | 358,256            | 401,473            | 389,200            | 398,584            | 389,000            |
| NU-Local Travel & Meetings                    | 655                | 1,724              |                    |                    |                    |
| NU-Education & Training - Gen & Adm           | 1,841              | 75                 |                    | 308                |                    |
| NU-Out-Of-Town Travel                         | 4,041              | 654                |                    |                    |                    |
| Employee Recognition                          | 149                | 94                 |                    |                    |                    |
| Software License Fees                         |                    |                    |                    |                    | 4,000              |
| <b>Total</b>                                  | <b>\$5,995,239</b> | <b>\$6,230,935</b> | <b>\$5,450,100</b> | <b>\$5,067,181</b> | <b>\$6,300,600</b> |



## Portland Streetcar Department (PS)

The Portland Streetcar Department is a City of Portland and TriMet partnership activity. The streetcar service is operated under Intergovernmental Agreements (a Master Agreement and an annual 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 Agreements

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 9,164,215           | 9,412,912           | 10,114,638          | 10,277,094          | 10,541,906          | 10,541,906          | -              |
| M&S            | 10,845,014          | 9,614,747           | 10,141,800          | 10,141,437          | 10,143,000          | 10,143,000          | -              |
| <b>Total</b>   | <b>\$20,009,229</b> | <b>\$19,027,659</b> | <b>\$20,256,438</b> | <b>\$20,418,531</b> | <b>\$20,684,906</b> | <b>\$20,684,906</b> | <b>-</b>       |

Table 18. Portland Streetcar Department Budget

### Personnel Profile

| Position Title                   | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Manager, Streetcar Operations    | 1.00         | NU   | FT    | -  | 122,421            | 16             | 104,587 | 156,881 |
| Signals Maintainer               | 1.00         | U    | FT    | -  | 98,939             | 541            | 97,240  | 97,240  |
| Track Maintainer                 | 1.00         | U    | FT    | -  | 98,939             | 540            | 97,240  | 97,240  |
| Streetcar Controller             | 5.00         | U    | FT    | -  | 549,297            | 539            | 107,973 | 107,973 |
| Streetcar Operator               | 54.00        | U    | FT    | -  | 4,752,205          | 488            | 65,021  | 86,819  |
| Streetcar Journeyworker Mechanic | 11.00        | U    | FT    | -  | 1,069,007          | 451            | 95,514  | 95,514  |
| <b>Total</b>                     | <b>73.00</b> |      |       |    | <b>\$6,690,807</b> |                |         |         |

Table 19. Portland Streetcar Department Personnel Profile

## Portland Streetcar Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 6,518,880        | 6,662,750        | 7,082,561        | 7,326,237          | 7,364,236        |
| Fringe                              | 2,645,335        | 2,750,162        | 3,032,077        | 2,950,857          | 3,177,670        |
| Total                               | \$9,164,215      | \$9,412,912      | \$10,114,638     | \$10,277,094       | \$10,541,906     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Portland Streetcar                     | 10,844,916       | 9,613,683        | 10,141,800       | 10,141,000         | 10,142,000       |
| Copier & Printer Usage and Maintenance | 98               | 1,064            |                  | 77                 | 1,000            |
| Safety Supplies-Rev Eq Maint           |                  |                  |                  | 160                |                  |
| Safety Supplies - Fac/Eq Maint         |                  |                  |                  | 200                |                  |
| Total                                  | \$10,845,014     | \$9,614,747      | \$10,141,800     | \$10,141,437       | \$10,143,000     |

## Service Planning & Delivery Department (SPD)<sup>2</sup>

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 9,556,264     | -             | -             | -               | -               | -               | -              |
| M&S            | 688,946       | -             | -             | -               | -               | -               | -              |
| Total          | \$10,245,210  | -             | -             | -               | -               | -               | -              |

Table 20. Service Planning & Delivery Department Budget

<sup>2</sup> Service Planning & Delivery (SPD) restructured to Transportation and Strategy & Planning Divisions for organizational effectiveness. Effective in FY2025 and FY2026, respectively.

## Service Planning &amp; Delivery Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 7,404,910        |                  |                  |                    |                  |
| Fringe                              | 2,442,670        |                  |                  |                    |                  |
| Capitalized Labor-Fringe            | -291,316         |                  |                  |                    |                  |
| Total                               | \$9,556,264      |                  |                  |                    |                  |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 340,427          |                  |                  |                    |                  |
| Professional & Technical-Trans Adm     | 225              |                  |                  |                    |                  |
| Metro Unified Work Prog                | 187,501          |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance | 11,353           |                  |                  |                    |                  |
| Other Services- Gen & Adm              | 71,298           |                  |                  |                    |                  |
| Other Services-Transp Adm              | 10,556           |                  |                  |                    |                  |
| Office Supplies                        | 5,748            |                  |                  |                    |                  |
| Other Materials- Gen & Adm             | 11,930           |                  |                  |                    |                  |
| Other Materials- Transp Adm            | 12,276           |                  |                  |                    |                  |
| Unreconciled P-Card Expense            | 483              |                  |                  |                    |                  |
| Computer Equip under \$5,000           | 8,783            |                  |                  |                    |                  |
| Telephone                              | 3,436            |                  |                  |                    |                  |
| NU-Local Travel & Meetings             | 3,755            |                  |                  |                    |                  |
| NU-Out-Of-Town Travel                  | 21,055           |                  |                  |                    |                  |
| Employee Recognition                   | 120              |                  |                  |                    |                  |
| Total                                  | \$688,946        |                  |                  |                    |                  |

# Maintenance Division

## Division Overview

### Mission

The Maintenance Division is responsible for the maintenance, repair, replacement, and management of TriMet's revenue and non-revenue assets to ensure safe, clean, accessible, and reliable operations throughout TriMet's 533-square mile service district. This includes buses; light rail vehicles; track, signals, and power distribution systems; non-revenue vehicles and equipment, buildings, and transit station facilities.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 808.00        | 868.00        | 937.00        | 937.00          | 946.00          | 946.00          | -              |

Table 1. Maintenance Division Authorized FTEs

### Budget Summary

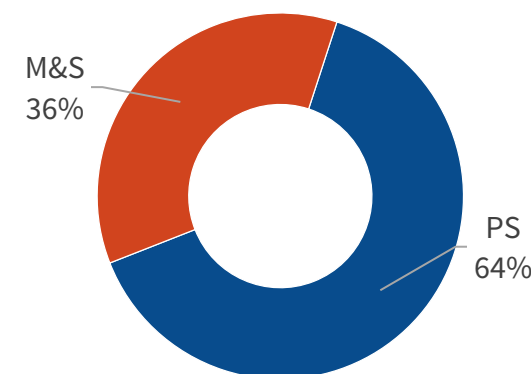
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 96,879,688    | 110,634,101   | 125,233,869   | 121,936,463     | 132,738,742     | 132,738,742     | -              |
| M&S            | 79,827,967    | 84,897,647    | 74,466,000    | 77,443,161      | 74,503,600      | 74,503,600      | -              |
| Total          | \$176,707,655 | \$195,531,748 | \$199,699,869 | \$199,379,624   | \$207,242,342   | \$207,242,342   | -              |

Table 2. Maintenance Division Budget Summary

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$7.5 million (+3.8%), rising from \$199.7 million to \$207.2 million. Personnel Services increase by \$7.5 million (+6.0%), while Materials & Services increase slightly by \$37.6K (+0.1%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 64% (\$132.7 million) of the total budget, while Materials & Services account for approximately 36% (\$74.5 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Maintenance Administration (MA):** Manages and maintains all aspects of the District's assets.
- **Bus Maintenance (BM):** Manages and maintains safe, reliable, accessible, and clean revenue and non-revenue fleets for use by riders, operators, and TriMet staff.
- **Facilities Management Bus and Rail (FMBR):** Manages and maintains facility assets - including bus stops, rail platforms, transit centers, and Park & Rides - to ensure safe, clean, and functional environments for riders and employees, and oversees space planning and resource allocation for agency facilities.
- **Rail Maintenance of Way (MOW):** Manages and maintains all track, signals, and power distribution elements of TriMet's light rail system. Ensures a clean and safe right-of-way.
- **Rail Equipment Maintenance (REM):** Performs maintenance, progressive overhauls, and cleaning of TriMet's LRVs. Supports WES and Streetcar through staffing and specialized maintenance. Provides vehicle technical support and engineering for the LRVs.

## Budget by Departments

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| MA         | 972,884       | 1,476,115     | 2,066,236     | 1,358,294       | 2,330,009       | 2,330,009       | -              |
| BM         | 70,345,010    | 77,889,270    | 80,108,677    | 83,402,828      | 82,616,293      | 82,616,293      | -              |
| FMBR       | 33,497,695    | 42,729,322    | 44,266,294    | 41,028,835      | 45,579,995      | 45,579,995      | -              |
| MOW        | 23,641,892    | 28,585,783    | 27,754,536    | 27,930,998      | 28,957,220      | 28,957,220      | -              |
| REM        | 48,250,174    | 44,851,258    | 45,504,126    | 45,658,669      | 47,758,825      | 47,758,825      | -              |
| Total      | \$176,707,655 | \$195,531,748 | \$199,699,869 | \$199,379,624   | \$207,242,342   | \$207,242,342   | -              |

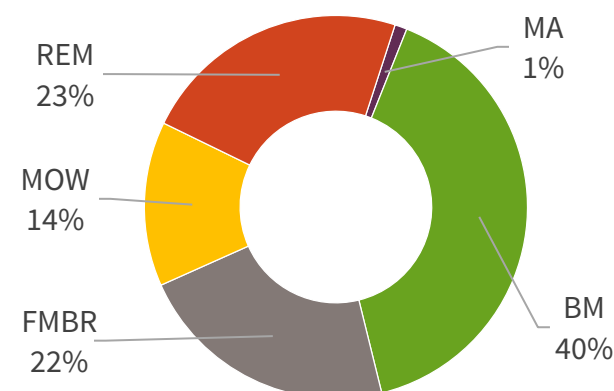
Table 3. Maintenance Division Budget by Department

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$7.5 million (+3.8%), rising from \$199.7 million to \$207.2 million.

Facilities Maintenance for Bus and Rail (FMBR) increases by \$1.3 million (+3.0%), Rail Equipment Maintenance (REM) increases by \$2.3 million (+5.0%), Maintenance of Way (MOW) increases by \$1.2 million (+4.3%), and Maintenance Administration (MA) increases by \$263.8K (+12.8%). Bus Maintenance (BM) increases by \$2.5 million (+3.1%).

For the FY2027 Approved Budget, BM represents 40% of the total budget, REM accounts for 23%, FMBR represents 22%, MOW represents 14%, and MA comprises 1%.

FY2027 Budget by Department



## FY2026 Accomplishments

### Elevate the Customer Experience

- As of October 2025, REM is at 94.25% of vehicles being cleaned every 60 days.
- Bus Maintenance has reduced deep cleaning cycles from 60 to approximately 45 days through improved staffing and management, with a long-term target of 30-day cycles.
- Facilities Management continues to meet cleaning standards; achieving daily cleaning of over 90% of transit centers, daily cleaning of approximately 90% of station platforms, and monthly deep cleaning of over 80% of stations.
- District wide FM End of Line (EOL) cleaners have submitted 44,587 cleaning reports for calendar year 2025.

### Continue to Build an Adaptable, Safe, and Thriving Workplace

- Developed a modification to improve LRV CCTV, side view monitors, and data communications for reliability on the Type 5 fleet.
- Instituting a Midlife overhaul program for our existing fleet of buses to reduce road calls and to increase vehicle longevity. Bus Maintenance has also partnered with the ATU to provide external maintenance training in addition to our own training department classes.
- Through the design criteria update process, FM has worked closely with E&C to update NEMA 4 enclosures for all elevators.

### Increase Investment in Safe and Reliable Infrastructure

- Maintenance division is on target to accomplish a 90% to 95% capital utilization on SOGR projects it directly manages, as it did in FY2025.
- 24 of 30 Type 6 light rail vehicles are in revenue service and all 30 new Type 6 vehicles are on property, as of December 2025.
- 16 of 26 Type 1 light rail vehicles have been decommissioned, with one (1) being donated to a railroad museum.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(BM, REM, FMBR)** Maintain a clean fleet and system to support a positive customer experience through daily cleaning, deep cleaning cycles, and enhanced data-driven cleaning programs.
- **(BM)** Complete daily cleaning on at least 90% of fixed-route buses and complete deep cleaning at least every 60 days on 95% of fixed-route buses. Timeline through June 30, 2027.
- **(REM)** Complete deep cleaning at least every 30 days on 80% of MAX vehicles. Timeline through June 30, 2027.
- **(REM)** Improve data collection and use for light rail vehicle (LRV) effectiveness, efficiency, and security. Timeline through June 30, 2027.



## Ensure Financial Stability and Stewardship

- **(MA)** Foster ideas to reduce spending and create efficiencies while maintaining safety and reliability.
- **(BM)** Manage additional overhaul activities to extend useful life of vehicles.

## Increase Investment in Safe and Reliable Infrastructure:

- **(MA)** Establish a Division-wide Maintenance Procedure Program to standardize documentation, align review and approval processes, and deliver procedures to drive high-quality, safe, and effective maintenance activities.
- **(MA and MOW)** Deliver budgeted state of good repair projects on-time and on-budget. Timeline through June 30, 2027.
- **(MOW)** Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2027.
- **(REM)** 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, 2027.

## Continue to Build an Adaptable, Safe and Thriving Workplace

- **(All)** Continue appropriate recruiting activities for vacant positions. Timeline through June 30, 2027.
- **(REM)** Deliver updated training programs to support new hire onboarding. Support OTD in curriculum development and training for new LRV Technicians. Timeline through June 30, 2027.
- **(MA, BM)** Support leadership and skills development in maintenance management positions. Timeline through June 30, 2027.
- **(BM)** 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, 2027.
- **(MA)** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2027.



## Maintenance Administration Department (MA)

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 zero emissions program 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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 401,912       | 759,493       | 1,359,736     | 814,037         | 1,620,209       | 1,620,209       | -              |
| M&S            | 570,972       | 716,622       | 706,500       | 544,257         | 709,800         | 709,800         | -              |
| Total          | \$972,884     | \$1,476,115   | \$2,066,236   | \$1,358,294     | \$2,330,009     | \$2,330,009     | -              |

Table 4. Maintenance Administration Department Budget

### Personnel Profile

| Position Title                                           | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Executive Director, Maintenance                          | 1.00 | NU   | FT    | -  | 290,204     | 24             | 200,058 | 300,088 |
| Manager, Facilities Technical Support                    | 1.00 | NU   | FT    | -  | 144,565     | 19             | 134,166 | 201,251 |
| Analyst, Senior Operations & Finance Planning            | 1.00 | NU   | FT    | -  | 140,684     | 15             | 96,124  | 144,186 |
| Assistant, Executive Administrative                      | 1.00 | NU   | FT    | -  | 92,123      | 12             | 74,231  | 111,344 |
| Technical Support, Associate, Rail Equipment Maintenance | 1.00 | NU   | FT    | -  | 76,293      | 12             | 74,231  | 111,344 |
| Total                                                    | 5.00 |      |       |    | \$743,868   |                |         |         |

Table 5. Maintenance Administration Department Personnel Profile

## Maintenance Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 273,747          | 496,571          | 1,022,845        | 571,652            | 1,205,419        |
| Fringe                              | 128,165          | 262,922          | 336,891          | 242,385            | 414,790          |
| Total                               | \$401,912        | \$759,493        | \$1,359,736      | \$814,037          | \$1,620,209      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 129,895          | 93,921           | 5,000            | 6,882              | 1,900            |
| Recruitment Expense                    |                  |                  |                  |                    | 324,500          |
| Mech/Structural Consult                |                  |                  |                  | 830                |                  |
| Copier & Printer Usage and Maintenance | 122              | 636              |                  | 379                | 500              |
| Printing/Bindery Services              |                  |                  |                  |                    | 200              |
| Other Services- Gen & Adm              | 116,271          | 228,836          | 1,000            | 72,939             | 600              |
| Other Services- Revenue Veh.Maint      | -35,212          |                  | 55,000           | 27,501             |                  |
| Office Supplies                        | 5,880            | 3,697            | 147,500          | 75,049             | 4,300            |
| Equip/Furn < \$5,000-Rev Eq Maint      |                  |                  | 7,500            | 3,750              |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 804              | 1,131            |                  |                    | 300              |
| Other Materials- Gen & Adm             | 491              |                  |                  |                    |                  |
| Unreconciled P-Card Expense            | 765              |                  |                  | 15                 |                  |
| Computer Equip under \$5,000           | 912              | 1,011            | 4,000            | 2,456              | 1,700            |
| Safety Supplies-Rev Eq Maint           |                  |                  |                  |                    | 200              |
| Safety Supplies- Gen & Adm             |                  | 265              |                  |                    | 100              |
| Winter Supplies                        |                  | 54               |                  |                    |                  |
| Telephone                              | 284,831          | 304,933          | 277,700          | 222,551            | 299,100          |
| NU-Dues & Subscriptions                | 19,601           | 9,820            | 4,000            | 7,041              |                  |
| NU-Local Travel & Meetings             | 4,536            | 6,567            | 9,800            | 4,899              |                  |
| NU-Education & Training - Gen & Adm    | 24,842           | 19,912           | 52,000           | 29,960             | 22,800           |
| NU-Out-Of-Town Travel                  | 4,874            | 16,520           | 80,000           | 47,103             | 13,900           |
| UN-Education & Training - Gen & Adm    | 9,102            | 13,497           | 8,000            | 4,493              | 12,000           |
| UN-Out-Of-Town Travel                  |                  |                  | 15,000           | 7,500              |                  |
| Employee Recognition                   | 3,258            | 15,822           | 40,000           | 30,909             | 12,700           |
| Special Event Expenses                 |                  |                  |                  |                    | 15,000           |
| Total                                  | \$570,972        | \$716,622        | \$706,500        | \$544,257          | \$709,800        |

## Bus Maintenance Department (BM)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 35,815,313    | 42,775,590    | 49,605,877    | 47,476,127      | 52,137,393      | 52,137,393      | -              |
| M&S            | 34,529,697    | 35,113,680    | 30,502,800    | 35,926,701      | 30,478,900      | 30,478,900      | -              |
| Total          | \$70,345,010  | \$77,889,270  | \$80,108,677  | \$83,402,828    | \$82,616,293    | \$82,616,293    | -              |

Table 6. Bus Maintenance Department Budget

### Personnel Profile

| Position Title                                     | FTE    | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------|--------|------|-------|----|-------------|----------------|---------|---------|
| Director, Bus Maintenance                          | 1.00   | NU   | FT    | -  | 186,050     | 20             | 145,546 | 218,318 |
| Manager, Bus Maintenance                           | 4.00   | NU   | FT    | -  | 639,793     | 18             | 123,570 | 185,355 |
| Manager, Non-Revenue Vehicle (NRV) Maintenance     | 1.00   | NU   | FT    | -  | 140,603     | 17             | 113,731 | 170,595 |
| Assistant Manager, Bus Maintenance                 | 15.00  | NU   | FT    | -  | 2,067,875   | 16             | 104,587 | 156,881 |
| Assistant Manager, Electronic Maintenance & Repair | 1.00   | NU   | FT    | -  | 120,510     | 14             | 88,247  | 132,372 |
| Assistant Manager, Fleet Readiness                 | 3.00   | NU   | FT    | -  | 321,614     | 14             | 88,247  | 132,372 |
| Project Manager, Rail Equipment Maintenance        | 1.00   | NU   | FT    | -  | 106,921     | 14             | 88,247  | 132,372 |
| Assistant, Senior Administrative                   | 2.00   | NU   | FT    | -  | 147,222     | 9              | 56,940  | 85,408  |
| Service Worker Spotter                             | 7.00   | U    | FT    | -  | 494,060     | 946            | 48,464  | 70,138  |
| Service Worker                                     | 115.00 | U    | FT    | -  | 7,051,048   | 944            | 48,464  | 70,138  |
| Junior Tireworker                                  | 4.00   | U    | FT    | -  | 317,925     | 942            | 48,630  | 85,488  |
| Tireworker                                         | 4.00   | U    | FT    | -  | 360,625     | 941            | 88,608  | 88,608  |
| Cleaner                                            | 4.00   | U    | FT    | -  | 164,905     | 940            | 31,616  | 49,421  |
| MMIS Clerk                                         | 6.00   | U    | FT    | -  | 483,457     | 937            | 44,491  | 82,347  |
| Spotter                                            | 4.00   | U    | FT    | -  | 347,927     | 936            | 85,488  | 85,488  |
| Apprentice Mechanic                                | 6.00   | U    | FT    | -  | 422,316     | 934            | 59,800  | 83,803  |

| Position Title                        | FTE    | U/NU | FT/PT | LT | Base Salary  | Pay Code/Grade | Min     | Max     |
|---------------------------------------|--------|------|-------|----|--------------|----------------|---------|---------|
| Helper                                | 5.00   | U    | FT    | -  | 426,337      | 933            | 83,803  | 83,803  |
| Maintenance Mechanic                  | 9.00   | U    | FT    | -  | 782,835      | 932            | 48,630  | 85,488  |
| Bus Mechanic                          | 161.00 | U    | FT    | -  | 15,646,373   | 931            | 95,514  | 95,514  |
| Assistant Supervisor                  | 9.00   | U    | FT    | -  | 1,005,876    | 930            | 109,845 | 109,845 |
| Assistant Supervisor, Bus Maintenance | 1.00   | U    | FT    | -  | 111,764      | 930            | 109,845 | 109,845 |
| Bus Body and Paint Technician         | 9.00   | U    | FT    | -  | 874,642      | 929            | 95,514  | 95,514  |
| Bus Electronic Technician             | 10.00  | U    | FT    | -  | 971,824      | 928            | 95,514  | 95,514  |
| Maintenance Systems Coordinator       | 1.00   | U    | FT    | -  | 95,130       | 544            | 49,317  | 93,496  |
| Total                                 | 383.00 |      |       |    | \$33,287,635 |                |         |         |

Table 7. Bus Maintenance Department Personnel Profile

## Bus Maintenance Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 25,356,788       | 29,978,444       | 34,459,052       | 33,184,526         | 36,161,542       |
| Fringe                              | 10,491,068       | 12,798,833       | 15,146,825       | 14,291,601         | 15,975,851       |
| Capitalized Labor-Fringe            | -32,543          | -1,687           |                  |                    |                  |
| Total                               | \$35,815,313     | \$42,775,590     | \$49,605,877     | \$47,476,127       | \$52,137,393     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 14,728           | 71,317           | 46,500           | 65,067             | 47,200           |
| Professional & Technical-Rev Eq Maint  | 974              | 2,295            |                  |                    |                  |
| Recruitment Expense                    |                  |                  |                  |                    | 200              |
| Mech/Structural Consult                |                  |                  |                  | 2,879              | 4,400            |
| Copier & Printer Usage and Maintenance | 7,803            | 25,607           |                  | 11,244             | 30,500           |
| Contracted Bus Mtc - Maf               | 254,841          | 224,961          | 1,481,300        | 895,784            | 875,200          |
| Cont Bus Maint - Other                 | 407              |                  |                  |                    |                  |
| Body Repair - NRV                      | 16,566           | 23,133           | 10,100           | 29,622             | 57,000           |
| Laundry                                | 150,654          | 234,498          | 138,100          | 180,703            | 235,500          |
| Other Services- Revenue Veh.Maint      | 339,960          | 263,545          | 74,200           | 200,957            | 161,400          |
| Uniforms- Rev Veh Op                   |                  |                  | 5,100            | 2,547              |                  |
| Diesel Fuel- Rev Vehicle Oper          | 15,526,633       | 14,286,421       | 15,880,600       | 16,637,304         | 15,515,600       |
| Diesel Fuel- NRV Maintenance           | 57,312           | 59,681           | 45,500           | 62,395             | 60,400           |
| Oil & Lubricants                       | 666,138          | 771,778          | 535,800          | 641,082            | 695,800          |
| Gasoline - NRV Maintenance             | 630,542          | 588,233          | 404,000          | 495,976            | 398,400          |
| Tires - Rev Vehicle Oper               | 1,589,765        | 1,390,567        | 1,714,100        | 1,733,422          | 1,370,300        |
| Tires Serv Vehicle-Rev Equip Maint     | 42,611           | 45,557           | 32,300           | 50,583             | 46,200           |
| Office Supplies                        | 29,003           | 23,477           |                  | 13,872             | 30,700           |
| Repair Mat'l - Rev Eq                  | 66,807           | 63,330           | 129,500          | 88,370             | 65,300           |
| Maint Material - Serv Veh              | 293,835          | 407,131          | 252,500          | 317,655            | 300,700          |
| Maint Mat'l - Rev Eq                   | 12,638,744       | 14,467,167       | 8,367,500        | 12,577,301         | 8,822,500        |
| Freight - Mtc Mat'l                    |                  | 1,097            | 1,100            | 11,322             | 1,900            |
| Equip/Furn < \$5,000-Rev Eq Maint      | 15,311           | 30,948           | 17,900           | 21,478             | 20,900           |
| Equip/Furn < \$5,000-Gen & Adm         |                  |                  |                  |                    | 100              |
| Cleaning Suppl- Rev Equip Maint        | 404,368          | 688,287          | 256,300          | 462,124            | 431,700          |

## Bus Maintenance Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Cleaning Suppl- Fac/Eq Maint          |                  | 6,827            |                  |                    |                  |
| Small Hand Tools-Rev Eq Maint         | 13,075           | 16,364           | 36,900           | 28,316             | 18,400           |
| Inventory Adjustments                 | 106,472          | 103,842          | 60,000           | 76,421             | 106,100          |
| Other Materials- Rev Eq Maint         | 108,397          | 95,972           | 24,700           | 54,342             | 107,300          |
| Unreconciled P-Card Expense           | 10,237           | 6,309            |                  | 6,083              |                  |
| Computer Equip under \$5,000          | 76,216           | 2,741            |                  | 29                 | 6,000            |
| Safety Supplies-Rev Eq Maint          | 170,124          | 298,946          | 110,700          | 172,324            | 176,000          |
| Safety Supplies- Gen & Adm            | 48,859           | 7,280            |                  | -22,860            | 7,700            |
| Winter Supplies                       | 439,415          | 334,156          | 62,100           | 194,036            | 218,000          |
| Obsolete Inventory                    | 524,435          | 181,263          | 161,000          | 273,440            | 229,900          |
| Invoice Price Variance                | -2,817           | -2,957           |                  | -396               |                  |
| Average Cost Variance                 | -97              | 1,377            |                  | 58                 |                  |
| Propulsion Power                      | 222,183          | 325,433          | 645,800          | 614,383            | 360,500          |
| Telephone                             | 14,896           | 10,790           |                  | 5,029              | 12,000           |
| NU-Local Travel & Meetings            | 35               | 499              |                  | 300                |                  |
| NU-Education & Training - Gen & Adm   | 29,822           | 2,788            |                  | 225                | 19,900           |
| NU-Out-Of-Town Travel                 | 4,863            | 17,916           |                  | 1,043              | 18,800           |
| UN-Out-Of-Town Travel                 | 1,659            | 12,561           |                  | 3,798              |                  |
| CDL Renewals                          | 9,839            | 20,616           | 7,200            | 11,657             | 21,300           |
| Employee Recognition                  | 2,823            | 79               |                  | 403                | 2,700            |
| Operator Roadeo                       |                  |                  |                  | 4,992              |                  |
| Special Event Expenses                |                  |                  |                  |                    | 1,200            |
| Rental                                | 2,259            | 1,848            | 2,000            | 1,391              | 1,200            |
| Total                                 | \$34,529,697     | \$35,113,680     | \$30,502,800     | \$35,926,701       | \$30,478,900     |



## Facilities Management Bus-Rail Department (FMBR)

The Facilities Management 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 wayfinding signage; Bus, Rail, and Administration facilities; and, surrounding areas to improve customer experience by creating a clean, safe, and inviting experience.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 15,088,105    | 18,172,703    | 21,552,094    | 20,860,229      | 22,865,795      | 22,865,795      | -              |
| M&S            | 18,409,590    | 24,556,619    | 22,714,200    | 20,168,606      | 22,714,200      | 22,714,200      | -              |
| Total          | \$33,497,695  | \$42,729,322  | \$44,266,294  | \$41,028,835    | \$45,579,995    | \$45,579,995    | -              |

Table 8. Facilities Management Bus Department Budget

### Facilities Management Bus-Rail Personnel Profile

| Position Title                                  | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Facilities Maintenance                | 1.00  | NU   | FT    | -  | 196,402     | 20             | 145,546 | 218,318 |
| Manager, Facilities Management                  | 3.00  | NU   | FT    | -  | 435,921     | 17             | 113,731 | 170,595 |
| Manager, Maintenance Project Management         | 1.00  | NU   | FT    | -  | 145,516     | 17             | 113,731 | 170,595 |
| Assistant Manager, Facilities Management (CMMS) | 1.00  | NU   | FT    | -  | 140,940     | 16             | 104,587 | 156,881 |
| Assist Mgr, Electrical & Facilities Management  | 1.00  | NU   | FT    | -  | 139,691     | 15             | 96,124  | 144,186 |
| Project Manager, Senior, Maintenance            | 1.00  | NU   | FT    | -  | 140,683     | 15             | 96,124  | 144,186 |
| Assistant Manager, Facilities Management        | 10.00 | NU   | FT    | -  | 1,193,581   | 14             | 88,247  | 132,372 |
| Assistant Manager, Landscape                    | 1.00  | NU   | FT    | -  | 126,477     | 14             | 88,247  | 132,372 |
| Manager, Space Planning                         | 1.00  | NU   | FT    | -  | 118,179     | 14             | 88,247  | 132,372 |
| Analyst, Operations Maintenance                 | 2.00  | NU   | FT    | -  | 207,284     | 13             | 80,965  | 121,448 |
| Project Manager, Maintenance                    | 2.00  | NU   | FT    | -  | 214,374     | 13             | 80,965  | 121,448 |
| Coordinator Space Planning                      | 1.00  | NU   | FT    | -  | 92,271      | 12             | 74,231  | 111,344 |
| Technician, Engineering                         | 1.00  | NU   | FT    | -  | 107,329     | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative                | 3.00  | NU   | FT    | -  | 239,533     | 9              | 56,940  | 85,408  |

| Position Title                       | FTE    | U/NU | FT/PT | LT | Base Salary  | Pay Code/Grade | Min     | Max     |
|--------------------------------------|--------|------|-------|----|--------------|----------------|---------|---------|
| Specialist, Senior, Records          | 1.00   | NU   | FT    | -  | 72,904       | 9              | 56,940  | 85,408  |
| Irrigation Technician                | 1.00   | U    | FT    | -  | 88,040       | 976            | 86,528  | 86,528  |
| Landscaper                           | 3.00   | U    | FT    | -  | 260,945      | 974            | 64,126  | 85,488  |
| Facilities Maintenance Worker (Bus)  | 17.00  | U    | FT    | -  | 1,552,083    | 969            | 89,731  | 89,731  |
| Plant Maintenance Mechanic – LME     | 13.00  | U    | FT    | -  | 1,263,372    | 968            | 95,514  | 95,514  |
| Lead Landscaper                      | 1.00   | U    | FT    | -  | 88,040       | 967            | 64,896  | 86,528  |
| Signs & Shelters Field Worker        | 6.00   | U    | FT    | -  | 521,890      | 965            | 85,488  | 85,488  |
| Assistant Supervisor, Facilities     | 4.00   | U    | FT    | -  | 447,056      | 964            | 109,845 | 109,845 |
| Service Worker Pressure Washer       | 18.00  | U    | FT    | -  | 1,324,636    | 947            | 48,464  | 70,138  |
| Service Worker                       | 21.00  | U    | FT    | -  | 1,443,280    | 945            | 48,464  | 70,138  |
| Service Aide                         | 23.00  | U    | FT    | -  | 1,376,733    | 943            | 48,464  | 59,051  |
| Coordinator, Information Development | 4.00   | U    | FT    | -  | 422,676      | 730            | 77,896  | 103,854 |
| Apprentice Plant Maint Mech          | 1.00   | U    | FT    | -  | 73,056       | 572            | 59,800  | 83,803  |
| Facilities Maintenance Worker (Rail) | 6.00   | U    | FT    | -  | 547,794      | 558            | 89,731  | 89,731  |
| Plant Maintenance Mechanic – LME     | 10.00  | U    | FT    | -  | 971,824      | 557            | 95,514  | 95,514  |
| Wayside Cleaner                      | 10.00  | U    | FT    | -  | 869,817      | 537            | 85,488  | 85,488  |
| Helper                               | 8.00   | U    | FT    | -  | 682,140      | 533            | 83,803  | 83,803  |
| Total                                | 176.00 |      |       |    | \$15,504,467 |                |         |         |

Table 9. Facilities Management Bus-Rail Personnel Profile

## Facilities Management Bus-Rail Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 11,121,028       | 13,271,253       | 15,034,059       | 14,735,081         | 15,925,144       |
| Fringe                              | 4,106,598        | 4,966,480        | 6,518,035        | 6,139,345          | 6,940,651        |
| Capitalized Labor-Fringe            | -139,521         | -65,030          |                  | -14,197            |                  |
| Total                               | \$15,088,105     | \$18,172,703     | \$21,552,094     | \$20,860,229       | \$22,865,795     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 101,667          |                  |                  |                    |                  |
| Professional & Technical-Gen & Adm     | 6,164            | 538,364          | 750,000          | 479,433            | 535,500          |
| Professional & Technical - Fac Eq Mtc  | 1,797            |                  | 10,100           | 5,049              |                  |
| Mech/Structural Consult                | 83,905           | 47,544           | 11,400           | 5,700              | 50,000           |
| Temporary Help-Gen & Adm               | 9,734            |                  |                  |                    |                  |
| Landscape Maint Services               | 1,056,216        | 1,044,833        | 1,457,800        | 1,254,061          | 1,080,000        |
| Tree Well Maintenance                  |                  | 248,018          |                  | 6,848              | 230,000          |
| Copier & Printer Usage and Maintenance | 2,482            | 4,985            |                  | 2,088              | 3,400            |
| Transit Mall Services                  | 2,224,123        | 2,586,746        | 2,593,100        | 2,205,057          | 2,726,700        |
| Contracted Build Maint                 | 583,249          | 1,307,838        | 4,941,200        | 3,214,146          | 1,416,000        |
| Cont ROW Mtc Station                   |                  | 47,504           | 18,200           | 28,290             | 48,500           |
| Contracted Fac Mtc - Elec              | 593,956          | 1,678,948        | 414,100          | 936,888            | 1,932,700        |
| Cont ROW Mtc Elevator                  | 440,834          | 536,240          | 363,100          | 290,033            | 666,200          |
| Hillsboro Parking Garage IGA           | 72,509           | 91,154           | 60,000           | 30,000             | 60,000           |
| Contracted Maint Paving                |                  | 1,462,574        | 2,000,000        | 1,050,682          | 1,443,900        |
| Shelter Services                       | 1,660,476        | 1,560,676        | 455,400          | 377,244            | 1,083,700        |
| Office Maint Custodial                 | 1,374,904        | 1,398,918        | 754,100          | 862,035            | 169,900          |
| Shelter Cleaning                       | 997,845          | 959,802          | 524,800          | 604,202            | 689,600          |
| Shelter Cleaning - Vandlsn             | 54,697           | 62,858           | 35,000           | 42,054             | 70,000           |
| Transit Center Cleaning                | 158,950          | 219,463          | 329,300          | 351,515            | 222,200          |
| Office Maintance - Other               | 8,307            | 14,057           | 3,800            | 16,481             | 40,000           |
| Building Security Maintenance          | 38,975           | 32,403           | 6,100            | 3,051              | 40,300           |
| Laundry                                | 22,234           | 22,981           | 19,200           | 21,304             | 22,900           |
| Other Services-Facility/Eq Maint       | 236,735          | 344,961          | 40,800           | 155,661            | 242,100          |
| Waste Disposal Services                |                  | 495              |                  |                    |                  |

## Facilities Management Bus-Rail Department

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Office Supplies                        | 10,949           | 8,010            |                  | 35,336             | 10,000           |
| Maint Mat'l - Snow & Ice               | 1,164,836        | 984,496          | 116,700          | 80,707             | 1,194,600        |
| Winter Supplies-Snow & Ice Impl        |                  | 3,564            |                  |                    |                  |
| Maint Material - Other                 | 649,558          | 819,386          | 251,300          | 469,268            | 517,000          |
| Mtc Matl Outside Plant                 | 380,583          | 412,485          | 174,800          | 367,609            | 441,500          |
| Mtc Material Shop                      | 104,855          | 113,811          | 70,700           | 82,211             | 137,700          |
| Equip/Furn < \$5,000-Fac/Eq Maint      | 33,830           | 14,304           | 40,000           | 44,053             | 30,400           |
| Shop Equip < \$5000 - Fac Eq Maint     | 1,291            |                  | 5,100            | 2,550              | 10,000           |
| Shelter Materials                      | 29,969           | 115,149          | 199,700          | 143,112            | 290,600          |
| Bus Stop Poles/Signage                 | 1,529            | 10,999           | 19,600           | 30,778             | 7,700            |
| Park & Ride Materials                  | 1,248            |                  |                  |                    |                  |
| Cleaning Suppl- Fac/Eq Maint           | 350,506          | 466,220          | 154,200          | 194,768            | 521,800          |
| Small Hand Tools-Rev Eq Maint          |                  | 1,393            |                  |                    |                  |
| Small Hand Tools-Fac/Eq Maint          | 77,483           | 102,137          | 75,800           | 71,848             | 111,400          |
| Other Materials- Rev Eq Maint          | 21,619           | 40,004           | 9,100            | 12,100             | 44,100           |
| Other Materials- Fac/Eq Maint          | 11,892           | 5,691            | 7,200            | 5,241              | 11,700           |
| Unreconciled P-Card Expense            | 26,862           | 18,508           |                  | 9,703              |                  |
| Computer Equip under \$5,000           | 18,800           | 2,610            | 10,000           | 6,771              | 15,100           |
| Landscape Maint Material               | 8,504            | 15,421           | 15,500           | 13,927             | 20,800           |
| Maint Matl Landscape                   | 1,302            | 4,990            | 5,000            | 8,078              | 5,200            |
| On-Street Amenities Materials          |                  |                  | 15,500           | 7,749              |                  |
| Facility Moving Expenses               | 15,528           | 394,402          | 47,000           | 41,727             | 45,200           |
| Safety Supplies - Fac/Eq Maint         | 32,066           | 39,359           | 42,800           | 30,108             | 46,300           |
| Transit Center Materials               |                  | 95               |                  |                    |                  |
| Bikes On Transit Material              | 19,200           | 2,642            |                  | 29,056             |                  |
| Utilities - Electricity                | 1,157,003        | 1,364,239        | 1,338,500        | 1,255,196          | 1,001,000        |
| Utilities - Gas                        | 401,006          | 547,106          | 589,400          | 458,526            | 436,100          |
| Utilities - Water                      | 1,492,688        | 1,595,658        | 1,740,300        | 1,831,574          | 1,598,400        |
| Building Util Electric                 | 1,786,506        | 2,260,003        | 2,201,600        | 2,213,879          | 2,435,200        |
| VT Utilities - Electric - Fac/Eq Maint | 18,217           | 17,163           | 23,900           | 19,643             | 19,600           |
| Electricity - Shelters                 | 45,524           | 51,156           | 55,500           | 52,986             | 56,700           |
| Telephone                              | 15,609           | 24,535           |                  | 6,238              | 25,300           |

## Facilities Management Bus-Rail Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Utilities - Other                     | 278,300          | 341,175          | 320,100          | 329,871            | 272,200          |
| Building Util Other                   | 239,781          | 241,234          | 259,500          | 241,293            | 260,700          |
| Utilities Parking                     | 38,605           | 42,880           | 52,800           | 51,541             | 46,300           |
| Tunnel Sewer/Storm Water Runoff       | 2,055            | 2,173            | 2,500            | 2,294              | 2,100            |
| 2025 Tariffs                          |                  |                  |                  | 133                |                  |
| NU-Dues & Subscriptions               | 587              | 207              |                  | 147                | 100              |
| NU-Local Travel & Meetings            | 66               |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm   | 11,385           | 4,475            |                  | 50                 | 10,300           |
| Apprenticeship Training               | 1,711            | 8,943            | 34,300           | 17,151             | 5,300            |
| NU-Out-Of-Town Travel                 |                  | 667              |                  |                    | 700              |
| CDL Renewals                          |                  | 564              | 2,000            | 1,127              | 500              |
| Employee Recognition                  | 866              | 1,318            |                  |                    | 500              |
| Special Event Expenses                |                  |                  |                  |                    | 400              |
| Rental                                | 227,512          | 266,085          | 46,300           | 58,435             | 308,100          |
| Total                                 | \$18,409,590     | \$24,556,619     | \$22,714,200     | \$20,168,606       | \$22,714,200     |

## Rail Maintenance of Way Department (MOW)

The Rail Maintenance of Way Department is responsible for maintenance of all TriMet light rail 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.

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 15,438,030          | 18,571,220          | 18,633,136          | 18,930,844          | 19,833,020          | 19,833,020          | -              |
| M&S            | 8,203,862           | 10,014,563          | 9,121,400           | 9,000,154           | 9,124,200           | 9,124,200           | -              |
| <b>Total</b>   | <b>\$23,641,892</b> | <b>\$28,585,783</b> | <b>\$27,754,536</b> | <b>\$27,930,998</b> | <b>\$28,957,220</b> | <b>\$28,957,220</b> | <b>-</b>       |

Table 10. Rail Maintenance of Way Department Budget

### Personnel Profile

| Position Title                         | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, MOW Operations               | 1.00  | NU   | FT    | -  | 217,832     | 21             | 157,787 | 236,683 |
| Engineer, Principal, MOW               | 2.00  | NU   | FT    | -  | 323,149     | 18             | 123,570 | 185,355 |
| Manager, Rail Maintenance of Way (MOW) | 4.00  | NU   | FT    | -  | 673,193     | 18             | 123,570 | 185,355 |
| Assistant Manager, Rail MOW            | 12.00 | NU   | FT    | -  | 1,648,967   | 16             | 104,587 | 156,881 |
| Project Manager, Senior, MOW           | 2.00  | NU   | FT    | -  | 250,223     | 15             | 96,124  | 144,186 |
| Assistant, Senior Administrative       | 1.00  | NU   | FT    | -  | 76,398      | 9              | 56,940  | 85,408  |
| Assistant Supervisor                   | 1.00  | U    | FT    | -  | 115,171     | 780            | 113,194 | 113,194 |
| Substation Maintainer                  | 12.00 | U    | FT    | -  | 1,201,744   | 779            | 98,426  | 98,426  |
| Overhead Power Trainee                 | 2.00  | U    | FT    | -  | 170,535     | 579            | 66,685  | 83,803  |
| Substation Technician Trainee          | 1.00  | U    | FT    | -  | 79,469      | 571            | 66,685  | 83,803  |
| Signals Maintainer Trainee             | 2.00  | U    | FT    | -  | 160,329     | 567            | 66,664  | 83,803  |
| Assistant Supervisor                   | 2.00  | U    | FT    | -  | 230,343     | 566            | 113,194 | 113,194 |
| Assistant Supervisor - MOW             | 3.00  | U    | FT    | -  | 341,324     | 564            | 111,821 | 111,821 |
| Maintenance of Way Laborer             | 12.00 | U    | FT    | -  | 1,054,997   | 561            | 50,128  | 87,984  |
| Assistant Supervisor - Signals         | 3.00  | U    | FT    | -  | 341,324     | 556            | 111,821 | 111,821 |
| Signal Inspector                       | 4.00  | U    | FT    | -  | 420,644     | 545            | 103,355 | 103,355 |

| Position Title            | FTE    | U/NU | FT/PT | LT | Base Salary  | Pay Code/Grade | Min    | Max    |
|---------------------------|--------|------|-------|----|--------------|----------------|--------|--------|
| Track Trainee             | 1.00   | U    | FT    | -  | 80,104       | 542            | 66,664 | 83,803 |
| Signals Maintainer        | 22.00  | U    | FT    | -  | 2,176,658    | 541            | 97,240 | 97,240 |
| Track Maintainer          | 18.00  | U    | FT    | -  | 1,780,902    | 540            | 97,240 | 97,240 |
| Overhead Power Maintainer | 20.00  | U    | FT    | -  | 2,002,906    | 531            | 98,426 | 98,426 |
| Total                     | 125.00 |      |       |    | \$13,346,212 |                |        |        |

Table 11. Rail Maintenance of Way Department Personnel Profile



### Rail Maintenance Of Way Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 11,562,075       | 13,566,383       | 13,137,781       | 13,516,426         | 14,057,485       |
| Fringe                              | 4,198,377        | 5,033,803        | 5,495,355        | 5,414,418          | 5,775,535        |
| Capitalized Labor-Fringe            | -322,422         | -28,966          |                  |                    |                  |
| Total                               | \$15,438,030     | \$18,571,220     | \$18,633,136     | \$18,930,844       | \$19,833,020     |

| Materials & Services Expense Category     | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm        | 249,341          | 212,495          | 100,000          | 75,365             | 101,900          |
| Recruitment Expense                       |                  |                  |                  |                    | 1,500            |
| Mech/Structural Consult                   |                  |                  |                  | 11,157             | 95,500           |
| Temporary Help-Gen & Adm                  |                  |                  |                  |                    | 3,100            |
| Landscape Maint Services                  | 44,848           | 88,871           | 45,100           | 42,506             | 44,400           |
| Copier & Printer Usage and Maintenance    | 5,239            | 14,907           |                  | 4,977              | 6,000            |
| Cont ROW Mtc Signals                      | 39,614           | 76,163           | 30,000           | 15,333             | 66,400           |
| Cont ROW Mtc Track                        | 234,528          | 350,331          | 356,300          | 265,116            | 323,500          |
| Cont ROW Mtc OCS                          |                  | 90,061           | 9,800            | 81,986             | 36,000           |
| Cont ROW Mtc Bridge                       | 14,366           | 17,270           | 24,600           | 20,319             | 8,600            |
| Cont ROW Mtc Substations                  |                  | 118,887          | 5,100            | 2,550              | 47,600           |
| Street Light Maintenance -- Hillsboro IGA |                  |                  | 4,100            | 2,049              |                  |
| Calibration & Tool Repair                 | 10,907           | 12,887           | 6,000            | 20,958             | 5,700            |
| Laundry                                   |                  |                  | 3,700            | 1,851              |                  |
| Printing/Bindery Services                 |                  |                  |                  |                    | 200              |
| Other Services-Facility/Eq Maint          | 18,385           | 6,728            | 10,000           | 11,468             |                  |
| Office Supplies                           | 7,210            | 8,364            |                  | 4,248              | 3,500            |
| Computer Supplies - Trans Admin           | 24,497           | 1,841            | 25,000           | 14,882             |                  |
| Freight - Mtc Matl                        | 1,411            | 2,627            | 1,000            | 15,336             | 1,200            |
| Equip/Furn < \$5,000-Fac/Eq Maint         |                  | 71,471           |                  |                    |                  |
| Equip/Furn < \$5,000-Gen & Adm            |                  |                  |                  |                    | 200              |
| Small Hand Tools-Fac/Eq Maint             | 81,575           | 51,171           | 51,100           | 73,235             | 25,600           |
| Other Materials- Transp Adm               |                  |                  |                  |                    | 3,600            |
| Other Materials- Rev Eq Maint             | 56,487           | 27,965           | 10,000           | 11,104             | 14,000           |
| Unreconciled P-Card Expense               | 21,036           | 65,678           |                  | 11,781             |                  |

### Rail Maintenance Of Way Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Computer Equip under \$5,000          | 7,221            | 12,162           |                  |                    | 6,200            |
| Safety Supplies - Fac/Eq Maint        | 57,639           | 82,718           | 114,500          | 114,363            | 41,300           |
| Obsolete Inventory                    | 6,029            | 11,665           |                  |                    | 5,100            |
| Materials - Track                     | 308,107          | 254,620          | 98,500           | 154,935            | 133,600          |
| Maint Matl Signals                    | 637,645          | 657,145          | 98,500           | 267,089            | 333,700          |
| Maint Materials OCS                   | 127,585          | 218,069          | 98,500           | 71,382             | 101,400          |
| Maint Matl Substations                | 98,132           | 73,204           | 98,500           | 98,557             | 37,600           |
| Propulsion Power                      | 5,653,345        | 6,812,590        | 7,439,800        | 7,080,382          | 7,318,700        |
| Telephone                             | 1,202            | 4,248            |                  | 1,901              | 1,800            |
| 2025 Tariffs                          |                  |                  |                  | 4,972              |                  |
| NU-Dues & Subscriptions               | 2,058            | 823              |                  | 630                |                  |
| NU-Local Travel & Meetings            | 8                |                  |                  | 100                |                  |
| NU-Education & Training - Gen & Adm   | 13,695           | 100,295          |                  |                    | 50,500           |
| NU-Out-Of-Town Travel                 | 10,116           | 2,377            |                  | 7,571              | 38,600           |
| UN-Education & Training - Gen & Adm   | 6,741            | 116,552          |                  | 9,151              | 47,300           |
| UN-Out-Of-Town Travel                 | 316              | 40,823           |                  | 7,998              |                  |
| Steel Bridge Sublease                 | 293,526          | 276,714          | 423,400          | 448,921            | 149,900          |
| CDL Renewals                          | 303              |                  |                  | 354                |                  |
| Employee Recognition                  | 5,277            | 83               |                  |                    |                  |
| Special Event Expenses                |                  |                  |                  |                    | 1,500            |
| Rental                                | 165,473          | 132,758          | 67,900           | 45,627             | 68,500           |
| Total                                 | \$8,203,862      | \$10,014,563     | \$9,121,400      | \$9,000,154        | \$9,124,200      |

## Rail Equipment Maintenance Department (REM)

The Rail Equipment Maintenance Department is responsible for the maintenance, repairs, vehicle technical services, engineering, 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.

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 30,136,328          | 30,355,095          | 34,083,026          | 33,855,226          | 36,282,325          | 36,282,325          | -              |
| M&S            | 18,113,846          | 14,496,163          | 11,421,100          | 11,803,443          | 11,476,500          | 11,476,500          | -              |
| <b>Total</b>   | <b>\$48,250,174</b> | <b>\$44,851,258</b> | <b>\$45,504,126</b> | <b>\$45,658,669</b> | <b>\$47,758,825</b> | <b>\$47,758,825</b> | <b>-</b>       |

Table 12. Rail Equipment Maintenance Department Budget

### Personnel Profile

| Position Title                                           | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Rail Equipment Maintenance                     | 1.00  | NU   | FT    | -  | 225,918     | 21             | 157,787 | 236,683 |
| Manager, Vehicle Technical Support                       | 1.00  | NU   | FT    | -  | 154,173     | 19             | 134,166 | 201,251 |
| Engineer, Principal, Rail Equipment Maintenance          | 2.00  | NU   | FT    | -  | 307,596     | 18             | 123,570 | 185,355 |
| Manager, Rail Equipment Maintenance                      | 2.00  | NU   | FT    | -  | 342,635     | 18             | 123,570 | 185,355 |
| Manager, Rail Equipment Maintenance (Overhaul)           | 1.00  | NU   | FT    | -  | 164,181     | 18             | 123,570 | 185,355 |
| Assistant Manager, Rail Equipment Maintenance            | 18.00 | NU   | FT    | -  | 2,515,252   | 16             | 104,587 | 156,881 |
| Project Manager, Senior, Rail Equip Maint                | 2.00  | NU   | FT    | -  | 283,089     | 16             | 104,587 | 156,881 |
| Assistant Manager, Fleet Readiness                       | 2.00  | NU   | FT    | -  | 205,230     | 14             | 88,247  | 132,372 |
| Project Manager, Rail Equipment Maintenance              | 1.00  | NU   | FT    | -  | 102,826     | 14             | 88,247  | 132,372 |
| Technical Support, Associate, Rail Equipment Maintenance | 1.00  | NU   | FT    | -  | 76,429      | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative                         | 1.00  | NU   | FT    | -  | 62,608      | 9              | 56,940  | 85,408  |
| Service Worker                                           | 54.00 | U    | FT    | -  | 3,338,848   | 945            | 48,464  | 70,138  |
| Service Aide                                             | 4.00  | U    | FT    | -  | 230,082     | 943            | 48,464  | 59,051  |
| LRV Electronics Technician                               | 2.00  | U    | FT    | -  | 194,365     | 578            | 95,514  | 95,514  |

| Position Title                  | FTE    | U/NU | FT/PT | LT | Base Salary  | Pay Code/Grade | Min    | Max    |
|---------------------------------|--------|------|-------|----|--------------|----------------|--------|--------|
| LRV Overhaul Technician         | 40.00  | U    | FT    | -  | 3,887,298    | 577            | 95,514 | 95,514 |
| LRV Technician Trainee          | 15.00  | U    | FT    | -  | 1,245,820    | 574            | 66,664 | 83,803 |
| LRV Body & Paint Technician     | 14.00  | U    | FT    | -  | 1,348,826    | 553            | 75,754 | 95,514 |
| Wheel True Technician           | 4.00   | U    | FT    | -  | 391,947      | 552            | 96,304 | 96,304 |
| LRV Technician                  | 84.00  | U    | FT    | -  | 8,163,325    | 551            | 95,514 | 95,514 |
| Maintenance Systems Coordinator | 1.00   | U    | FT    | -  | 95,130       | 544            | 49,317 | 93,496 |
| MMIS Clerk                      | 4.00   | U    | FT    | -  | 335,144      | 543            | 44,491 | 82,347 |
| Maintenance Mechanic            | 3.00   | U    | FT    | -  | 242,194      | 532            | 48,630 | 85,488 |
| Total                           | 257.00 |      |       |    | \$23,912,915 |                |        |        |

Table 13. Rail Equipment Maintenance Department Personnel Profile

### Rail Equipment Maintenance Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 22,804,604       | 22,929,591       | 23,958,155       | 24,531,298         | 25,633,603       |
| Fringe                              | 8,183,696        | 8,191,985        | 10,124,871       | 9,563,381          | 10,648,722       |
| Capitalized Labor-Fringe            | -851,972         | -766,481         |                  | -239,453           |                  |
| Total                               | \$30,136,328     | \$30,355,095     | \$34,083,026     | \$33,855,226       | \$36,282,325     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 393,727          | 495,432          | 150,000          | 125,069            | 240,700          |
| Recruitment Expense                    |                  |                  |                  |                    | 9,100            |
| Mech/Structural Consult                |                  |                  |                  | 3,966              | 150,000          |
| Temporary Help-Trans Adm               | 10,866           |                  | 1,000            | 501                |                  |
| Copier & Printer Usage and Maintenance | 8,230            | 21,374           |                  | 7,981              | 14,900           |
| Calibration & Tool Repair              | 26,921           | 24,427           | 14,600           | 26,731             | 19,000           |
| Contr Maint - Rev Eq Maint             | 5,936,745        | 625,115          | 1,358,800        | 679,401            | 570,000          |
| Laundry                                | 195,453          | 228,361          | 132,400          | 159,643            | 220,900          |
| Printing/Bindery Services              |                  |                  |                  |                    | 100              |
| Other Services- Gen & Adm              | 27,987           | 17,598           | 5,100            | 2,889              | 41,100           |
| Other Services- Revenue Veh.Maint      | 6,497            | 1,260            | 16,200           | 18,589             | 1,800            |
| Graphics Material                      | 1,246            | 38               | 1,000            | 501                |                  |
| Office Supplies                        | 13,576           | 10,145           |                  | 4,366              | 8,200            |
| Computer Supplies - Trans Admin        | 2,192            | 644              | 13,100           | 6,549              |                  |
| Repair Mat'l - Rev Eq                  | 10,335           | 3,936            | 24,200           | 12,691             | 3,100            |
| Rep Mat'l Rev Eq Vndlsn                | 29,270           | 58,658           | 43,900           | 32,792             | 45,600           |
| Maint Material - Serv Veh              | 456              | 1,226            |                  | 567                | 1,000            |
| Maint Mat'l - Rev Eq                   | 10,154,543       | 11,359,090       | 7,132,000        | 8,124,937          | 8,828,800        |
| Freight - Mtc Mat'l                    | 145,751          | 156,236          | 101,000          | 102,330            | 157,800          |
| Equip/Furn < \$5,000-Rev Eq Maint      | 870              | 10,451           |                  |                    | 8,100            |
| Equip/Furn < \$5,000-Fac/Eq Maint      |                  |                  |                  |                    | 700              |
| Equip/Furn < \$5,000-Gen & Adm         | 16,160           | 1,123            |                  |                    | 800              |
| Shop Equip < \$5000 - Fac Eq Maint     | 125,598          | 62,274           | 108,100          | 70,054             | 45,900           |
| Shop Equip < \$5000 - Rev Eq Maint     |                  | 2,088            |                  |                    | 1,600            |
| Cleaning Suppl- Rev Equip Maint        | 260,800          | 257,047          | 131,700          | 164,940            | 196,200          |

### Rail Equipment Maintenance Department

| Materials & Services Expense Category | FY2024<br>Actual    | FY2025<br>Actual    | FY2026<br>Budget    | FY2026<br>Estimate  | FY2027<br>Budget    |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Cleaning Suppl- Fac/Eq Maint          | 2,085               | 2,086               |                     | 12,982              | 1,600               |
| Small Hand Tools-Rev Eq Maint         |                     | 16                  |                     |                     |                     |
| Small Hand Tools-Fac/Eq Maint         | 45,446              | 50,211              | 64,500              | 54,426              | 48,900              |
| Inventory Adjustments                 | 93,814              | 42,049              |                     | 187,686             | 34,300              |
| Other Materials- Transp Adm           | 12,245              | 12,327              |                     | 11,563              | 11,800              |
| Other Materials- Rev Eq Maint         | 182,762             | 177,395             | 197,000             | 192,149             | 174,800             |
| Unreconciled P-Card Expense           | 2,415               | 4,967               |                     | 777                 |                     |
| Computer Equip under \$5,000          | 4,603               | 785                 |                     | 55                  | 2,700               |
| Safety Supplies- Gen & Adm            | 96,685              | 87,899              | 85,400              | 94,874              | 98,300              |
| Obsolete Inventory                    | 241,774             | 581,442             | 1,839,000           | 1,810,200           | 505,000             |
| Invoice Price Variance                | -14,432             | 6,736               |                     | 1,563               |                     |
| Average Cost Variance                 | -185                | 2,032               |                     | -52                 |                     |
| WIP Material Variance                 | -2,571              | -2,342              |                     | -1,138              |                     |
| Telephone                             | 6,973               | 7,553               |                     | 1,977               | 5,900               |
| 2025 Tariffs                          |                     | 2,524               |                     | 28,140              |                     |
| NU-Local Travel & Meetings            | 10                  | 488                 |                     |                     |                     |
| NU-Education & Training - Gen & Adm   | 10,576              | 4,727               |                     | 185                 | 3,000               |
| NU-Out-Of-Town Travel                 | 3,020               | 21,928              |                     | 961                 | 22,900              |
| UN-Education & Training - Gen & Adm   | 56,828              | 1,791               |                     | 900                 | 800                 |
| UN-Out-Of-Town Travel                 | 316                 | 795                 |                     |                     |                     |
| Freight Expense                       |                     | 8,336               |                     | 3,607               |                     |
| CDL Renewals                          | 1,670               | 486                 | 2,100               | 1,686               | 400                 |
| Employee Recognition                  | 2,589               | 769                 |                     | 1,045               | 500                 |
| Software License Fees                 |                     | 144,640             |                     | -144,640            |                     |
| Special Event Expenses                |                     |                     |                     |                     | 200                 |
| <b>Total</b>                          | <b>\$18,113,846</b> | <b>\$14,496,163</b> | <b>\$11,421,100</b> | <b>\$11,803,443</b> | <b>\$11,476,500</b> |



## TriMet Fact

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In 2025, TriMet's Maintenance of Way department received a APTA Innovation Award from the American Public Transportation Association (APTA) for developing a new cable armoring technique to mitigate cable theft at a fraction of the cost of traditional conduit installations.



# Finance & Administrative Services Division

## Division Overview

### Mission

The Finance & Administration Division is responsible for managing agency financial activities, assuring effective financial controls and planning for future financial requirements.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 157.00        | 158.30        | 166.50        | 155.50          | 155.50          | 155.50          | -              |

Table 1. Finance & Administrative Services Division Authorized FTEs

### Budget Summary

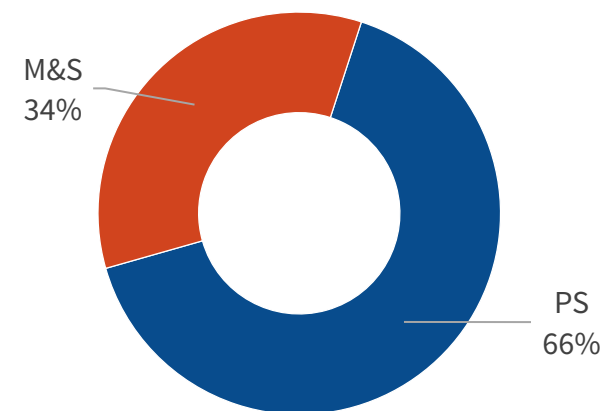
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 20,254,318    | 22,716,019    | 25,471,463    | 24,575,897      | 24,823,705      | 24,823,705      | -              |
| MS             | 10,853,851    | 11,084,524    | 13,619,600    | 12,212,753      | 13,024,900      | 13,024,900      | -              |
| Total          | \$31,108,169  | \$33,800,543  | \$39,091,063  | \$36,788,650    | \$37,848,605    | \$37,848,605    | -              |

Table 2. Finance & Administrative Services Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$1.2 million (-3.2%), reducing from \$39.1 million to \$37.8 million. Personnel Services decrease by \$647.8K (-2.5%), while Materials & Services decrease by \$594.7K (-4.4%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 66% (\$24.8 million) of the total budget, while Materials & Services account for approximately 34% (\$13.0 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Finance Administration (FA):** Manages agency financial activities, assures effective financial controls, plans for future financial requirements, and provides customer service.
- **Financial Services (FS):** Manages day-to-day financial activities including Payroll, Accounts Payable, Accounts Receivable, and Treasury, oversees General Ledger accounting, debt management, capital assets, and the preparation of internal and external financial reporting, including the Annual Comprehensive Financial Report (ACFR).
- **Budget & Forecasting (BF):** Manages agency financial planning, forecasting, budgeting, performance reporting and analysis, capital financial planning, and fare revenue analysis.
- **Risk Management (RM):** Manages self-insured workers' compensation (WC) and Liability programs, the light duty program, agency insurance policies, and risk management.
- **Procurement & Supply Chain Management (PSCM):** Manages the purchasing of all goods and contracting for all services—including warranty programs and materials management—to support TriMet's transportation and maintenance operations.
- **Fare Revenue & Administrative Services (FRAS):** Manages fare collection across the region, document services, and inter-office mail.
- **Grants Development & Compliance (GDC):** Manages grant development, accounting, reporting, administration, and compliance.

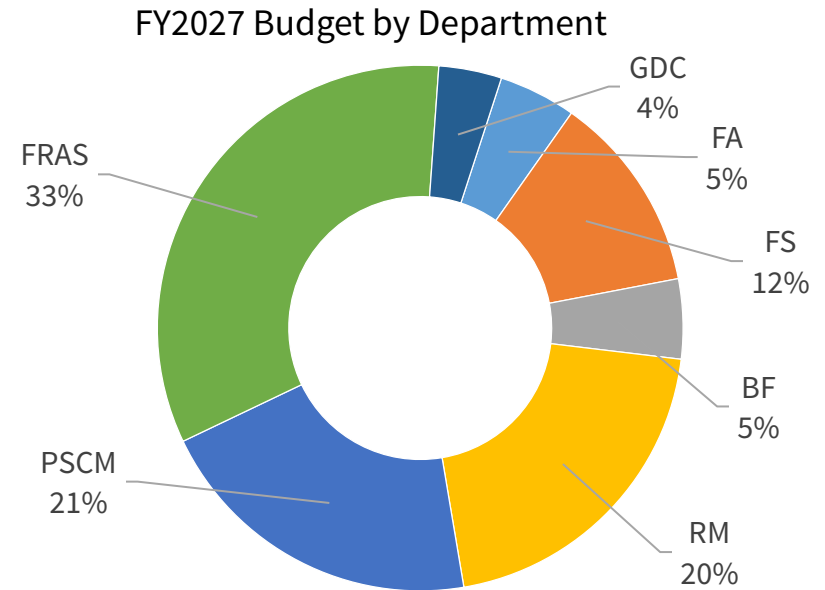
## Budget by Departments

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| FA         | 1,002,464     | 1,109,296     | 1,637,438     | 1,251,112       | 1,802,295       | 1,802,295       | -              |
| FS         | 4,410,678     | 4,599,381     | 4,775,437     | 4,687,235       | 4,626,766       | 4,626,766       | -              |
| BF         | 1,333,824     | 1,736,793     | 2,081,353     | 2,065,307       | 1,858,862       | 1,858,862       | -              |
| RM         | 5,777,625     | 6,515,844     | 7,817,725     | 7,499,721       | 7,738,473       | 7,738,473       | -              |
| PSCM       | 7,021,861     | 7,274,037     | 7,964,947     | 7,703,933       | 7,784,632       | 7,784,632       | -              |
| FRAS       | 10,808,365    | 11,367,509    | 13,025,045    | 12,009,863      | 12,573,250      | 12,573,250      | -              |
| GDC        | 753,352       | 1,197,683     | 1,789,118     | 1,571,479       | 1,464,327       | 1,464,327       | -              |
| Total      | \$31,108,169  | \$33,800,543  | \$39,091,063  | \$36,788,650    | \$37,848,605    | \$37,848,605    | -              |

Table 3. Finance & Administrative Services Division Budget by Departments

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$1.2 million (-3.2%), reducing from \$39.1 million to \$37.8 million. Finance Administration increases by \$164.9K (+10.1%), Financial Services (FS) decreases by \$148.7K (-3.1%), Budget & Forecasting (BF) decreases by \$222.5K (-10.7%), Risk Management (RM) decreases slightly by \$79.3K (-1.0%), Procurement & Supply Chain Management (PSCM) decreases by \$180.3K (-2.3%), Fare Revenue & Administrative Services (FRAS) decreases by \$451.8K (-3.5%), and Grants Development and Compliance (GDC) decreases by \$324.8K (-18.2%).

For the FY2027 Approved Budget, FRAS represents 33% (\$12.6 million) of the total budget, PSCM accounts for 21% (\$7.8 million), RM represents 20% (\$7.7 million), Financial Services represents 12% (\$4.6 million), and all remaining departments collectively comprise 14% of the total budget.



## FY2026 Accomplishments

### Ensure Financial Stability and Stewardship

- Publish the District's audited Annual Comprehensive Financial Report by November 1, 2025.
- Reduced WC Experience rating from 1.45 to 1.23. This rating directly impacts WC premiums and is calculated based upon a 3-yr loss history compared with industry averages.

### Elevate the Customer Experience

- Replaced 169 TVMs with new Fare Vending Machines, replaced fareboxes on 650 buses for better customer service and replaced Hop fare inspection equipment used by TriMet, WES, & Portland Streetcar.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(FRAS)** Complete TVM replacement for improved Hop card distribution and sales. Timeline through June 30, 2027.

### Ensure Financial Stability and Stewardship

- **(FA)** Increase reporting metrics for claims, to identify trends, and mitigate losses.
- **(FA)** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2027.
- **(FA)** Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. Temporary Assistance to Needy Families, Department of Health Services, Veterans Administration, Medicaid/Medicare, and Public Housing). Timeline through June 30, 2027.
- **(FS)** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2027.
- **(FS)** Publish the District's audited Annual Comprehensive Financial Report (ACFR) by November.
- **(BF)** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2027.
- **(BF)** 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. Timeline through June 30, 2027.
- **(BF)** 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, 2027.

- **(FRAS)** Implement plans to decrease fare evasion. Timeline through January 31, 2027.
- **(GDC)** Manage Statewide Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 20, 2027.
- **(GDC)** 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, 2027.
- **(GDC)** Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants. Timeline through June 30, 2027.

### Increase Investment in Safe and Reliable Infrastructure

- **(BF)** Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.
- **(PSCM)** Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2030.
- **(PSCM)** Deliver budgeted state of good repair projects on-time and on-budget. Timeline through June 30, 2030.
- **(PSCM)** Procure and implement enterprise asset management system (EAMS) software. Timeline through June 30, 2030.
- **(FRAS)** Replace the Hop Fastpass mobile app, websites and obsolete technology used by customers to ensure they have a reliable way to manage their Hop cards.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- **(FS)** Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2027.
- **(PSCM)** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2030.
- **(PSCM)** Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. Timeline through June 30, 2030.

## Finance Administration Department (FA)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 680,416       | 841,003       | 1,242,338     | 900,300         | 1,132,995       | 1,132,995       | -              |
| M&S            | 322,048       | 268,293       | 395,100       | 350,812         | 669,300         | 669,300         | -              |
| Total          | \$1,002,464   | \$1,109,296   | \$1,637,438   | \$1,251,112     | \$1,802,295     | \$1,802,295     | -              |

Table 4. Finance Administration Department Budget

### Personnel Profile

| Position Title                               | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Chief Financial Officer                      | 1.00 | NU   | FT    | -  | 371,363     | 27             | 253,765 | 380,648 |
| Executive Assistant, Administrative Services | 1.00 | NU   | FT    | -  | 124,613     | 13             | 80,965  | 121,448 |
| Clerk II, Administrative                     | 1.00 | NU   | FT    | -  | 70,595      | 7              | 47,529  | 71,293  |
| Total                                        | 3.00 |      |       |    | \$566,571   |                |         |         |

Table 5. Finance Administration Department Personnel Profile

## Finance &amp; Administrative Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 487,836          | 575,918          | 909,113          | 605,765            | 824,903          |
| Fringe                              | 192,580          | 265,085          | 333,225          | 294,535            | 308,092          |
| Total                               | \$680,416        | \$841,003        | \$1,242,338      | \$900,300          | \$1,132,995      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  |                  | 12,761           | 42,800           | 21,399             | 30,000           |
| Professional & Technical-Gen & Adm     | 18,785           | 32,976           | 66,200           | 59,568             | 400,000          |
| Recruitment Expense                    | 12,147           |                  | 3,000            | 1,500              | 6,200            |
| Temporary Help-Gen & Adm               | 39,786           |                  |                  |                    | 10,000           |
| Copier & Printer Usage and Maintenance | 2,426            | 1,707            |                  | 473                | 2,100            |
| Cab Service - EE Ride home-Gen & Adm   |                  |                  |                  | 24                 |                  |
| Other Services- Gen & Adm              | 9,721            | 8,070            | 12,000           | 15,304             | 15,000           |
| Office Supplies                        | 21,730           | 17,145           | 53,900           | 57,801             | 45,000           |
| Equip/Furn < \$5,000-Gen & Adm         |                  | 8,186            | 12,200           | 7,411              | 5,000            |
| Other Materials- Gen & Adm             | 565              | 2,171            | 2,500            | 1,251              | 3,000            |
| Telephone                              | 30,924           | 23,389           | 44,600           | 30,061             | 35,000           |
| NU-Dues & Subscriptions                | 8,751            | 13,117           | 20,000           | 14,005             | 18,000           |
| NU-Local Travel & Meetings             | 2,042            | 2,742            | 7,500            | 3,750              | 5,000            |
| NU-Education & Training - Gen & Adm    | 63,543           | 56,281           | 30,500           | 36,286             | 70,000           |
| NU-Out-Of-Town Travel                  | 107,392          | 84,767           | 91,400           | 97,450             | 20,000           |
| Employee Recognition                   | 4,236            | 4,981            | 8,500            | 4,529              | 5,000            |
| Total                                  | \$322,048        | \$268,293        | \$395,100        | \$350,812          | \$669,300        |



## Financial Services Department (FS)

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, and accounting/reconciling functions over capital assets, inventory, long-term debt, Other Post-Employment Benefits (OPEB), pension plans, and other liabilities. Financial Services provides monthly and quarterly financial reports to the Board of Directors and manages the annual external financial audit including audit of the defined benefit pension plans and schedule of expenditures of Federal awards and the coordination of related Agreed Upon Procedure engagements for the Oregon Statewide Transportation Improvement Fund ("STIF") and the Federal Transit Administration's National Transit Database reporting. The department also coordinates the actuarial valuations over the defined benefits pension and the OPEB plans for the respective board of Trustees and takes a lead role in preparing official statements for periodic municipal securities and managing the District's external facing investor relations website.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 3,874,530     | 4,056,920     | 4,268,437     | 4,239,181       | 4,093,766       | 4,093,766       | -              |
| M&S            | 536,148       | 542,461       | 507,000       | 448,054         | 533,000         | 533,000         | -              |
| Total          | \$4,410,678   | \$4,599,381   | \$4,775,437   | \$4,687,235     | \$4,626,766     | \$4,626,766     | -              |

Table 6. Financial Services Department Budget

### Personnel Profile

| Position Title                                 | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|------------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Financial Services                   | 1.00 | NU   | FT    | -  | 220,390     | 21             | 157,787 | 236,683 |
| Manager, Senior, Financial Services            | 1.00 | NU   | FT    | -  | 183,075     | 19             | 134,166 | 201,251 |
| Manager, Debt and Treasury                     | 1.00 | NU   | FT    | -  | 153,800     | 18             | 123,570 | 185,355 |
| Manager, Financial Systems                     | 1.00 | NU   | FT    | -  | 181,568     | 18             | 123,570 | 185,355 |
| Manager, Accounting                            | 1.00 | NU   | FT    | -  | 147,700     | 17             | 113,731 | 170,595 |
| Manager, Payroll                               | 1.00 | NU   | FT    | -  | 162,900     | 17             | 113,731 | 170,595 |
| Accountant, Senior, Financial                  | 2.00 | NU   | FT    | -  | 196,400     | 14             | 88,247  | 132,372 |
| Accountant, Senior, Long-Term Liabilities      | 1.00 | NU   | FT    | -  | 106,500     | 14             | 88,247  | 132,372 |
| Accountant, Senior, Treasury & Cash Management | 1.00 | NU   | FT    | -  | 107,230     | 14             | 88,247  | 132,372 |
| Analyst, Business (Financial Systems)          | 1.00 | NU   | FT    | -  | 123,091     | 14             | 88,247  | 132,372 |

| Position Title                          | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-----------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Accountant, Revenue                     | 1.00  | NU   | FT    | -  | 78,200      | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative        | 1.00  | NU   | FT    | -  | 68,162      | 9              | 56,940  | 85,408  |
| Specialist, Senior, Accounts Receivable | 1.00  | NU   | FT    | -  | 82,597      | 9              | 56,940  | 85,408  |
| Senior Payroll Clerk                    | 3.00  | U    | FT    | -  | 289,431     | 340            | 74,194  | 98,946  |
| Timekeeper                              | 1.00  | U    | FT    | -  | 84,712      | 336            | 111,010 | 111,010 |
| Timekeeper                              | 0.50  | U    | PT    | -  | 42,356      | 336            | 111,010 | 111,010 |
| Finance Clerk (Accounting)              | 3.00  | U    | FT    | -  | 265,326     | 323            | 66,290  | 88,400  |
| Finance Clerk (Payroll)                 | 3.00  | U    | FT    | -  | 251,845     | 323            | 66,290  | 88,400  |
| Senior Accounts Payable Clerk           | 1.00  | U    | FT    | -  | 100,674     | 322            | 74,194  | 98,946  |
| Total                                   | 25.50 |      |       |    | \$2,845,956 |                |         |         |

Table 7. Financial Services Department Personnel Profile

## Financial Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 2,857,746        | 2,946,859        | 3,076,146        | 3,096,127          | 2,918,192        |
| Fringe                              | 1,016,784        | 1,117,778        | 1,192,291        | 1,164,391          | 1,175,574        |
| Capitalized Labor-Fringe            |                  | -7,717           |                  | -21,337            |                  |
| Total                               | \$3,874,530      | \$4,056,920      | \$4,268,437      | \$4,239,181        | \$4,093,766      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 1,043            |                  | 2,000            | 999                |                  |
| Audits                                 | 243,991          | 277,331          | 260,000          | 260,000            | 290,000          |
| Professional & Technical-Gen & Adm     | 46,100           | 15,585           | 24,000           | 12,906             | 15,000           |
| Banking Charges                        | 183,592          | 173,147          | 191,000          | 111,824            | 190,000          |
| Temporary Help-Gen & Adm               | 10,947           | 13,191           |                  |                    | 4,000            |
| Copier & Printer Usage and Maintenance | 164              | 6,242            |                  | 2,089              | 5,000            |
| Software Hosting/Subscription Services | 15,540           | 6,475            |                  |                    | 6,000            |
| Other Services- Gen & Adm              | 4,332            | 9,743            | 15,000           | 8,250              | 7,000            |
| Office Supplies                        | 6,983            | 4,177            |                  | 84                 |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 735              |                  | 1,500            | 750                | 2,000            |
| Other Materials- Gen & Adm             | 808              | 3,182            | 1,500            | 34,322             | 2,000            |
| Postage - Gen & Admin                  | 10               |                  |                  |                    |                  |
| Computer Equip under \$5,000           |                  | 925              |                  | 305                |                  |
| Telephone                              | 7,335            | 6,014            |                  | 2,400              |                  |
| NU-Dues & Subscriptions                | 3,895            | 2,697            |                  | 355                |                  |
| NU-Education & Training - Gen & Adm    | 3,662            | 1,259            |                  |                    |                  |
| NU-Out-Of-Town Travel                  |                  | 906              |                  |                    |                  |
| Fines and Penalties - Payroll          | 361              | 9,925            |                  |                    |                  |
| Software License Fees                  | 6,650            | 11,662           | 12,000           | 13,770             | 12,000           |
| Total                                  | \$536,148        | \$542,461        | \$507,000        | \$448,054          | \$533,000        |

## Budget & Forecasting Department (BF)

The Budget & Forecasting Department is responsible for agency financial planning, budgeting, forecasting, performance reporting and analysis 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, the department closely adheres to Government Finance Officers Association (GFOA) best practices for building a budget document adding transparency, clarity and accuracy, to improve communication with elected officials and the public.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 1,277,664          | 1,677,699          | 1,881,453          | 1,927,664          | 1,792,862          | 1,792,862          | -              |
| M&S            | 56,160             | 59,094             | 199,900            | 137,643            | 66,000             | 66,000             | -              |
| <b>Total</b>   | <b>\$1,333,824</b> | <b>\$1,736,793</b> | <b>\$2,081,353</b> | <b>\$2,065,307</b> | <b>\$1,858,862</b> | <b>\$1,858,862</b> | <b>-</b>       |

Table 8. Budget & Forecasting Department Budget

### Personnel Profile

| Position Title                               | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Budget & Forecasting               | 1.00         | NU   | FT    | -  | 204,200            | 21             | 157,787 | 236,683 |
| Manager, Budget & Forecasting                | 1.00         | NU   | FT    | -  | 152,939            | 18             | 123,570 | 185,355 |
| Manager, Finance Capital Improvement Program | 1.00         | NU   | FT    | -  | 142,164            | 17             | 113,731 | 170,595 |
| Program Manager, Financial Systems           | 1.00         | NU   | FT    | -  | 166,086            | 17             | 113,731 | 170,595 |
| Assistant Manager, Budget                    | 1.00         | NU   | FT    | -  | 143,124            | 16             | 104,587 | 156,881 |
| Analyst, Budget                              | 4.00         | NU   | FT    | -  | 404,220            | 13             | 80,965  | 121,448 |
| Analyst, Financial                           | 1.00         | NU   | FT    | -  | 104,205            | 13             | 80,965  | 121,448 |
| <b>Total</b>                                 | <b>10.00</b> |      |       |    | <b>\$1,316,938</b> |                |         |         |

Table 9. Budget & Forecasting Department Personnel Profile

### Budget & Forecasting Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 925,765          | 1,248,432        | 1,380,708        | 1,404,117          | 1,316,938        |
| Fringe                              | 351,899          | 429,267          | 500,745          | 525,123            | 475,924          |
| Capitalized Labor-Fringe            |                  |                  |                  | -1,576             |                  |
| Total                               | \$1,277,664      | \$1,677,699      | \$1,881,453      | \$1,927,664        | \$1,792,862      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 358              | 140,900          | 70,449             |                  |
| Economic Forecasts                     | 42,450           | 46,658           | 50,000           | 61,668             | 55,000           |
| Copier & Printer Usage and Maintenance | 472              | 1,952            | 1,000            | 917                | 2,500            |
| Other Services- Gen & Adm              | 1,186            | 54               | 1,500            | 750                | 2,000            |
| Office Supplies                        | 720              |                  |                  |                    |                  |
| Other Materials- Gen & Adm             | 5,135            | 3,807            | 5,000            | 2,499              | 4,000            |
| Computer Equip under \$5,000           | 1,388            | 6,265            | 1,500            | 1,360              | 2,500            |
| NU-Dues & Subscriptions                | 2,132            |                  |                  |                    |                  |
| NU-Education & Training - Gen & Adm    | 2,677            |                  |                  |                    |                  |
| Total                                  | \$56,160         | \$59,094         | \$199,900        | \$137,643          | \$66,000         |

## Risk Management Department (RM)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 879,623       | 1,007,215     | 1,137,725     | 1,122,032       | 1,174,973       | 1,174,973       | -              |
| M&S            | 4,898,002     | 5,508,629     | 6,680,000     | 6,377,689       | 6,563,500       | 6,563,500       | -              |
| Total          | \$5,777,625   | \$6,515,844   | \$7,817,725   | \$7,499,721     | \$7,738,473     | \$7,738,473     | -              |

Table 10. Risk Management Department Budget

### Personnel Profile

| Position Title                               | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Risk Management                    | 1.00 | NU   | FT    | -  | 199,764     | 20             | 145,546 | 218,318 |
| Adjuster, Senior, Claims                     | 1.00 | NU   | FT    | -  | 117,834     | 13             | 80,965  | 121,448 |
| Administrator, NRV Driver Compliance Program | 1.00 | NU   | FT    | -  | 100,765     | 12             | 74,231  | 111,344 |
| Administrator, Worker's Compensation         | 1.00 | NU   | FT    | -  | 108,965     | 12             | 74,231  | 111,344 |
| Adjuster, Claims                             | 1.00 | NU   | FT    | -  | 93,194      | 11             | 67,999  | 102,001 |
| Specialist, Senior, Claims Investigation     | 1.00 | NU   | FT    | -  | 68,702      | 10             | 62,259  | 93,386  |
| Specialist, Senior, Claims Recovery          | 1.00 | NU   | FT    | -  | 76,690      | 9              | 56,940  | 85,408  |
| Assistant, Administrative                    | 1.00 | NU   | FT    | -  | 59,696      | 7              | 47,529  | 71,293  |
| Total                                        | 8.00 |      |       |    | \$825,610   |                |         |         |

Table 11. Risk Management Department Personnel Profile

## Risk Management Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 665,584          | 747,799          | 802,543          | 820,123            | 825,610          |
| Fringe                              | 214,039          | 259,416          | 335,182          | 301,909            | 349,363          |
| Total                               | \$879,623        | \$1,007,215      | \$1,137,725      | \$1,122,032        | \$1,174,973      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Claims Services                        | 2,056            | 17,618           | 50,600           | 44,854             | 22,000           |
| Copier & Printer Usage and Maintenance | 378              | 985              |                  | 12,135             | 1,000            |
| Other Services- Gen & Adm              | 1,710            | 2,937            | 102,000          | 53,609             | 114,000          |
| Office Supplies                        | 1,660            | 141              |                  | 89                 |                  |
| Other Materials- Gen & Adm             | 4,116            | 3,961            | 6,500            | 4,516              | 5,500            |
| Unreconciled P-Card Expense            |                  | 7                |                  | 1                  |                  |
| Phys Damage Ins - B,G &Eq              | 1,464,904        | 1,653,177        | 1,959,700        | 1,853,818          | 1,859,100        |
| Railroad Protective Ins                | 122,983          | 125,772          | 236,800          | 195,039            | 237,500          |
| Cyber Security Insurance               |                  | 77,502           | 79,400           | 77,043             | 79,400           |
| PMLR Insurance Costs                   | 593,972          | 548,679          | 642,500          | 626,544            | 642,500          |
| WES Insurance Costs                    | 2,705,873        | 2,499,540        | 2,926,800        | 2,854,203          | 2,926,800        |
| Public Entity Liability Insurance      |                  | 578,260          | 675,700          | 655,838            | 675,700          |
| NU-Education & Training - Gen & Adm    | 350              | 50               |                  |                    |                  |
| Total                                  | \$4,898,002      | \$5,508,629      | \$6,680,000      | \$6,377,689        | \$6,563,500      |



## Procurement & Supply Chain Management Department (PSCM)

The Procurement & Supply Chain Management Department is responsible for purchasing all goods and contracting all services in accordance with the Oregon Public Contracting Code and Federal Regulations. The Department also stores, tracks, and distributes all inventoried materials.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 6,503,309          | 7,037,436          | 7,673,947          | 7,461,643          | 7,529,632          | 7,529,632          | -              |
| M&S            | 518,552            | 236,601            | 291,000            | 242,290            | 255,000            | 255,000            | -              |
| <b>Total</b>   | <b>\$7,021,861</b> | <b>\$7,274,037</b> | <b>\$7,964,947</b> | <b>\$7,703,933</b> | <b>\$7,784,632</b> | <b>\$7,784,632</b> | <b>-</b>       |

Table 12. Procurement & Supply Chain Management Department Budget

### Personnel Profile

| Position Title                                  | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Procurement & Supply Chain Management | 1.00  | NU   | FT    | -  | 183,933     | 21             | 157,787 | 236,683 |
| Manager, Contracts                              | 1.00  | NU   | FT    | -  | 153,650     | 18             | 123,570 | 185,355 |
| Manager, Purchasing                             | 1.00  | NU   | FT    | -  | 151,400     | 17             | 113,731 | 170,595 |
| Manager, Stores & Warranty Programs             | 1.00  | NU   | FT    | -  | 156,400     | 17             | 113,731 | 170,595 |
| Administrator, Senior, Contracts                | 4.00  | NU   | FT    | -  | 481,610     | 14             | 88,247  | 132,372 |
| Assistant Manager, Purchasing                   | 1.00  | NU   | FT    | -  | 109,300     | 14             | 88,247  | 132,372 |
| Assistant Manager, Supply Chain                 | 3.00  | NU   | FT    | -  | 353,856     | 14             | 88,247  | 132,372 |
| Administrator, Contracts                        | 1.00  | NU   | FT    | -  | 89,800      | 12             | 74,231  | 111,344 |
| Administrator, Contracts                        | 1.00  | NU   | FT    | X  | 81,500      | 12             | 74,231  | 111,344 |
| Coordinator, Warranty Programs                  | 1.00  | NU   | FT    | -  | 95,900      | 11             | 67,999  | 102,001 |
| Assistant, Senior Administrative                | 1.00  | NU   | FT    | -  | 63,918      | 9              | 56,940  | 85,408  |
| Junior Partsperson                              | 12.00 | U    | FT    | -  | 1,038,556   | 376            | 83,803  | 89,794  |
| Senior Buyer                                    | 6.00  | U    | FT    | -  | 633,252     | 373            | 103,730 | 103,730 |
| Senior Partsperson                              | 9.00  | U    | FT    | -  | 822,263     | 372            | 89,794  | 89,794  |

| Position Title                       | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min    | Max    |
|--------------------------------------|-------|------|-------|----|-------------|----------------|--------|--------|
| Assist Storekeeper Inventory Control | 2.00  | U    | FT    | -  | 191,868     | 371            | 94,286 | 94,286 |
| Assistant Storekeeper (Bus)          | 4.00  | U    | FT    | -  | 383,735     | 371            | 94,286 | 94,286 |
| Assistant Storekeeper (Rail)         | 2.00  | U    | FT    | -  | 191,868     | 371            | 94,286 | 94,286 |
| Total                                | 51.00 |      |       |    | \$5,182,807 |                |        |        |

Table 13. Procurement &amp; Supply Chain Management Department Personnel Profile

## Procurement &amp; Supply Chain Management Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 4,775,207        | 5,089,840        | 5,609,193        | 5,389,609          | 5,360,128        |
| Fringe                              | 1,728,102        | 1,947,596        | 2,196,260        | 2,137,909          | 2,169,504        |
| Capitalized Labor-Fringe            |                  |                  | -131,506         | -65,875            |                  |
| Total                               | \$6,503,309      | \$7,037,436      | \$7,673,947      | \$7,461,643        | \$7,529,632      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 35,400           | 36,873           | 50,000           | 25,799             | 26,500           |
| Copier & Printer Usage and Maintenance | 3,443            | 7,643            | 5,000            | 18,284             | 8,000            |
| Laundry                                | 1,585            | 1,823            | 2,500            | 2,176              | 3,000            |
| Other Services- Gen & Adm              | 27,234           | 45,531           | 39,000           | 36,831             | 45,000           |
| Procurement Advertising                | 10,064           | 17,996           | 30,000           | 15,011             | 20,000           |
| Office Supplies                        | 11,842           | 3,869            |                  | 9,559              |                  |
| Freight - Mtc Matl                     | 54,549           | 49,828           | 40,000           | 51,620             | 50,000           |
| Equip/Furn < \$5,000-Rev Eq Maint      |                  | 33,462           | 85,000           | 43,534             |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 18,845           | 10,943           |                  |                    | 32,000           |
| Inventory Adjustments                  | 148,511          | -15,044          |                  | 1,044              | 35,000           |
| Other Materials- Gen & Adm             | 22,771           | 14,184           | 30,000           | 18,763             | 25,000           |
| Other Materials- Rev Eq Maint          | 11,843           | 2,707            | 5,000            | 5,580              |                  |
| Unreconciled P-Card Expense            | 1,933            | 4,029            |                  |                    |                  |
| Computer Equip under \$5,000           | 91,712           | 579              |                  |                    | 5,000            |
| Safety Supplies- Gen & Adm             | -33,066          | 4,065            | 3,500            | 3,338              | 5,000            |
| Obsolete Inventory                     | 99,727           | 548              |                  |                    |                  |
| Invoice Price Variance                 | -357             | 646              |                  | -898               |                  |
| Telephone                              | 10,179           | 9,277            |                  | 2,384              |                  |
| OR Corporate Activity Tax (CAT)        | 93               | 8                |                  | 98                 |                  |
| 2025 Tariffs                           |                  |                  |                  | 4,915              |                  |
| NU-Education & Training - Gen & Adm    | 1,380            | 881              |                  |                    |                  |
| NU-Out-Of-Town Travel                  |                  |                  |                  | 3,206              |                  |
| Freight Expense                        |                  | 6,633            |                  | 525                |                  |
| CDL Renewals                           |                  |                  | 1,000            | 501                |                  |
| Employee Recognition                   | 864              | 120              |                  | 20                 | 500              |
| Total                                  | \$518,552        | \$236,601        | \$291,000        | \$242,290          | \$255,000        |

## Fare Revenue & Administrative Services Department (FRAS)

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.

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 6,293,441           | 6,905,034           | 7,502,945           | 7,367,869           | 7,645,350           | 7,645,350           | -              |
| M&S            | 4,514,924           | 4,462,475           | 5,522,100           | 4,641,994           | 4,927,900           | 4,927,900           | -              |
| <b>Total</b>   | <b>\$10,808,365</b> | <b>\$11,367,509</b> | <b>\$13,025,045</b> | <b>\$12,009,863</b> | <b>\$12,573,250</b> | <b>\$12,573,250</b> | <b>-</b>       |

Table 14. Fare Revenue & Administrative Services Department Budget

### Personnel Profile

| Position Title                                    | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|---------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Fare Revenue & Administrative Services  | 1.00  | NU   | FT    | -  | 191,278     | 21             | 157,787 | 236,683 |
| Project Manager, IT                               | 1.00  | NU   | FT    | -  | 92,112      | 18             | 123,570 | 185,355 |
| Manager, Fare & Communication Equipment           | 1.00  | NU   | FT    | -  | 166,886     | 17             | 113,731 | 170,595 |
| Manager, Fare Systems (Operations)                | 1.00  | NU   | FT    | -  | 135,900     | 17             | 113,731 | 170,595 |
| Manager, Fare Revenue                             | 1.00  | NU   | FT    | -  | 143,300     | 16             | 104,587 | 156,881 |
| Assistant Manager, Fare & Communication Equipment | 2.00  | NU   | FT    | -  | 247,400     | 15             | 96,124  | 144,186 |
| Analyst, Fare Systems                             | 3.00  | NU   | FT    | -  | 306,665     | 14             | 88,247  | 132,372 |
| Assistant Manager, Fare Revenue Controls          | 1.00  | NU   | FT    | -  | 115,500     | 14             | 88,247  | 132,372 |
| Assistant Manager, Document Services              | 1.00  | NU   | FT    | -  | 80,496      | 9              | 56,940  | 85,408  |
| Fare Revenue Assistant Supervisor                 | 1.00  | U    | FT    | -  | 97,923      | 736            | 72,176  | 96,242  |
| Fare Revenue Specialist                           | 8.00  | U    | FT    | -  | 711,536     | 733            | 65,978  | 87,963  |
| Fare Revenue Supervisor                           | 1.00  | U    | FT    | -  | 105,669     | 716            | 77,896  | 103,854 |
| Field Technician                                  | 22.00 | U    | FT    | -  | 2,203,197   | 591            | 98,426  | 98,426  |
| Assistant Supervisor, Field Technician            | 2.00  | U    | FT    | -  | 230,343     | 590            | 113,194 | 113,194 |

| Position Title       | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min    | Max     |
|----------------------|-------|------|-------|----|-------------|----------------|--------|---------|
| Mail Services Clerk  | 1.00  | U    | FT    | -  | 75,384      | 356            | 55,557 | 74,090  |
| Moneyroom Clerk      | 2.00  | U    | FT    | -  | 215,190     | 331            | 79,310 | 105,747 |
| Moneyroom Supervisor | 1.00  | U    | FT    | -  | 110,939     | 330            | 81,765 | 109,034 |
| Total                | 50.00 |      |       |    | \$5,229,717 |                |        |         |

Table 15. Fare Revenue &amp; Administrative Services Department Personnel Profile

## Fare Revenue &amp; Administrative Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 4,678,618        | 5,105,507        | 5,655,177        | 5,479,129          | 5,647,209        |
| Fringe                              | 1,618,057        | 1,799,527        | 1,847,768        | 1,888,740          | 1,998,141        |
| Capitalized Labor-Fringe            | -3,234           |                  |                  |                    |                  |
| Total                               | \$6,293,441      | \$6,905,034      | \$7,502,945      | \$7,367,869        | \$7,645,350      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 84,501           | 445,600          | 256,324            | 237,600          |
| Banking Charges                        | 1,148,108        | 1,402,986        | 1,800,000        | 1,739,241          | 1,800,000        |
| Money Transport                        | 43,350           | 42,762           | 50,000           | 46,880             | 50,000           |
| Ticket Vend & Servicing                | 245,296          | 244,543          | 250,000          | 232,100            | 277,800          |
| Equipment Repair & Mtc - Gen & Adm     |                  |                  | 9,100            | 5,145              |                  |
| Copier & Printer Usage and Maintenance | 1,531            | 4,005            |                  | 1,353              | 1,000            |
| Photo Copier Maint-Doc Svcs            | 44,969           | 18,510           | 45,000           | 37,789             | 63,500           |
| Software Maintenance                   |                  |                  | 73,500           | 44,129             |                  |
| Software Hosting/Subscription Services |                  |                  |                  | 6,894              | 94,600           |
| Contracted Mtc-Fare Eq                 | 4,608            | 2,070            | 5,000            | 3,189              | 3,000            |
| Office Maint Custodial                 | 33               |                  | 15,200           | 7,599              |                  |
| Laundry                                | 1,139            | 1,138            | 1,400            | 1,294              | 1,100            |
| Other Services- Gen & Adm              | 162,584          | 60,807           | 284,800          | 169,318            | 490,800          |
| Other Services-Facility/Eq Maint       |                  |                  | 337,700          | 168,849            |                  |
| Retail Network Commissions             | 437,975          | 429,704          | 520,700          | 483,617            | 550,000          |
| Uniforms - Veh Ops                     | 1,276            | 2,640            | 2,900            | 4,005              | 2,900            |
| Tickets, Passes & Fare Media Cards     | 1,710,972        | 1,072,159        | 674,400          | 565,523            | 761,700          |
| Office Supplies                        | 32,093           | 34,011           |                  | 12,376             |                  |
| Freight - Mtc Matl                     |                  | 14               | 1,000            | 501                |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 4,565            | 281              | 6,100            | 3,583              | 2,900            |
| Small Hand Tools-Fac/Eq Maint          | 1,809            | 1,006            | 3,000            | 2,244              | 2,000            |
| Other Materials- Gen & Adm             | 49,847           | 37,938           | 71,200           | 47,329             | 45,200           |
| Other Materials- Fac/Eq Maint          | 281              | 21,995           | 14,200           | 22,393             | 3,500            |
| Unreconciled P-Card Expense            | 1,004            | 42               |                  | 139                |                  |
| Postage - Gen & Admin                  | 153,957          | 137,089          | 174,600          | 151,853            | 191,500          |
| Computer Equip under \$5,000           | 4,311            | 54,663           | 3,000            | 1,500              | 16,800           |

## Fare Revenue &amp; Administrative Services Department

| Materials & Services Expense Category | FY2024      | FY2025      | FY2026      | FY2026      | FY2027      |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                       | Actual      | Actual      | Budget      | Estimate    | Budget      |
| Doc Svcs Supplies                     | 1,848       | 2,457       | 15,200      | 7,599       | 4,200       |
| Safety Supplies - Fac/Eq Maint        | 21,035      | 10,956      | 25,000      | 18,203      | 11,400      |
| Obsolete Inventory                    | 47,093      | 470,661     |             |             |             |
| Maint Matl Fare Equip                 | 174,928     | 91,875      | 192,900     | 214,301     | 130,100     |
| Maint - eFare Equipment               | 366         | 280         |             |             |             |
| Maint Materials Comm/Video            | 181,186     | 187,281     | 251,700     | 246,932     | 185,000     |
| Telephone                             | 33,128      | 39,233      |             | 11,344      |             |
| NU-Dues & Subscriptions               | 2,100       | 2,100       |             | 2,362       |             |
| NU-Local Travel & Meetings            | 3,500       | 3,060       |             | 1,530       |             |
| UN-Education & Training - Gen & Adm   |             | 1,500       |             |             |             |
| CDL Renewals                          |             | 208         | 1,000       | 605         |             |
| Employee Recognition                  | 32          |             |             |             |             |
| Software License Fees                 |             |             | 246,600     | 123,300     |             |
| Rental                                |             |             | 1,300       | 651         | 1,300       |
| Total                                 | \$4,514,924 | \$4,462,475 | \$5,522,100 | \$4,641,994 | \$4,927,900 |



## Grants Development & Compliance Department (GDC)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 745,335       | 1,190,712     | 1,764,618     | 1,557,208       | 1,454,127       | 1,454,127       | -              |
| M&S            | 8,017         | 6,971         | 24,500        | 14,271          | 10,200          | 10,200          | -              |
| Total          | \$753,352     | \$1,197,683   | \$1,789,118   | \$1,571,479     | \$1,464,327     | \$1,464,327     | -              |

Table 16. Grants Development & Compliance Department Budget

### Personnel Profile

| Position Title                        | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|---------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Grants                      | 1.00 | NU   | FT    | -  | 207,821     | 21             | 157,787 | 236,683 |
| Manager, Grant Accounting             | 1.00 | NU   | FT    | -  | 120,104     | 17             | 113,731 | 170,595 |
| Manager, Grants                       | 1.00 | NU   | FT    | -  | 142,164     | 17             | 113,731 | 170,595 |
| Analyst, Senior, Grants Compliance    | 2.00 | NU   | FT    | -  | 247,800     | 15             | 96,124  | 144,186 |
| Accountant, Senior, Grants            | 2.00 | NU   | FT    | -  | 225,100     | 14             | 88,247  | 132,372 |
| Specialist, Senior, Grant Development | 1.00 | NU   | FT    | -  | 117,900     | 14             | 88,247  | 132,372 |
| Total                                 | 8.00 |      |       |    | \$1,060,889 |                |         |         |

Table 17. Grants Development & Compliance Department Personnel Profile

## Grants Development &amp; Compliance Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 577,261          | 922,424          | 1,291,738        | 1,218,207          | 1,060,889        |
| Fringe                              | 168,074          | 268,936          | 472,880          | 413,605            | 393,238          |
| Capitalized Labor-Fringe            |                  | -648             |                  | -74,604            |                  |
| Total                               | \$745,335        | \$1,190,712      | \$1,764,618      | \$1,557,208        | \$1,454,127      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 6,063            |                  | 9,200            | 4,599              | 5,000            |
| Copier & Printer Usage and Maintenance | 136              | 443              |                  | 100                | 800              |
| Other Services- Gen & Adm              | 495              | 858              | 3,500            | 1,849              | 1,400            |
| Office Supplies                        | 268              |                  |                  |                    |                  |
| Equip/Furn < \$5,000-Gen & Adm         | 300              | 5,670            | 7,300            | 3,651              | 1,000            |
| Computer Equip under \$5,000           |                  |                  | 4,500            | 4,072              | 2,000            |
| NU-Dues & Subscriptions                | 755              |                  |                  |                    |                  |
| Total                                  | \$8,017          | \$6,971          | \$24,500         | \$14,271           | \$10,200         |



## TriMet Fact

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Some segments of the MAX system have been in use for 30 years. In some areas, rail needs to be replaced or the material under the tracks needs to be upgraded. In the coming years, we will replace problematic switches and make other track adjustments to reduce the number of disruptions, delays and precautionary slow zones.

# Information Technology Division

## Division Overview

### Mission

The Information Technology Division is responsible for managing information resources including corporate data, computing tools, and networks used to carry out agency-wide business processes and management tools.

### Authorized Positions

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 102.00        | 106.00        | 109.00        | 104.00          | 104.00          | 104.00          | -              |

Table 1. Information Technology Division Authorized FTEs

### Budget Summary

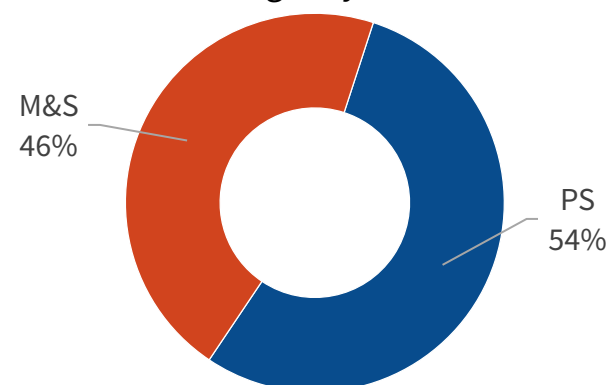
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 17,061,736    | 18,276,475    | 21,343,567    | 20,488,664      | 21,120,141      | 21,120,141      | -              |
| M&S            | 12,660,442    | 16,068,933    | 16,062,500    | 16,879,876      | 17,689,500      | 17,689,500      | -              |
| Total          | \$29,722,178  | \$34,345,408  | \$37,406,067  | \$37,368,540    | \$38,809,641    | \$38,809,641    | -              |

Table 2. Information Technology Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$1.4 million (+3.8%), rising from \$37.4 million to \$38.8 million. Personnel Services decrease by \$233.8K (-1.0%), while Materials & Services increase by \$1.6 million (+10.1%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 54% (\$21.1 million) of the total budget, while Materials & Services account for approximately 46% (\$17.7 million).

FY2027 Budget by Classification



## Departments and Priorities

- **IT Administration (ITA):** Provide vision, direction, governance, and strategic planning for Agency IT. Provide administrative support and financial management for the Division.
- **IT Operations & Infrastructure (IOI):** Plan, design, implement, and operate standards for agency IT infrastructure including delivering high availability services.
- **Information Security (IS):** Design, implement, and operate the information security program that protects the agency's system, services, and data against unauthorized use, disclosure, modification, damage, and loss.
- **Enterprise Systems (ES):** Application development, maintenance, monitoring, and automation for enterprise business systems including integrations, data management, administration systems, and process analysis.
- **Intelligent Transportation Systems (ITS):** Develop or acquire, integrate, and manage the operational technology (OT) systems that enable and support transit operations.

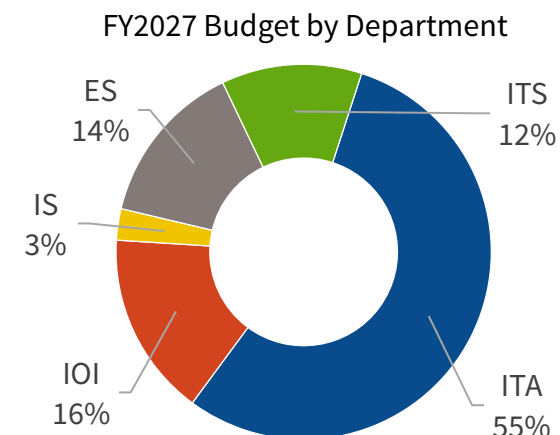
## Budget by Department

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| ITA        | 15,074,886    | 17,934,332    | 19,201,140    | 19,264,107      | 21,382,127      | 21,382,127      | -              |
| IOI        | 4,732,784     | 5,845,303     | 6,517,085     | 6,329,129       | 6,166,361       | 6,166,361       | -              |
| IS         | 1,011,502     | 1,289,255     | 1,221,400     | 1,174,639       | 1,048,524       | 1,048,524       | -              |
| ES         | 4,931,510     | 4,893,680     | 5,646,349     | 5,660,771       | 5,510,331       | 5,510,331       | -              |
| ITS        | 3,971,496     | 4,382,838     | 4,820,093     | 4,939,894       | 4,702,298       | 4,702,298       | -              |
| Total      | \$29,722,178  | \$34,345,408  | \$37,406,067  | \$37,368,540    | \$38,809,641    | \$38,809,641    | -              |

Table 3. Information Technology Division Budget by Department

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$1.4 million (+3.8%), rising from \$37.4 million to \$38.8 million. IT Administration (ITA) increases by \$2.2 million (+11.4%), while IT Operations & Infrastructure (IOI) decreases by \$350.7K (-5.4%), Information Security (IS) decreases by \$172.9K (-14.2%), Enterprise Systems (ES) decreases by \$136.0K (-2.4%), and Intelligent Transportation Systems (ITS) decreases by \$117.8K (-2.4%).

For the FY2027 Approved Budget, IT Administration represents 55% (\$21.4 million) of the total budget, IT Operations & Infrastructure accounts for 16% (\$6.2 million), Enterprise Systems represents 14% (\$5.5 million), Intelligent Transportation Systems represents 12% (\$4.7 million), and Information Security comprises 3% (\$1.0 million).



## FY2026 Accomplishments

### Increase Investment in Safe and Reliable Infrastructure

- Assess 50% of the application portfolio for fitness-for-purpose.
- On track with two major projects to modernize and streamline the application portfolio.

## FY2027 Goals and Objectives

The focus of IT during FY2027 will be to strengthen TriMet's financial situation by developing efficiencies that hit the bottom line.

### Elevate the Customer Experience

- **(ITS)** Fixed-Route Bus CCTV Retrofit Project – Timeline through June 30, 2029
- **(ITS)** Rail Control System Upgrade – Timeline through June 30, 2028
- **(ITS)** Complete the FHWA/ODOT TSP Grant. Timeline = 3 years from the point in time that the federal government releases funding.

### Increase Investment in Safe and Reliable Infrastructure

- **(All)** Simplify and streamline the application portfolio. During FY27, IT will complete an assessment of the agency's software portfolio for fitness-for-purpose, and will develop an architecture plan to guide future evolution of the portfolio, with the main objective of keeping operating costs as low as possible while delivering all services that are essential to the mission of the agency.
- **(All)** ERP replacement: This multi-year project is seeking funding to launch in FY27. It is co-sponsored by LRHR and Finance. Industry baselines indicate that while the initial expense is large, TriMet could look forward to a payback in under 3 years, with ongoing savings on the order of \$10M annually.
- **(ITA)** 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, 2027.
- **(IS)** Strengthen and fund maintenance of our transit assets. Timeline through June 30, 2027.
- **(IS)** Work with the TriMet OT Cybersecurity Working Group (OTCSWG) to develop a plan for replacing aging GE Fanuc PLCs in the Signal environment, including testing replacement hardware and software and defining a fully budgeted path for remaining device replacements.
- **(IS)** Implement Zscaler in the second rollout phase, expanding deployment to most desk workers to strengthen network security and improve visibility into Generative AI usage across the agency. Target completion: June 30, 2027.
- **(ES)** Work with Service Delivery to replace legacy applications with Hastus commercial-off-the-shelf software, a new scheduling program that will make life easier for operators and the teams who support them.

## IT Administration Department (ITA)

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.

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 3,227,063           | 3,720,327           | 5,143,840           | 4,472,053           | 5,223,127           | 5,223,127           | -              |
| M&S            | 11,847,823          | 14,214,005          | 14,057,300          | 14,792,054          | 16,159,000          | 16,159,000          | -              |
| <b>Total</b>   | <b>\$15,074,886</b> | <b>\$17,934,332</b> | <b>\$19,201,140</b> | <b>\$19,264,107</b> | <b>\$21,382,127</b> | <b>\$21,382,127</b> | <b>-</b>       |

Table 4. IT Administration Department Budget

### Personnel Profile

| Position Title                              | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|---------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Chief Information Officer                   | 1.00         | NU   | FT    | -  | 303,044            | 26             | 233,346 | 350,020 |
| Director, Project & Portfolio Management    | 1.00         | NU   | FT    | -  | 237,802            | 22             | 170,901 | 256,354 |
| Manager, IT Project Management Office       | 1.00         | NU   | FT    | -  | 158,162            | 20             | 145,546 | 218,318 |
| Manager, Mobility & Location Based Services | 1.00         | NU   | FT    | -  | 196,205            | 19             | 134,166 | 201,251 |
| Manager, Service Desk                       | 1.00         | NU   | FT    | -  | 159,102            | 18             | 123,570 | 185,355 |
| Project Manager, IT                         | 5.00         | NU   | FT    | -  | 830,341            | 18             | 123,570 | 185,355 |
| Project Manager, IT                         | 2.00         | NU   | FT    | X  | 315,155            | 18             | 123,570 | 185,355 |
| Analyst, Senior, Geospatial Systems         | 1.00         | NU   | FT    | -  | 112,895            | 16             | 104,587 | 156,881 |
| Analyst, Senior, IT Business Systems        | 4.00         | NU   | FT    | -  | 514,503            | 16             | 104,587 | 156,881 |
| Analyst, Senior, IT Business Systems        | 1.00         | NU   | FT    | X  | 125,925            | 16             | 104,587 | 156,881 |
| Engineer, Senior, Geospatial Data           | 1.00         | NU   | FT    | -  | 149,530            | 16             | 104,587 | 156,881 |
| Analyst, Senior, Geospatial Data            | 2.00         | NU   | FT    | -  | 245,072            | 15             | 96,124  | 144,186 |
| Analyst, IT Finance & Planning              | 1.00         | NU   | FT    | -  | 121,968            | 14             | 88,247  | 132,372 |
| Analyst, IT Finance & Planning              | 1.00         | NU   | FT    | X  | 110,310            | 14             | 88,247  | 132,372 |
| Analyst, Geospatial Data                    | 1.00         | NU   | FT    | X  | 75,306             | 12             | 74,231  | 111,344 |
| Assistant, Executive Administrative         | 1.00         | NU   | FT    | -  | 103,792            | 12             | 74,231  | 111,344 |
| Specialist, Senior, Technical Support       | 2.00         | NU   | FT    | -  | 165,818            | 12             | 74,231  | 111,344 |
| <b>Total</b>                                | <b>27.00</b> |      |       |    | <b>\$3,924,930</b> |                |         |         |

Table 5. IT Administration Department Personnel Profile



## IT Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,171,139        | 3,354,098        | 4,349,458        | 3,746,291          | 4,397,111        |
| Fringe                              | 944,782          | 1,118,086        | 1,420,777        | 1,281,135          | 1,430,506        |
| Capitalized Labor-Fringe            | -888,858         | -751,857         | -626,395         | -555,373           | -604,490         |
| Total                               | \$3,227,063      | \$3,720,327      | \$5,143,840      | \$4,472,053        | \$5,223,127      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 625,266          | 1,013,702        | 176,600          | 969,597            | 263,800          |
| Temporary Help-Gen & Adm               | 354,851          | 846,493          | 169,800          | 188,904            | 136,200          |
| Copier & Printer Usage and Maintenance | 438              | 1,178            |                  | 279                | 1,200            |
| Computer Hardware Maint-Fac Maint      |                  | 26,460           |                  |                    | 13,000           |
| Software Maintenance                   | 615,221          | 1,281,276        |                  | 450,407            |                  |
| Warranty Costs                         |                  | -19,362          |                  |                    |                  |
| Vehicle Control Sys Maint              | 352,000          |                  |                  |                    |                  |
| Other Services- Gen & Adm              | 54,023           | 79,864           | 5,000            | 17,988             | 5,000            |
| Office Supplies                        | 4,709            | 7,113            | 1,000            | 1,884              | 5,000            |
| Equip/Furn < \$5,000-Gen & Adm         | 1,594            | 5,135            |                  | 2,716              |                  |
| Other Materials- Gen & Adm             | 566,380          | 37,090           | 10,000           | 383,877            | 64,000           |
| Unreconciled P-Card Expense            | 492              | 164              |                  |                    |                  |
| Microcomputer Software                 | 380,533          | 432              | 2,000            | 999                |                  |
| Computer Equip under \$5,000           | 24,319           | 24,439           |                  | 11,187             | 24,000           |
| Telephone                              | 129,412          | 84,389           | 34,000           | 35,617             | 90,000           |
| NU-Dues & Subscriptions                | 41,868           | 6,632            | 73,500           | 54,251             | 12,000           |
| NU-Local Travel & Meetings             | 45,843           | 7,235            | 1,000            | 30,660             | 700              |
| NU-Education & Training - Gen & Adm    | 30,140           | 62,933           | 70,000           | 46,305             | 1,600            |
| NU-Out-Of-Town Travel                  | 47,029           | 55,359           | 25,000           | 20,386             | 5,100            |
| Employee Recognition                   | 718              | 2,287            | 1,000            | 1,171              | 2,000            |
| Software License Fees                  | 8,572,987        | 10,691,186       | 13,488,400       | 12,575,826         | 15,535,400       |
| Total                                  | \$11,847,823     | \$14,214,005     | \$14,057,300     | \$14,792,054       | \$16,159,000     |

## IT Operations & Infrastructure Department (IOI)

The IT Operations & Infrastructure Department is responsible for planning, designing, implementing, and operating standards for agency IT infrastructure including delivering high availability services.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 4,444,267     | 4,598,523     | 4,850,885     | 4,933,617       | 4,820,761       | 4,820,761       | -              |
| M&S            | 288,517       | 1,246,780     | 1,666,200     | 1,395,512       | 1,345,600       | 1,345,600       | -              |
| Total          | \$4,732,784   | \$5,845,303   | \$6,517,085   | \$6,329,129     | \$6,166,361     | \$6,166,361     | -              |

Table 6. IT Operations & Infrastructure Department Budget

### Personnel Profile

| Position Title                                    | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|---------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, IT Operations & Infrastructure          | 1.00  | NU   | FT    | -  | 240,238     | 22             | 170,901 | 256,354 |
| Manager, Network Communications                   | 1.00  | NU   | FT    | -  | 176,205     | 19             | 134,166 | 201,251 |
| Manager, Physical Infrastructure                  | 1.00  | NU   | FT    | -  | 195,525     | 19             | 134,166 | 201,251 |
| Manager, Technical Services                       | 1.00  | NU   | FT    | -  | 169,162     | 18             | 123,570 | 185,355 |
| Engineer, Senior, Network (Communications)        | 3.00  | NU   | FT    | -  | 511,378     | 17             | 113,731 | 170,595 |
| Engineer, Senior, Network (Fiber)                 | 3.00  | NU   | FT    | -  | 452,457     | 17             | 113,731 | 170,595 |
| Engineer, Senior, Systems (Server Administration) | 4.00  | NU   | FT    | -  | 608,393     | 17             | 113,731 | 170,595 |
| Engineer, Senior, Systems (Server Administration) | 1.00  | NU   | FT    | X  | 134,949     | 17             | 113,731 | 170,595 |
| Engineer, Senior, Mobile Device                   | 1.00  | NU   | FT    | -  | 138,909     | 16             | 104,587 | 156,881 |
| Engineer, Senior, Telecommunications              | 2.00  | NU   | FT    | -  | 282,986     | 16             | 104,587 | 156,881 |
| Engineer, Senior, Virtual Desktop                 | 1.00  | NU   | FT    | -  | 112,656     | 16             | 104,587 | 156,881 |
| Engineer, Network Communications                  | 1.00  | NU   | FT    | -  | 141,421     | 15             | 96,124  | 144,186 |
| Engineer, Systems (Server Administration)         | 1.00  | NU   | FT    | -  | 140,978     | 15             | 96,124  | 144,186 |
| Specialist, Senior, Technical Support             | 5.00  | NU   | FT    | -  | 493,790     | 12             | 74,231  | 111,344 |
| Total                                             | 26.00 |      |       |    | \$3,799,046 |                |         |         |

Table 7. IT Operations & Infrastructure Department Personnel Profile

## IT Operations &amp; Infrastructure Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,408,330        | 3,524,139        | 3,831,734        | 3,767,987          | 3,799,046        |
| Fringe                              | 1,071,733        | 1,095,452        | 1,328,338        | 1,351,857          | 1,329,780        |
| Capitalized Labor-Fringe            | -35,796          | -21,068          | -309,187         | -186,227           | -308,065         |
| Total                               | \$4,444,267      | \$4,598,523      | \$4,850,885      | \$4,933,617        | \$4,820,761      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 52,567           | 433,393          | 9,400            | 70,734             | 6,100            |
| Temporary Help-Gen & Adm               | 148,891          | 172,013          |                  | 326,585            | 3,200            |
| Copier & Printer Usage and Maintenance | 332              | 424              |                  | 190                | 400              |
| Communication Systems Maintenance      | 1,425            | 3,327            | 1,553,400        | 777,125            | 1,258,200        |
| Computer Hardware Maint-Fac Maint      | 5,367            | 6,459            | 20,000           | 9,999              | 6,000            |
| Other Services- Gen & Adm              | 2,500            | 3,315            |                  | 1,275              |                  |
| Other Materials- Gen & Adm             |                  | 559,106          | 6,400            | 142,745            | 6,400            |
| Unreconciled P-Card Expense            | 1,612            | 119              |                  |                    |                  |
| Communications System Materials        |                  | 2,531            |                  |                    |                  |
| Microcomputer Mtc Mat'l                |                  |                  | 2,000            | 999                |                  |
| Network Access Services                | 68,823           | 63,033           | 75,000           | 64,330             | 65,000           |
| NU-Local Travel & Meetings             | 7,000            | 3,060            |                  | 1,530              | 300              |
| Total                                  | \$288,517        | \$1,246,780      | \$1,666,200      | \$1,395,512        | \$1,345,600      |

## Information Security Department (IS)

The Information Security Department designs, implements, and operates the information security program that protects the agency's systems, services, and data against unauthorized use, disclosure, modification, damage, and loss.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 893,570       | 1,173,096     | 1,051,600     | 1,018,148       | 919,924         | 919,924         | -              |
| M&S            | 117,932       | 116,159       | 169,800       | 156,491         | 128,600         | 128,600         | -              |
| Total          | \$1,011,502   | \$1,289,255   | \$1,221,400   | \$1,174,639     | \$1,048,524     | \$1,048,524     | -              |

Table 8. Information Security Department Budget

### Personnel Profile

| Position Title                               | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Information Security               | 1.00 | NU   | FT    | -  | 251,107     | 22             | 170,901 | 256,354 |
| Analyst, Senior, Network Ops & Cybersecurity | 3.00 | NU   | FT    | -  | 444,664     | 17             | 113,731 | 170,595 |
| Total                                        | 4.00 |      |       |    | \$695,771   |                |         |         |

Table 9. Information Security Department Personnel Profile

## Information Security Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 681,292          | 852,458          | 791,909          | 769,566            | 695,771          |
| Fringe                              | 212,278          | 320,638          | 259,691          | 248,582            | 224,153          |
| Total                               | \$893,570        | \$1,173,096      | \$1,051,600      | \$1,018,148        | \$919,924        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PCI Compliance Audit                   | 81,744           | 89,798           | 110,000          | 116,286            | 110,000          |
| Professional & Technical-Gen & Adm     | 34,782           | 25,990           | 59,800           | 29,901             | 18,100           |
| Temporary Help-Gen & Adm               |                  |                  |                  | 10,240             |                  |
| Copier & Printer Usage and Maintenance | 193              | 371              |                  | 64                 | 500              |
| Other Services- Gen & Adm              | 1,213            |                  |                  |                    |                  |
| Total                                  | \$117,932        | \$116,159        | \$169,800        | \$156,491          | \$128,600        |

## Enterprise Systems Department (ES)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 4,533,074     | 4,420,067     | 5,567,749     | 5,255,040       | 5,485,131       | 5,485,131       | -              |
| M&S            | 398,436       | 473,613       | 78,600        | 405,731         | 25,200          | 25,200          | -              |
| Total          | \$4,931,510   | \$4,893,680   | \$5,646,349   | \$5,660,771     | \$5,510,331     | \$5,510,331     | -              |

Table 10. Enterprise Systems Department Budget

### Personnel Profile

| Position Title                           | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Enterprise Systems             | 1.00  | NU   | FT    | -  | 258,880     | 23             | 184,983 | 277,476 |
| Enterprise Architect, Principal          | 1.00  | NU   | FT    | -  | 195,129     | 20             | 145,546 | 218,318 |
| Manager, Enterprise Systems Applications | 1.00  | NU   | FT    | -  | 205,856     | 20             | 145,546 | 218,318 |
| Manager, Enterprise Systems Development  | 1.00  | NU   | FT    | -  | 197,240     | 20             | 145,546 | 218,318 |
| Manager, SRE & Database Services         | 1.00  | NU   | FT    | -  | 176,553     | 20             | 145,546 | 218,318 |
| Developer Analyst, Principal, Oracle     | 1.00  | NU   | FT    | -  | 180,496     | 19             | 134,166 | 201,251 |
| Database Architect, Senior               | 1.00  | NU   | FT    | -  | 166,562     | 18             | 123,570 | 185,355 |
| DBA, Senior, Oracle Applications         | 3.00  | NU   | FT    | -  | 523,454     | 18             | 123,570 | 185,355 |
| Engineer, Senior, Software               | 6.00  | NU   | FT    | -  | 933,717     | 18             | 123,570 | 185,355 |
| Developer, Senior, Oracle                | 1.00  | NU   | FT    | -  | 157,522     | 17             | 113,731 | 170,595 |
| Analyst, Senior, IT Systems              | 2.00  | NU   | FT    | -  | 279,147     | 16             | 104,587 | 156,881 |
| Engineer, Software                       | 6.00  | NU   | FT    | -  | 833,193     | 16             | 104,587 | 156,881 |
| Total                                    | 25.00 |      |       |    | \$4,107,750 |                |         |         |

Table 11. Enterprise Systems Department Personnel Profile

## Enterprise Systems Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,770,569        | 3,805,111        | 4,310,718        | 4,174,713          | 4,107,750        |
| Fringe                              | 1,264,854        | 1,388,792        | 1,428,800        | 1,377,740          | 1,377,381        |
| Capitalized Labor-Fringe            | -502,349         | -773,836         | -171,769         | -297,413           |                  |
| Total                               | \$4,533,074      | \$4,420,067      | \$5,567,749      | \$5,255,040        | \$5,485,131      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  |                  | 24,600           | 13,529             |                  |
| Temporary Help-Gen & Adm               | 383,961          | 464,603          | 50,000           | 390,173            | 25,100           |
| Copier & Printer Usage and Maintenance | 36               | 42               |                  | 12                 | 100              |
| Other Materials- Gen & Adm             |                  |                  | 4,000            | 2,001              |                  |
| Unreconciled P-Card Expense            | 4,597            | 8,968            |                  |                    |                  |
| Computer Equip under \$5,000           | 9,842            |                  |                  | 16                 |                  |
| Total                                  | \$398,436        | \$473,613        | \$78,600         | \$405,731          | \$25,200         |



## Intelligent Transportation Systems Department (ITS)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 3,963,762     | 4,364,462     | 4,729,493     | 4,809,806       | 4,671,198       | 4,671,198       | -              |
| M&S            | 7,734         | 18,376        | 90,600        | 130,088         | 31,100          | 31,100          | -              |
| Total          | \$3,971,496   | \$4,382,838   | \$4,820,093   | \$4,939,894     | \$4,702,298     | \$4,702,298     | -              |

Table 12. Intelligent Transportation Systems Department Budget

### Personnel Profile

| Position Title                               | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Intelligent Transportation Systems | 1.00  | NU   | FT    | -  | 239,565     | 22             | 170,901 | 256,354 |
| Manager, ITS Systems                         | 2.00  | NU   | FT    | -  | 371,974     | 20             | 145,546 | 218,318 |
| Engineer, Senior, Intelligent Transp Systems | 10.00 | NU   | FT    | -  | 1,590,799   | 18             | 123,570 | 185,355 |
| Engineer, Senior, Software                   | 4.00  | NU   | FT    | -  | 694,595     | 18             | 123,570 | 185,355 |
| Engineer, Intelligent Transportation Systems | 3.00  | NU   | FT    | -  | 347,003     | 16             | 104,587 | 156,881 |
| Engineer, Intelligent Transportation Systems | 2.00  | NU   | FT    | X  | 267,208     | 16             | 104,587 | 156,881 |
| Total                                        | 22.00 |      |       |    | \$3,511,144 |                |         |         |

Table 13. Intelligent Transportation Systems Department Personnel Profile

## Intelligent Transportation Systems Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,210,999        | 3,466,838        | 3,568,184        | 3,597,110          | 3,511,144        |
| Fringe                              | 945,128          | 1,149,006        | 1,161,309        | 1,226,236          | 1,160,054        |
| Capitalized Labor-Fringe            | -192,365         | -251,382         |                  | -13,540            |                  |
| Total                               | \$3,963,762      | \$4,364,462      | \$4,729,493      | \$4,809,806        | \$4,671,198      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 4,608            | 15,120           | 85,100           | 83,049             | 26,000           |
| Copier & Printer Usage and Maintenance | 76               | 130              |                  | 84                 | 200              |
| Equip/Furn < \$5,000-Gen & Adm         |                  | 674              |                  |                    |                  |
| Other Materials- Gen & Adm             | 3,017            | 99               | 5,500            | 46,955             | 2,900            |
| Unreconciled P-Card Expense            |                  | 3                |                  |                    |                  |
| Computer Equip under \$5,000           | 33               | 2,350            |                  |                    | 2,000            |
| Total                                  | \$7,734          | \$18,376         | \$90,600         | \$130,088          | \$31,100         |



## TriMet Fact

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In 2025, The American Council of Engineering Companies (ACEC) Oregon Chapter recognized TriMet's "A Better Red" project with a best in transportation category award. The Better Red project extended MAX Red Line west to serve 10 more stations in Beaverton and Hillsboro, and improved schedule reliability for the entire MAX system. The project brought nearly \$100 million in federal funds and creates jobs for the region.

# Labor Relations & Human Resources Division

## Division Overview

### Mission

The Labor Relations and Human Resources Division's purpose is for TriMet to be a place where talented people want to come, stay and thrive.

### Auhtorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 47.80         | 65.60         | 65.80         | 56.80           | 56.80           | 56.80           | -              |

Table 1. Labor Relations & Human Resources Division Authorized FTEs

### Budget Summary

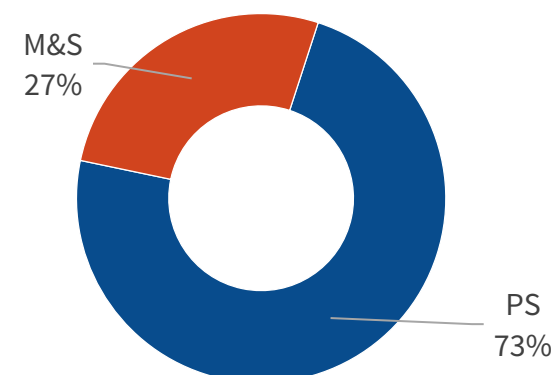
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 6,337,382     | 8,203,867     | 10,152,568    | 9,702,440       | 9,413,854       | 9,413,854       | -              |
| MS             | 2,791,705     | 3,126,349     | 3,877,900     | 3,568,568       | 3,427,900       | 3,427,900       | -              |
| Total          | \$9,129,087   | \$11,330,216  | \$14,030,468  | \$13,271,008    | \$12,841,754    | \$12,841,754    | -              |

Table 2. Labor Relations & Human Resources Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$1.2 million (-8.5%), declining from \$14.0 million to \$12.8 million. Personnel Services decrease by \$738.7K (-7.3%), while Materials & Services decrease by \$450.0K (-11.6%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 73% (\$9.4 million) of the total budget, while Materials & Services account for approximately 27% (\$3.4 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Human Resources Administration (HRA):** Responsible for aligning the division on strategy, objectives, and project ownership to establish TriMet as a place where talented people want to come, stay and thrive.
- **Benefits & HRIS (BH):** Manages the agency's benefits programs ensuring a competitive benefits package, including employee wellness initiatives, administration of benefits related initiatives in the HR manual, collective bargaining agreement, and other procedures, and utilizing our HRIS system to ensure access to benefits.
- **Talent Management (TM):** Responsible for talent acquisition, talent development, performance management, succession planning and career development, employee engagement and recognition.
- **Labor Relations (LR):** Responsible for ensuring effective administration of the collective bargaining agreement, bargaining labor agreements, managing discipline and grievance processes, and facilitating successful and sustainable operational practices that respect and value the workforce.
- **Compensation (C):** Manages the agency's compensation program, HR data analysis, performance management, and human capital systems.
- **LRHR Legal Compliance (LC):** Provides advice to Agency and Division on labor & employment laws and regulations; oversees workplace accommodations, EEO investigations, administrative responses (ERB, BOLI, EEOC, DOL), HR policy manual, personnel files, and various other LRHR programs that involve legal compliance.

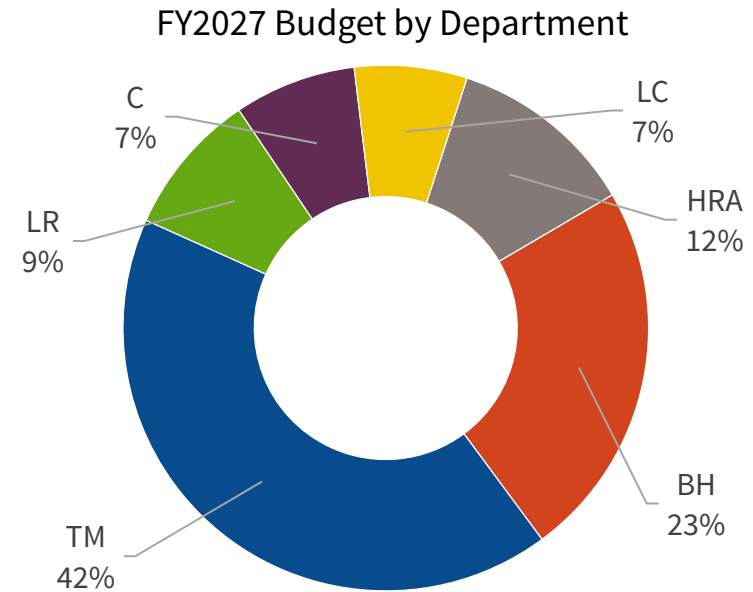
## Budget by Department

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| HRA        | 1,312,009     | 1,259,485     | 1,572,091     | 1,270,466       | 1,481,760       | 1,481,760       | -              |
| BH         | 2,063,933     | 2,634,595     | 2,836,294     | 3,016,579       | 2,991,782       | 2,991,782       | -              |
| TM         | 3,888,793     | 4,946,343     | 7,118,156     | 6,595,700       | 5,380,035       | 5,380,035       | -              |
| LR         | 1,215,469     | 1,338,848     | 1,449,351     | 1,324,725       | 1,135,858       | 1,135,858       | -              |
| C          | 648,883       | 1,150,945     | 1,054,576     | 1,063,538       | 964,241         | 964,241         | -              |
| LC         | -             | -             | -             | -               | 888,078         | 888,078         | -              |
| Total      | \$9,129,087   | \$11,330,216  | \$14,030,468  | \$13,271,008    | \$12,841,754    | \$12,841,754    | -              |

Table 3. Labor Relations & Human Resources Division Budget by Department

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$1.2 million (-8.5%), declining from \$14.0 million to \$12.8 million. Talent Management (TM) decreases by \$1.7 million (-24.4%), Labor Relations (LR) decreases by \$313.4K (-21.6%), and Compensation (C) decreases by \$90.3K (-8.6%), while Benefits & HRIS (BH) increases by \$155.5K (+5.5%) and Human Resources Administration (HRA) decreases by \$90.3K (-5.7%). Legal Compliance (LC) reflects a new budget of \$888.1K beginning in FY2027.

For the FY2027 Approved Budget, Talent Management represents 42% (\$5.37 million) of the total budget, Benefits & HRIS accounts for 23% (\$3.0 million), Human Resources Administration represents 12% (\$1.48 million), Labor Relations represents 9% (\$1.13 million), LRHR Legal Compliance represents 7% (\$888.1K), and Compensation comprises 7% (\$964.2K).



## FY2026 Accomplishments

### Continue to Build an Adaptable, Safe, and Thriving Workplace

- Benefits on boarded and trained four new positions/employees.
- Implemented New Union Contract provisions including Childcare Reimbursement Program.
- Improved EEO/HR investigation program and provided training to managers regarding conducting effective workplace investigations.
- Provided training and guidance to labor relations staff on defending labor arbitrations, and to other LRHR staff on defending BOLI/EEOC charges, ensuring that labor arbitrations and agency charges are handled effectively and efficiently.
- Leveraged existing technology and internal talent to improve the efficiency in which personnel transactions are entered and approved into our HR database.
- Implemented New & Improved Wellness Program, including a virtual physical therapy program Sword.
- Improved workplace accommodation programs and processes (ADA, religious, safety, pregnancy, etc.).
- Learning and Development launched Cohort 2 of FLEET, a robust frontline leaders training certificate program designed for Transportation and Maintenance assistant managers and managers. By the end of FY2026 over 20% of assistant managers will have completed the FLEET program.
- Learning and Development launched a 5-day, “First Stop” onboarding program for new union employees. In calendar year 2025, 257 employees completed the program.
- Learning and Development designed and delivered over 25 custom eLearning modules for various departments, saving over \$500,000 and our internal instructors’ time while also making training and information available 24/7 to employees.

### Ensure Financial Stability & Stewardship

- Created recurring monthly reports at the division, department, and functional levels for overtime use reporting as a tool for overtime management, raising awareness and ensuring that there is a continual focus on overtime spending. Overtime hours were reduced by 13 percent during the first six months of FY2025 following an initial rollout of this reporting.
- Effective defense of LRHR related administrative charges (BOLI, EEOC, DOL, ERB), reducing risk of further litigation or administrative penalties.

### Increase Investment in Safe & Reliable Infrastructure

- Leveraged existing technology and internal talent to improve the efficiency in which personnel transactions are entered and approved into our HR database.



## FY2027 Goals and Objectives

### Continue to Build an Adaptable, Safe, and Thriving Workplace

- **(HRA, LR)** Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2027.
- **(HRA)** Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2027.
- **(HRA, TM)** Support leadership and skills development across the agency, with particular focus in transportation and maintenance management positions. Timeline through June 30, 2027.
- **(HRA)** Provide Functional Project Lead and SMEs to consultant and Agency for planning and delivery of a modern ERP platform, replacing the current Oracle EBS system.
- **(BH)** Regularly conduct employee surveys and collaborate with employee communications for awareness and engagement. Timeline through June 30, 2027.
- **(BH, TM)** Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2027.
- **(BH)** Implement Paid Leave Oregon employee written notification requirement.
- **(TM)** Focus on employee engagement through delivery of the Your Voice survey. Timeline through June 30, 2027.
- **(C, LR)** Engage with employees based on results from the engagement survey and develop initiatives accordingly. Timeline through June 30, 2027.
- **(C)** Implement compensation-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2027
- **(C)** Continue to survey market to ensure a competitive compensation program.
- **(LC)** Improve HR/EEO investigation program and workplace accommodation programs, and provide training to management on same.
- **(LC)** Oversee and improve new occupational health contract. Partner with Risk Management on Workplace Compliance Committee.

### Ensure Financial Stability and Stewardship

- **(HRA)** Identify key strategic HR initiatives to achieve TriMet's financial goals.
- **(LC)** Effective legal defense of ULPs, agency charges related to labor and employment (EEOC/BOLI/DOL), and strategic oversight regarding labor arbitrations and employment litigation.

## Human Resources Administration Department (HRA)

The Human Resources Administration Department is responsible for aligning the division on strategy, objectives, and project ownership to establish TriMet as a place where 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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 448,784       | 481,994       | 740,491       | 626,153         | 720,060         | 720,060         | -              |
| M&S            | 863,225       | 777,491       | 831,600       | 644,313         | 761,700         | 761,700         | -              |
| Total          | \$1,312,009   | \$1,259,485   | \$1,572,091   | \$1,270,466     | \$1,481,760     | \$1,481,760     | -              |

Table 4. Human Resources Administration Department Budget

### Personnel Profile

| Position Title                          | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-----------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Chief Labor and Human Resources Officer | 1.00 | NU   | FT    | -  | 322,934     | 27             | 253,765 | 380,648 |
| Assistant, Executive Administrative     | 1.00 | NU   | FT    | -  | 93,350      | 12             | 74,231  | 111,344 |
| Total                                   | 2.00 |      |       |    | \$416,285   |                |         |         |

Table 5. Human Resources Administration Department Personnel Profile

## Human Resources Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 371,243          | 405,525          | 617,451          | 510,122            | 607,276          |
| Fringe                              | 77,541           | 76,469           | 123,040          | 116,031            | 112,784          |
| Total                               | \$448,784        | \$481,994        | \$740,491        | \$626,153          | \$720,060        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 8,675            | 31,832           | 110,000          | 56,889             | 32,000           |
| Professional & Technical-Gen & Adm     | 141,500          | 97,672           | 128,500          | 194,435            | 51,600           |
| Recruitment Expense                    | 30,311           |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance | 31               | 206              |                  | 28                 | 11,500           |
| Software Hosting/Subscription Services |                  |                  |                  |                    | 8,600            |
| Cab Service - EE Ride home-Gen & Adm   |                  |                  |                  | 58                 |                  |
| Other Services- Gen & Adm              | 90,163           | 4,274            | 5,000            | 5,305              | 24,700           |
| Office Supplies                        | 2,131            | 9,369            | 3,000            | 3,422              | 16,000           |
| Other Materials- Gen & Adm             | 9,183            | 2,254            | 5,000            | 2,718              | 500              |
| Unreconciled P-Card Expense            |                  | 1,487            |                  |                    |                  |
| Postage - Gen & Admin                  |                  |                  | 1,000            | 599                | 900              |
| Computer Equip under \$5,000           |                  |                  |                  |                    | 8,500            |
| Community Outreach                     |                  |                  |                  |                    | 5,000            |
| Telephone                              | 23,359           | 23,613           | 7,000            | 10,912             | 26,500           |
| NU-Dues & Subscriptions                | 3,685            | 7,360            | 3,500            | 3,678              | 14,000           |
| NU-Local Travel & Meetings             | 5,395            | 4,879            | 5,000            | 1,844              | 15,000           |
| NU-Education & Training - Gen & Adm    | 49,141           | 55,828           | 73,000           | 44,911             | 56,800           |
| NU-Out-Of-Town Travel                  | 19,686           | 31,140           | 15,000           | 13,234             | 40,000           |
| Union Contractual Services             | 123,911          | 424,921          | 465,600          | 275,432            | 380,100          |
| Fines & Penalties                      |                  | 17,131           |                  |                    | 60,000           |
| Employee Recognition                   | 344,764          | 45,320           |                  |                    |                  |
| Employee Awards                        | 11,290           | 20,205           | 10,000           | 30,848             | 10,000           |
| Total                                  | \$863,225        | \$777,491        | \$831,600        | \$644,313          | \$761,700        |

## Benefits & HRIS Department (BH)

The Benefits & HRIS Department is responsible for ensuring a competitive benefits package, utilizing the HRIS system to enhance the employee benefit program, and designing flexibility for benefits related initiatives in the HR policies and procedures.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 1,124,192          | 1,524,730          | 1,838,194          | 1,855,980          | 1,909,982          | 1,909,982          | -              |
| M&S            | 939,741            | 1,109,865          | 998,100            | 1,160,599          | 1,081,800          | 1,081,800          | -              |
| <b>Total</b>   | <b>\$2,063,933</b> | <b>\$2,634,595</b> | <b>\$2,836,294</b> | <b>\$3,016,579</b> | <b>\$2,991,782</b> | <b>\$2,991,782</b> | <b>-</b>       |

Table 6. Benefits & HRIS Department Budget

### Personnel Profile

| Position Title                              | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|---------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Benefits & HRIS                   | 1.00         | NU   | FT    | -  | 192,677            | 20             | 145,546 | 218,318 |
| Program Manager, HRIS                       | 1.00         | NU   | FT    | -  | 148,807            | 16             | 104,587 | 156,881 |
| Administrator, Senior, Benefits             | 1.00         | NU   | FT    | -  | 118,568            | 14             | 88,247  | 132,372 |
| Administrator, Senior, Pension & Retirement | 1.00         | NU   | FT    | -  | 114,927            | 14             | 88,247  | 132,372 |
| Analyst, Senior, Leave & Disability         | 1.00         | NU   | FT    | -  | 110,233            | 14             | 88,247  | 132,372 |
| Program Coordinator, Wellness               | 1.00         | NU   | FT    | -  | 68,943             | 11             | 67,999  | 102,001 |
| Specialist, Senior, Benefits                | 4.00         | NU   | FT    | -  | 363,888            | 11             | 67,999  | 102,001 |
| Specialist, Leave & Disability              | 1.00         | NU   | FT    | -  | 80,246             | 10             | 62,259  | 93,386  |
| Specialist, Pension and Retirement          | 1.00         | NU   | FT    | -  | 88,130             | 10             | 62,259  | 93,386  |
| Clerk, Benefits Customer Service            | 1.00         | NU   | FT    | -  | 62,629             | 8              | 52,046  | 78,069  |
| <b>Total</b>                                | <b>13.00</b> |      |       |    | <b>\$1,349,048</b> |                |         |         |

Table 7. Benefits & HRIS Department Personnel Profile

## Benefits &amp; HRIS Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 829,722          | 1,115,153        | 1,309,615        | 1,347,264          | 1,349,048        |
| Fringe                              | 294,470          | 409,577          | 528,579          | 508,716            | 560,934          |
| Total                               | \$1,124,192      | \$1,524,730      | \$1,838,194      | \$1,855,980        | \$1,909,982      |

| Materials & Services Expense Category             | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm                | 2,193            | 4,514            | 12,000           | 6,587              | 5,000            |
| DOTS Renewal Medical Svcs                         | 492              | 2,895            |                  | 161                | 2,900            |
| Health Benefit Consultant                         | 245,316          | 323,043          | 310,600          | 381,679            | 330,000          |
| BenefitHelp Solutions FSA 3rd Party Administrator | 10,132           | 10,565           | 12,000           | 11,303             | 12,000           |
| FMLA/OFLA 3rd Party Administrator                 | 313,824          | 341,878          | 300,000          | 328,035            | 341,900          |
| Copier & Printer Usage and Maintenance            | 1,515            | 4,448            |                  | 1,746              |                  |
| Compensation Survey Services                      | -16,205          |                  |                  |                    |                  |
| Other Services- Gen & Adm                         | 207,020          | 265,345          | 80,000           | 158,735            |                  |
| Office Supplies                                   | 107              | 175              |                  | 47                 |                  |
| Equip/Furn < \$5,000-Gen & Adm                    | 482              |                  |                  |                    |                  |
| Other Materials- Gen & Adm                        | 42,899           | 10,287           | 35,000           | 43,890             |                  |
| Postage - Gen & Admin                             | 20,477           | 11,287           | 30,000           | 34,380             | 15,000           |
| NU-Dues & Subscriptions                           |                  | 299              |                  |                    |                  |
| Agency Training                                   |                  |                  | 150,000          | 91,237             |                  |
| Employee Relations                                | 111,489          | 135,129          | 68,500           | 102,799            | 375,000          |
| Total                                             | \$939,741        | \$1,109,865      | \$998,100        | \$1,160,599        | \$1,081,800      |

## Talent Management Department (TM)

The Talent Management Department is responsible for talent acquisition, succession planning and career development, training and development, performance management, and employee engagement.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 3,011,552     | 4,104,418     | 5,175,556     | 4,941,172       | 3,921,535       | 3,921,535       | -              |
| M&S            | 877,241       | 841,925       | 1,942,600     | 1,654,528       | 1,458,500       | 1,458,500       | -              |
| Total          | \$3,888,793   | \$4,946,343   | \$7,118,156   | \$6,595,700     | \$5,380,035     | \$5,380,035     | -              |

Table 8. Talent Management Department Department Budget

### Personnel Profile

| Position Title                                | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Senior Director, Talent Management            | 1.00 | NU   | FT    | -  | 245,363     | 22             | 170,901 | 256,354 |
| Director, Learning & Development              | 1.00 | NU   | FT    | -  | 181,946     | 19             | 134,166 | 201,251 |
| Manager, Talent Acquisition                   | 1.00 | NU   | FT    | -  | 139,627     | 18             | 123,570 | 185,355 |
| HR Business Partner                           | 2.00 | NU   | FT    | -  | 275,362     | 17             | 113,731 | 170,595 |
| Manager, Employee Engagement & Retention      | 1.00 | NU   | FT    | -  | 128,403     | 17             | 113,731 | 170,595 |
| Talent Development Partner                    | 1.00 | NU   | FT    | -  | 140,626     | 17             | 113,731 | 170,595 |
| Assistant Manager, Recruiting                 | 1.00 | NU   | FT    | -  | 122,978     | 15             | 96,124  | 144,186 |
| Program Manager, Learning Management System   | 1.00 | NU   | FT    | -  | 122,321     | 15             | 96,124  | 144,186 |
| Coordinator, Senior, Training & Development   | 3.00 | NU   | FT    | -  | 316,366     | 14             | 88,247  | 132,372 |
| Project Manager, Senior                       | 1.00 | NU   | FT    | -  | 106,303     | 14             | 88,247  | 132,372 |
| Coordinator, Senior, Human Resources Programs | 2.00 | NU   | FT    | -  | 194,098     | 13             | 80,965  | 121,448 |
| Recruiter                                     | 1.00 | NU   | FT    | -  | 78,812      | 12             | 74,231  | 111,344 |
| Coordinator, Senior, Employee Recognition     | 1.00 | NU   | FT    | -  | 75,379      | 11             | 67,999  | 102,001 |
| Coordinator, Training & Development           | 1.00 | NU   | FT    | -  | 77,413      | 11             | 67,999  | 102,001 |
| Coordinator, Training & Development           | 0.80 | NU   | PT    | -  | 65,608      | 11             | 67,999  | 102,001 |
| Recruiter, Associate                          | 3.00 | NU   | FT    | -  | 216,852     | 10             | 62,259  | 93,386  |
| Recruiter, Associate                          | 1.00 | NU   | FT    | X  | 62,335      | 10             | 62,259  | 93,386  |
| Assistant, Senior Administrative              | 1.00 | NU   | FT    | -  | 76,149      | 9              | 56,940  | 85,408  |

| Position Title                    | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min    | Max    |
|-----------------------------------|-------|------|-------|----|-------------|----------------|--------|--------|
| Coordinator, Employee Recognition | 1.00  | NU   | FT    | -  | 65,086      | 9              | 56,940 | 85,408 |
| Specialist, Senior, Recruiting    | 1.00  | NU   | FT    | X  | 79,851      | 9              | 56,940 | 85,408 |
| Total                             | 25.80 |      |       |    | \$2,770,878 |                |        |        |

Table 9. Talent Management Department Personnel Profile



## Talent Management Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 2,216,251        | 2,993,957        | 3,636,416        | 3,465,776          | 2,770,879        |
| Fringe                              | 795,301          | 1,110,461        | 1,539,140        | 1,475,396          | 1,150,656        |
| Total                               | \$3,011,552      | \$4,104,418      | \$5,175,556      | \$4,941,172        | \$3,921,535      |

| Materials & Services Expense Category                | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm                   | 248,351          | 64,640           | 139,600          | 86,546             | 152,400          |
| Recruitment Expense                                  | 123,022          | 168,226          | 396,200          | 229,117            | 135,000          |
| Temporary Help-Gen & Adm                             | 503              |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance               | 1,564            | 5,733            |                  | 2,304              |                  |
| Other Services- Gen & Adm                            | 2,114            | 16,319           | 40,000           | 21,053             |                  |
| Office Supplies                                      | 190              | 522              |                  | 422                |                  |
| Equip/Furn < \$5,000-Gen & Adm                       | 549              |                  |                  |                    |                  |
| Other Materials- Gen & Adm                           |                  | 2,972            |                  |                    |                  |
| Unreconciled P-Card Expense                          | 12,972           | 10,867           |                  | 252                |                  |
| NU-Dues & Subscriptions                              | 299              | 40               |                  |                    |                  |
| NU-Local Travel & Meetings                           |                  | 200              |                  |                    |                  |
| NU-Education & Training - Gen & Adm                  | 4,839            | 76               |                  | 3,599              |                  |
| UNION-Training Tuition Payment Program Reimbursement | 66,960           | 53,292           | 625,200          | 361,136            | 424,500          |
| MGMT-Tuition Reimbursement                           | 60,781           | 82,828           | 107,600          | 79,578             | 107,600          |
| Agency Training                                      | 355,097          | 435,893          | 250,000          | 362,117            | 400,000          |
| NU-Out-Of-Town Travel                                |                  | 317              |                  |                    |                  |
| Union-MGMT-Tuition Reimbursement                     |                  |                  |                  | 12,950             |                  |
| Employee Recognition                                 |                  |                  | 384,000          | 495,454            | 239,000          |
| Total                                                | \$877,241        | \$841,925        | \$1,942,600      | \$1,654,528        | \$1,458,500      |

## Labor Relations Department (LR)

The Labor Relations Department is responsible for ensuring effective administration of the collective bargaining agreement, bargaining labor agreements, managing discipline and grievance processes, and facilitating successful and sustainable operational practices that respect and value the workforce.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,203,097     | 1,311,743     | 1,439,351     | 1,315,602       | 1,135,858       | 1,135,858       | -              |
| M&S            | 12,372        | 27,105        | 10,000        | 9,123           | -               | -               | -              |
| Total          | \$1,215,469   | \$1,338,848   | \$1,449,351   | \$1,324,725     | \$1,135,858     | \$1,135,858     | -              |

Table 10. Labor Relations Department Budget

### Personnel Profile

| Position Title                          | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-----------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Labor Relations               | 1.00 | NU   | FT    | -  | 198,765     | 21             | 157,787 | 236,683 |
| Manager, Labor Relations                | 1.00 | NU   | FT    | -  | 170,362     | 19             | 134,166 | 201,251 |
| Program Manager, Labor Relations        | 2.00 | NU   | FT    | -  | 278,392     | 17             | 113,731 | 170,595 |
| Representative, Senior, Labor Relations | 1.00 | NU   | FT    | -  | 107,777     | 15             | 96,124  | 144,186 |
| Assistant, Senior Administrative        | 1.00 | NU   | FT    | -  | 76,544      | 9              | 56,940  | 85,408  |
| Total                                   | 6.00 |      |       |    | \$831,841   |                |         |         |

Table 11. Labor Relations Department Personnel Profile

## Labor Relations Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 918,110          | 960,030          | 1,053,984        | 969,588            | 831,841          |
| Fringe                              | 284,987          | 351,713          | 385,367          | 346,014            | 304,017          |
| Total                               | \$1,203,097      | \$1,311,743      | \$1,439,351      | \$1,315,602        | \$1,135,858      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 254              |                  | 499                |                  |
| Copier & Printer Usage and Maintenance | 538              | 791              |                  | 358                |                  |
| Other Services- Gen & Adm              | 1,960            | 5,933            | 10,000           | 5,001              |                  |
| Office Supplies                        | 813              |                  |                  | 76                 |                  |
| Unreconciled P-Card Expense            | 7                |                  |                  |                    |                  |
| Telephone                              | 9,054            | 10,121           |                  | 2,489              |                  |
| NU-Dues & Subscriptions                |                  | 345              |                  | 244                |                  |
| NU-Education & Training - Gen & Adm    |                  | 886              |                  | 150                |                  |
| NU-Out-Of-Town Travel                  |                  | 8,775            |                  | 306                |                  |
| Total                                  | \$12,372         | \$27,105         | \$10,000         | \$9,123            |                  |

## Compensation Department (C)

The Compensation Department is responsible for managing the agency's compensation, HR data analysis, performance management, and human capital systems. These programs support TriMet's business plan goal to recruit, retain, and engage a talented workforce.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 549,757       | 780,982       | 958,976       | 963,533         | 878,341         | 878,341         | -              |
| M&S            | 99,126        | 369,963       | 95,600        | 100,005         | 85,900          | 85,900          | -              |
| Total          | \$648,883     | \$1,150,945   | \$1,054,576   | \$1,063,538     | \$964,241       | \$964,241       | -              |

Table 12. Compensation Department Budget

### Personnel Profile

| Position Title                         | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Compensation                 | 1.00 | NU   | FT    | -  | 204,195     | 20             | 145,546 | 218,318 |
| Program Manager, Human Capital Systems | 1.00 | NU   | FT    | -  | 125,025     | 16             | 104,587 | 156,881 |
| Analyst, Senior, Compensation          | 2.00 | NU   | FT    | -  | 215,215     | 15             | 96,124  | 144,186 |
| Analyst, Senior, Human Resources Data  | 1.00 | NU   | FT    | -  | 93,284      | 14             | 88,247  | 132,372 |
| Total                                  | 5.00 |      |       |    | \$637,720   |                |         |         |

Table 13. Compensation Department Personnel Profile

### Compensation Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 415,001          | 587,863          | 692,170          | 711,408            | 637,720          |
| Fringe                              | 134,756          | 193,119          | 266,806          | 252,125            | 240,621          |
| Total                               | \$549,757        | \$780,982        | \$958,976        | \$963,533          | \$878,341        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 5,235            | 23,582           | 6,100            | 13,059             | 6,000            |
| Copier & Printer Usage and Maintenance | 167              | 298              |                  | 66                 |                  |
| Compensation Survey Services           | 88,090           | 80,280           | 87,600           | 84,928             | 79,900           |
| Other Materials- Gen & Adm             | 2,124            | 925              | 1,900            | 1,872              |                  |
| Unreconciled P-Card Expense            | 3,510            | 104              |                  |                    |                  |
| Employee Recognition                   |                  | 264,774          |                  | 80                 |                  |
| Total                                  | \$99,126         | \$369,963        | \$95,600         | \$100,005          | \$85,900         |

## LRHR Legal Compliance Department (LC)

Provides advice to agency and division on labor & employment laws and regulations; oversees workplace accommodations, EEO investigations, HR policy manual, personnel files, ULPs and agency charges (EEOC/BOLI/DOL), Occupational Health contract (DOT exams, FFD exams), and various other LRHR programs that involve legal compliance.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed  | FY2027 Approved  | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|------------------|------------------|----------------|
| PS             | -             | -             | -             | -               | 848,078          | 848,078          | -              |
| M&S            | -             | -             | -             | -               | 40,000           | 40,000           | -              |
| <b>Total</b>   | -             | -             | -             | -               | <b>\$888,078</b> | <b>\$888,078</b> | -              |

Table 14. LRHR Legal Compliance Department Budget

### Personnel Profile

| Position Title                               | FTE         | U/NU | FT/PT | LT | Base Salary      | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|-------------|------|-------|----|------------------|----------------|---------|---------|
| Director, LRHR Compliance                    | 1.00        | NU   | FT    | -  | 206,258          | 22             | 170,901 | 256,354 |
| Deputy General Counsel, Labor Employment Law | 1.00        | NU   | FT    | -  | 154,462          | 18             | 123,570 | 185,355 |
| Senior Human Resource Generalist             | 1.00        | NU   | FT    | -  | 92,020           | 14             | 88,247  | 132,372 |
| HR Generalist                                | 1.00        | NU   | FT    | -  | 81,324           | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative             | 1.00        | NU   | FT    | -  | 78,312           | 9              | 56,940  | 85,408  |
| <b>Total</b>                                 | <b>5.00</b> |      |       |    | <b>\$612,376</b> |                |         |         |

Table 15. LRHR Legal Compliance Department Personnel Profile

## LRHR Legal Compliance Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  |                  |                  |                    | 612,376          |
| Fringe                              |                  |                  |                  |                    | 235,702          |
| Total                               |                  |                  |                  |                    | \$848,078        |

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                 |                  |                  |                  |                    | 40,000           |
| Total                                 |                  |                  |                  |                    | \$40,000         |



# Legal Services Division

## Division Overview

### Mission

The Legal Services Division provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board and staff. The team works with all TriMet divisions to accomplish the agency's mission and goals within legal, financial, business, and ethical parameters.

### Authorized FTEs

|       | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total | 26.00         | 24.00         | 25.50         | 24.50           | 24.50           | 24.50           | -              |

Table 1. Legal Services Division Authorized FTEs

### Budget Summary

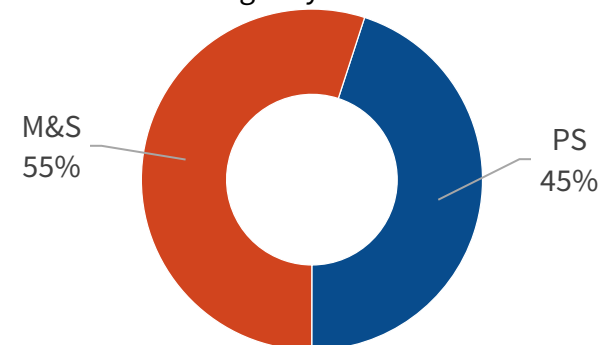
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 4,383,844     | 4,245,464     | 4,754,022     | 4,560,039       | 4,953,575       | 4,953,575       | -              |
| M&S            | 1,123,010     | 4,235,676     | 6,023,300     | 5,330,312       | 6,049,600       | 6,049,600       | -              |
| Total          | \$5,506,854   | \$8,481,140   | \$10,777,322  | \$9,890,351     | \$11,003,175    | \$11,003,175    | -              |

Table 2. Legal Services Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$225.9K (+2.1%), rising from \$10.8 million to \$11.0 million. Personnel Services increase by \$199.5K (+4.2%), while Materials & Services increase by \$26.3K (+0.4%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 45% (\$4.9 million) of the total budget, while Materials & Services account for approximately 55% (\$6.1 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Legal Services Administration (LSA):** Provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board of Directors, Executive Team and staff.
- **Litigation (L):** Works with all TriMet divisions to accomplish TriMet's mission and goals of reducing legal liability within legal, ethical, financial and business parameters.
- **Real Estate & Transit Oriented Development (RTOD):** Provides thorough and timely legal assistance to the TriMet Board of Directors, Executive Team and staff for all real estate and development needs.

## Budget by Departments

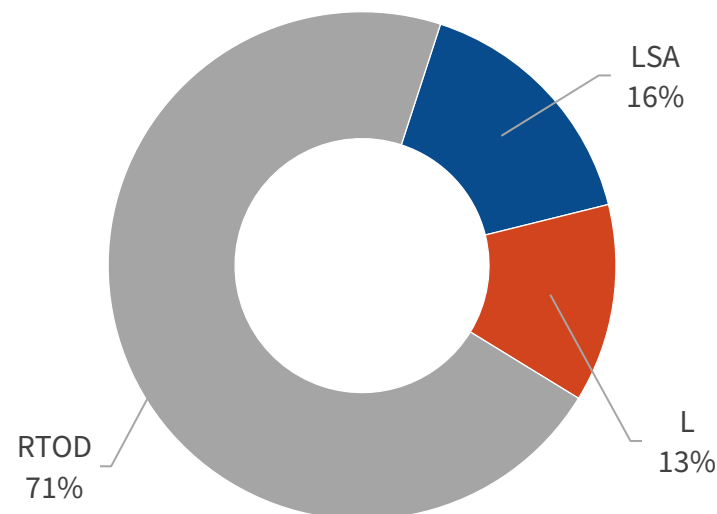
| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| LSA        | 1,684,619     | 1,667,110     | 1,948,266     | 1,783,389       | 1,767,645       | 1,767,645       | -              |
| L          | 1,295,156     | 1,432,044     | 1,438,070     | 1,408,446       | 1,383,752       | 1,383,752       | -              |
| RTOD       | 2,527,079     | 5,381,986     | 7,390,986     | 6,698,516       | 7,851,778       | 7,851,778       | -              |
| Total      | \$5,506,854   | \$8,481,140   | \$10,777,322  | \$9,890,351     | \$11,003,175    | \$11,003,175    | -              |

Table 3. Legal Services Division Budget by Department

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$225.9K (+2.1%), rising from \$10.8 million to \$11.0 million. Real Estate & Transit Oriented Development (RTOD) increases by \$460.8K (+6.2%), while Legal Services Administration (LSA) decreases by \$180.6K (-9.3%) and Litigation (L) decreases by \$54.3K (-3.8%).

For the FY2027 Approved Budget, RTOD comprises 71% (\$7.9 million) of the total budget, Legal Services Administration (LSA) accounts for 16% (\$1.8 million), and Litigation (L) represents 13% (\$1.4 million).

FY2027 Budget by Department



## FY2026 Accomplishments

### Elevate the Customer Experience

TriMet finalized an agreement with Multnomah County to support development of the new 95,000-sf East County Library in Gresham. The project repurposes portions of an underutilized park-and-ride and includes coordinated public realm improvements adjacent to the Gresham City Hall MAX Station. The library is projected to open in Spring 2026.

### Advance TriMet's Value to the Region

TriMet implemented the GovQA platform to streamline public records request processing under Oregon Public Records Law, automating statutory acknowledgments and improving compliance. The system is projected to save approximately 139 labor hours annually. TriMet received and processed 911 public records requests in 2025, the highest volume since tracking began in 2012.

## FY2027 Goals and Objectives

### Advance TriMet's Value to the Region

- **(LSA)** Continue to fully develop and implement strategy and actions to achieve TriMet's strategic plan. This is an ongoing, continuous effort.
- **(LSA)** As part of TriMet's Information Governance Program, develop TriMet specific records retention schedules and guidance as a resource for divisions to support compliance with state and federal laws and regulations.
- **(RTOD)** Repurposing TriMet property to something the community can benefit from.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- **(L)** Engage with employees informed by results of engagement survey and initiatives developed as a result. Completion is targeted for June 30, 2027.
- **(L)** Develop and implement succession program. Timeline through June 30, 2027

### Increase Investment in Safe and Reliable Infrastructure

- **(RTOD)** Acquire the former Greyhound bus terminal site at 550 NW 6th Avenue for construction of an off-street operator layover facility, meeting TriMet's obligation to the City of Portland and providing operators with a safe, secure, and efficient restroom, breakroom, and layover facility.
- **(RTOD)** Complete project development and construction of the Hollywood HUB project and provide support to the 82nd Avenue Transit Project through project design regarding property acquisition, helping minimize property impacts and reduce costs.
- **(LSA)** Modernizing and increasing efficiency of our public records request process.

## Legal Services Administration Department (LSA)

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.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 1,517,772          | 1,463,197          | 1,613,266          | 1,554,321          | 1,627,945          | 1,627,945          | -              |
| M&S            | 166,847            | 203,913            | 335,000            | 229,068            | 139,700            | 139,700            | -              |
| <b>Total</b>   | <b>\$1,684,619</b> | <b>\$1,667,110</b> | <b>\$1,948,266</b> | <b>\$1,783,389</b> | <b>\$1,767,645</b> | <b>\$1,767,645</b> | <b>-</b>       |

Table 4. Legal Services Administration Department Budget

### Personnel Profile

| Position Title                                 | FTE         | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|------------------------------------------------|-------------|------|-------|----|--------------------|----------------|---------|---------|
| Chief Legal Services Officer & General Counsel | 1.00        | NU   | FT    | -  | 357,827            | 27             | 253,765 | 380,648 |
| Deputy General Counsel, Senior                 | 1.00        | NU   | FT    | -  | 186,000            | 20             | 145,546 | 218,318 |
| Director, Information Governance               | 1.00        | NU   | FT    | -  | 160,831            | 17             | 113,731 | 170,595 |
| Analyst, Senior, ADA and Title VI Compliance   | 1.00        | NU   | FT    | -  | 118,574            | 16             | 104,587 | 156,881 |
| Analyst, Senior, Records                       | 1.00        | NU   | FT    | -  | 120,999            | 14             | 88,247  | 132,372 |
| Analyst, Records                               | 1.00        | NU   | FT    | -  | 87,150             | 12             | 74,231  | 111,344 |
| Executive Assistant, Legal & Board             | 1.00        | NU   | FT    | -  | 106,413            | 12             | 74,231  | 111,344 |
| <b>Total</b>                                   | <b>7.00</b> |      |       |    | <b>\$1,137,793</b> |                |         |         |

Table 5. Legal Services Administration Department Personnel Profile

## Legal Services Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 1,152,965        | 1,122,003        | 1,240,153        | 1,153,727          | 1,240,511        |
| Fringe                              | 364,807          | 341,194          | 382,399          | 405,236            | 387,434          |
| Capitalized Labor-Fringe            |                  |                  | -9,286           | -4,642             |                  |
| Total                               | \$1,517,772      | \$1,463,197      | \$1,613,266      | \$1,554,321        | \$1,627,945      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 26,120           | 63,778           | 73,700           | 48,270             | 20,000           |
| Professional & Technical-Gen & Adm     | 4,209            | 1,436            | 54,400           | 28,355             | 7,800            |
| Copier & Printer Usage and Maintenance | 850              | 2,143            |                  | 874                |                  |
| Other Services- Gen & Adm              | 2,217            | 2,729            | 15,000           | 8,582              | 5,000            |
| Office Supplies                        | 3,259            | 1,738            | 3,000            | 1,500              | 1,500            |
| Other Materials- Gen & Adm             | 11,213           | 4,988            | 14,000           | 7,299              | 4,000            |
| Unreconciled P-Card Expense            | 278              | 1,094            |                  |                    |                  |
| Computer Equip under \$5,000           | 5,820            | 1,823            |                  | 84                 |                  |
| Telephone                              | 8,736            | 9,266            | 5,000            | 5,794              | 5,000            |
| NU-Dues & Subscriptions                | 54,619           | 59,724           | 80,900           | 74,322             | 55,900           |
| NU-Local Travel & Meetings             | 1,853            | 2,401            | 7,000            | 5,123              | 3,500            |
| NU-Education & Training - Gen & Adm    | 26,990           | 28,856           | 27,000           | 16,692             | 25,000           |
| NU-Out-Of-Town Travel                  | 20,101           | 21,407           | 50,000           | 29,645             | 10,000           |
| Employee Recognition                   | 582              | 2,530            | 5,000            | 2,528              | 2,000            |
| Total                                  | \$166,847        | \$203,913        | \$335,000        | \$229,068          | \$139,700        |

## Litigation Department (L)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,290,178     | 1,429,777     | 1,418,070     | 1,397,928       | 1,378,752       | 1,378,752       | -              |
| M&S            | 4,978         | 2,267         | 20,000        | 10,518          | 5,000           | 5,000           | -              |
| Total          | \$1,295,156   | \$1,432,044   | \$1,438,070   | \$1,408,446     | \$1,383,752     | \$1,383,752     | -              |

Table 6. Litigation Department Budget

### Personnel Profile

| Position Title                 | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|--------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Legal Services       | 1.00 | NU   | FT    | -  | 230,725     | 23             | 184,983 | 277,476 |
| Manager, Litigation            | 1.00 | NU   | FT    | -  | 217,396     | 21             | 157,787 | 236,683 |
| Deputy General Counsel, Senior | 2.00 | NU   | FT    | -  | 357,938     | 20             | 145,546 | 218,318 |
| Paralegal Investigator         | 2.00 | NU   | FT    | -  | 236,080     | 14             | 88,247  | 132,372 |
| Total                          | 6.00 |      |       |    | \$1,042,139 |                |         |         |

Table 7. Litigation Department Personnel Profile

### Litigation Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 957,742          | 1,034,547        | 1,061,114        | 1,061,801          | 1,042,139        |
| Fringe                              | 332,436          | 395,230          | 356,956          | 336,127            | 336,613          |
| Total                               | \$1,290,178      | \$1,429,777      | \$1,418,070      | \$1,397,928        | \$1,378,752      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 3,061            |                  | 20,000           | 9,999              | 5,000            |
| Professional & Technical-Gen & Adm     |                  | 150              |                  | 50                 |                  |
| Copier & Printer Usage and Maintenance | 964              | 2,006            |                  | 469                |                  |
| Unreconciled P-Card Expense            | 953              | 111              |                  |                    |                  |
| Total                                  | \$4,978          | \$2,267          | \$20,000         | \$10,518           | \$5,000          |



## Real Estate & Transit Oriented Development Department (RTOD)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,575,894     | 1,352,490     | 1,722,686     | 1,607,790       | 1,946,878       | 1,946,878       | -              |
| M&S            | 951,185       | 4,029,496     | 5,668,300     | 5,090,726       | 5,904,900       | 5,904,900       | -              |
| Total          | \$2,527,079   | \$5,381,986   | \$7,390,986   | \$6,698,516     | \$7,851,778     | \$7,851,778     | -              |

Table 8. Real Estate & Transit Oriented Development Department Budget

### Personnel Profile

| 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    | -  | 206,302     | 21             | 157,787 | 236,683 |
| Program Manager, TOD Strategy                          | 1.00  | NU   | FT    | -  | 185,400     | 19             | 134,166 | 201,251 |
| Deputy General Counsel                                 | 1.00  | NU   | FT    | -  | 155,253     | 18             | 123,570 | 185,355 |
| Manager, Real Estate                                   | 1.00  | NU   | FT    | -  | 152,570     | 17             | 113,731 | 170,595 |
| Program Manager, TOD Design                            | 1.00  | NU   | FT    | -  | 142,475     | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Third-Party Projects          | 1.00  | NU   | FT    | -  | 117,470     | 15             | 96,124  | 144,186 |
| Surveyor, Senior, Right-Of-Way                         | 1.00  | NU   | FT    | -  | 136,475     | 15             | 96,124  | 144,186 |
| Coordinator, Senior, Property Acquisition & Relo       | 2.00  | NU   | FT    | -  | 245,741     | 14             | 88,247  | 132,372 |
| Coordinator, Senior, Property Acquisition & Relocation | 1.00  | NU   | FT    | X  | 110,310     | 14             | 88,247  | 132,372 |
| Coordinator, TOD Projects                              | 0.50  | NU   | PT    | -  | 72,012      | 14             | 88,247  | 132,372 |
| Assistant, Senior Administrative                       | 1.00  | NU   | FT    | -  | 77,834      | 9              | 56,940  | 85,408  |
| Total                                                  | 11.50 |      |       |    | \$1,601,842 |                |         |         |

Table 9. Real Estate & Transit Oriented Development Department Personnel Profile

## Real Estate &amp; Transit Oriented Development Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 1,578,055        | 1,339,106        | 1,534,300        | 1,535,210          | 1,601,842        |
| Fringe                              | 567,071          | 438,386          | 550,696          | 503,823            | 589,764          |
| Capitalized Labor-Fringe            | -569,232         | -425,002         | -362,310         | -431,243           | -244,728         |
| Total                               | \$1,575,894      | \$1,352,490      | \$1,722,686      | \$1,607,790        | \$1,946,878      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 42,423           | 20,032           | 15,700           | 8,154              | 15,700           |
| Professional & Technical-Gen & Adm     | 325,467          | 433,891          | 238,200          | 140,585            |                  |
| Copier & Printer Usage and Maintenance | 370              | 1,195            |                  | 436                |                  |
| Other Services- Gen & Adm              | 28,154           | 63,584           | 6,000            | 5,878              | 6,000            |
| Other Materials- Gen & Adm             | 6,900            | 1,454            | 21,000           | 10,761             | 21,000           |
| Unreconciled P-Card Expense            | 1,195            |                  |                  |                    |                  |
| Property Taxes                         |                  | 235,878          | 48,300           | 60,986             | 48,300           |
| Software License Fees                  |                  | 810              |                  |                    |                  |
| Lease Agreements                       | 70,278           | 18,870           |                  | 75,806             | 153,300          |
| Office Leases                          | 476,398          | 3,253,782        | 5,339,100        | 4,788,120          | 5,660,600        |
| Total                                  | \$951,185        | \$4,029,496      | \$5,668,300      | \$5,090,726        | \$5,904,900      |



## TriMet Fact

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TriMet launched its centralized Security Operations Center in August 2024 to improve response times, proactive deployment, and incident reporting through unified dispatch, analytics, surveillance and public reporting tools. The SOC earned the 2025 APTA Gold Award for Rail Security for advancing systemwide safety.

# Public Affairs Division

## Division Overview

### Mission

TriMet's Public Affairs Division helps create and maintain the TriMet brand, messaging, look and voice to support our agency's vision, mission and values, and to facilitate a two-way conversation with the community and our employees. The department helps guide TriMet with strategic communications, targeted marketing, business development, extensive outreach and engagement, informing customers and government relations.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 95.00         | 99.00         | 102.00        | 93.00           | 93.00           | 93.00           | -              |

Table 1. Public Affairs Division Authorized FTEs

### Budget Summary

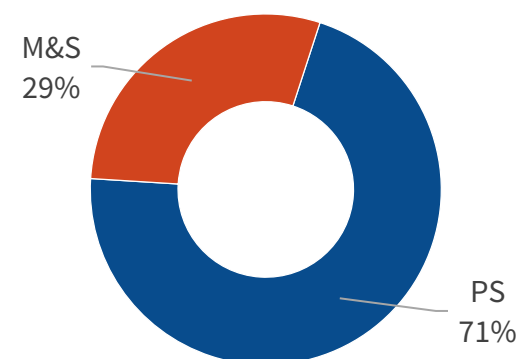
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 10,852,331    | 12,232,332    | 12,829,605    | 12,537,729      | 12,251,792      | 12,251,792      | -              |
| M&S            | 6,395,464     | 7,968,228     | 5,151,800     | 4,847,309       | 5,006,500       | 5,006,500       | -              |
| Total          | \$17,247,795  | \$20,200,560  | \$17,981,405  | \$17,385,038    | \$17,258,292    | \$17,258,292    | -              |

Table 2. Public Affairs Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$723.1K (-4.0%), declining from \$18.0 million to \$17.3 million. Personnel Services decrease by \$577.8K (-4.5%), while Materials & Services decrease by \$145.3K (-2.8%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 71% (\$12.3 million) of the total budget, while Materials & Services account for approximately 29% (\$5.0 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Public Affairs Administration (PAA):** Public Affairs is composed of Administration, Community Affairs & Engagement, Government Affairs, Communications & Marketing, and Customer Information Services.
- **Community Affairs & Engagement (CAE):** Responsible for building and strengthening relationships between TriMet and the communities it serves.
- **Government Services & Public Affairs (GSPA):** Manages on-going intergovernmental relations, long range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.
- **Communications & Marketing (CM):** Develops and executes comprehensive communications and marketing efforts to build awareness, trust and ridership utilizing various advertising channels throughout the transit system.
- **Customer Information Services (CIS):** Supports the agency's business plan creating the best possible experience for our riders.

## Budget by Departments

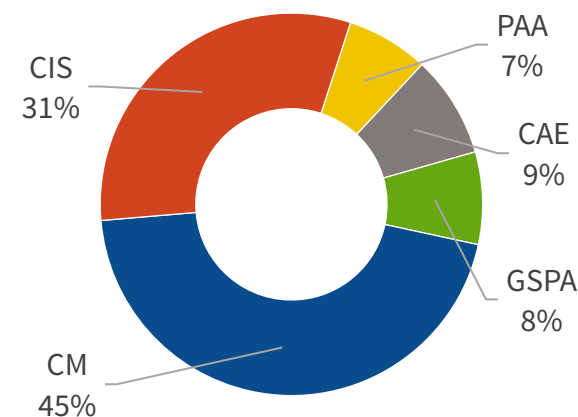
| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PAA        | 1,010,760     | 1,238,878     | 1,186,745     | 1,046,343       | 1,200,540       | 1,200,540       | -              |
| CAE        | 1,404,144     | 1,153,992     | 1,585,072     | 1,434,864       | 1,486,756       | 1,486,756       | -              |
| GSPA       | 1,316,577     | 1,170,151     | 1,430,102     | 1,367,984       | 1,348,914       | 1,348,914       | -              |
| CM         | 8,849,431     | 11,475,054    | 8,525,103     | 8,508,566       | 7,812,138       | 7,812,138       | -              |
| CIS        | 4,666,883     | 5,162,485     | 5,254,383     | 5,027,281       | 5,409,944       | 5,409,944       | -              |
| Total      | \$17,247,795  | \$20,200,560  | \$17,981,405  | \$17,385,038    | \$17,258,292    | \$17,258,292    | -              |

Table 3. Public Affairs Division Budget by Department

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$723.1K (-4.0%), declining from \$18.0 million to \$17.3 million. Communications & Marketing (CM) decreases by \$713.0K (-8.4%) and Government Services & Public Affairs (GSPA) decreases by \$81.2K (-5.7%), while Customer Information Services (CIS) increases by \$155.6K (+3.0%), Public Affairs Administration (PAA) increases by \$13.8K (+1.2%), and Community Affairs & Engagement (CAE) decreases by \$98.3K (-6.2%).

In the FY2027 Approved Budget, Communications & Marketing (CM) comprises 45% of the total budget, Customer Information Services (CIS) represents 31%, Community Affairs & Engagement (CAE) accounts for 9%, Government Services & Public Affairs (GSPA) represents 8%, and Public Affairs Administration (PAA) comprises 7%.

FY2027 Budget by Department



## FY2026 Accomplishments

### Elevate the Customer Experience

- Trimet.org now available in multiple languages, and our “how to ride” information brochure is available in multiple languages.
- Completed audible announcement project of all bus stops.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(PAA, CAE)** Engage riders, partners, and community stakeholders for feedback on the Budget, Business Plan, service changes, Equity and Title VI updates, reduced fare based on income, fare policy, and other initiatives and projects in development or underway such as the Interstate Bridge Replacement Program, projects on 82nd Avenue and TV Highway, and transit-oriented development.
- **(PAA)** Explore additional fare mitigation resources to allow greater subsidies for riders living on low incomes through external partners with overlapping vulnerable communities.
- **(CM)** Implement campaigns and programs to reduce barriers to ridership.
- **(CM, CIS)** Enhance digital and onboard customer information for ADA accessibility and real-time updates, including trimet.org, announcements, multimedia content, TTS, and signage. Timeline is continuous.

### Ensure Financial Stability and Stewardship

- **(GSPA)** Pursue additional opportunities to maximize local, regional, federal, and state legislative and program funding, including grants and related mechanisms.

### Increase Investment in Safe and Reliable Infrastructure

- **(CAE)** Develop the 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements.
- **(CAE)** Develop the TV Highway Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- **(CM)** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.
- **(CM)** Regularly conduct employee surveys and work with employee communications to support employee awareness and engagement.

## Public Affairs Administration Department (PAA)

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

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 726,584       | 958,549       | 779,645       | 748,786         | 858,840         | 858,840         | -              |
| M&S            | 284,176       | 280,329       | 407,100       | 297,557         | 341,700         | 341,700         | -              |
| Total          | \$1,010,760   | \$1,238,878   | \$1,186,745   | \$1,046,343     | \$1,200,540     | \$1,200,540     | -              |

Table 4. Public Affairs Administration Department Budget

### Personnel Profile

| Position Title                      | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Chief Public Affairs Officer        | 1.00 | NU   | FT    | -  | 278,050     | 25             | 216,061 | 324,091 |
| Assistant, Executive Administrative | 1.00 | NU   | FT    | -  | 92,787      | 12             | 74,231  | 111,344 |
| Project Manager                     | 1.00 | NU   | FT    | -  | 90,398      | 12             | 74,231  | 111,344 |
| Total                               | 3.00 |      |       |    | \$461,235   |                |         |         |

Table 5. Public Affairs Administration Department Personnel Profile



## Public Affairs Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 543,953          | 733,779          | 626,712          | 575,130            | 654,755          |
| Fringe                              | 182,631          | 224,770          | 185,281          | 189,829            | 204,085          |
| Capitalized Labor-Fringe            |                  |                  | -32,348          | -16,173            |                  |
| Total                               | \$726,584        | \$958,549        | \$779,645        | \$748,786          | \$858,840        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  | 26,688           |                  | 5,000            | 2,499              |                  |
| Professional & Technical-Gen & Adm     | 191              | 23,232           | 124,200          | 86,724             | 55,500           |
| Temporary Help-Gen & Adm               |                  |                  | 1,500            | 750                |                  |
| Copier & Printer Usage and Maintenance | 669              | 560              |                  | 380                | 600              |
| Cab Service - EE Ride home-Gen & Adm   |                  |                  |                  | 33                 |                  |
| Other Services- Gen & Adm              | 18,897           | 18,443           | 18,800           | 16,332             | 20,000           |
| Office Supplies                        | 7,604            | 9,991            | 7,800            | 6,152              | 8,000            |
| Other Materials- Gen & Adm             | 3,758            | 6,458            | 4,800            | 2,950              | 6,500            |
| Unreconciled P-Card Expense            | 4,969            | 196              |                  |                    |                  |
| Safety Supplies- Gen & Adm             | 170              |                  |                  |                    | 100              |
| Telephone                              | 110,750          | 86,564           | 67,500           | 67,928             | 105,000          |
| NU-Dues & Subscriptions                | 35,879           | 81,071           | 45,700           | 24,876             | 82,000           |
| NU-APTA & OTA Dues                     |                  |                  | 58,900           | 29,451             |                  |
| NU-Local Travel & Meetings             | 14,396           | 8,012            | 18,400           | 10,391             | 10,000           |
| NU-Education & Training - Gen & Adm    | 36,500           | 23,819           | 28,000           | 30,525             | 30,000           |
| NU-Out-Of-Town Travel                  | 22,883           | 17,992           | 19,500           | 15,065             | 20,000           |
| Employee Recognition                   | 822              | 3,991            | 7,000            | 3,501              | 4,000            |
| Total                                  | \$284,176        | \$280,329        | \$407,100        | \$297,557          | \$341,700        |

## Community Affairs & Engagement Department (CAE)

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.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 992,146            | 717,937            | 1,067,772          | 917,086            | 969,456            | 969,456            | -              |
| M&S            | 411,998            | 436,055            | 517,300            | 517,778            | 517,300            | 517,300            | -              |
| <b>Total</b>   | <b>\$1,404,144</b> | <b>\$1,153,992</b> | <b>\$1,585,072</b> | <b>\$1,434,864</b> | <b>\$1,486,756</b> | <b>\$1,486,756</b> | <b>-</b>       |

Table 6. Community Affairs & Engagement Department Budget

### Personnel Profile

| Position Title                                     | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Community Affairs & Engagement           | 1.00         | NU   | FT    | -  | 165,085            | 18             | 123,570 | 185,355 |
| Manager, Community Affairs                         | 1.00         | NU   | FT    | -  | 134,351            | 16             | 104,587 | 156,881 |
| Manager, Community Affairs                         | 1.00         | NU   | FT    | X  | 140,128            | 16             | 104,587 | 156,881 |
| Manager, Community Engagement Programs             | 1.00         | NU   | FT    | -  | 126,300            | 16             | 104,587 | 156,881 |
| Coordinator, Senior, Community Engagement Programs | 1.00         | NU   | FT    | -  | 104,548            | 13             | 80,965  | 121,448 |
| Coordinator, Community Affairs                     | 1.00         | NU   | FT    | -  | 101,127            | 12             | 74,231  | 111,344 |
| Coordinator, Community Affairs                     | 3.00         | NU   | FT    | X  | 258,151            | 12             | 74,231  | 111,344 |
| Coordinator, Outreach Programs & Events            | 1.00         | NU   | FT    | -  | 87,960             | 11             | 67,999  | 102,001 |
| Coordinator, Outreach Services                     | 1.00         | NU   | FT    | -  | 99,040             | 11             | 67,999  | 102,001 |
| Representative, Community Affairs                  | 1.00         | NU   | FT    | -  | 70,230             | 10             | 62,259  | 93,386  |
| Assistant, Senior Administrative                   | 1.00         | NU   | FT    | -  | 79,165             | 9              | 56,940  | 85,408  |
| <b>Total</b>                                       | <b>13.00</b> |      |       |    | <b>\$1,366,084</b> |                |         |         |

Table 7. Community Affairs & Engagement Department Personnel Profile

## Community Affairs &amp; Engagement Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 1,115,790        | 942,175          | 1,491,414        | 1,310,730          | 1,366,084        |
| Fringe                              | 434,704          | 451,921          | 632,390          | 559,528            | 578,253          |
| Capitalized Labor-Fringe            | -558,348         | -676,159         | -1,056,032       | -953,172           | -974,881         |
| Total                               | \$992,146        | \$717,937        | \$1,067,772      | \$917,086          | \$969,456        |

| Materials & Services Expense Category     | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm        |                  | 378              |                  | 323                | 500              |
| Ride Connection Mini Grant Administration |                  | 195              |                  |                    | 200              |
| Copier & Printer Usage and Maintenance    | 575              | 3,258            |                  | 1,059              | 2,000            |
| Other Services- Gen & Adm                 | 322,507          | 313,821          | 437,000          | 455,409            | 400,000          |
| Unreconciled P-Card Expense               | 1,355            | 3,841            |                  | 254                |                  |
| Community Outreach                        | 82,798           | 108,116          | 80,300           | 57,303             | 107,500          |
| Outreach/Promotions                       | 5                |                  |                  |                    |                  |
| Telephone                                 | 955              | 3,386            |                  | 1,396              | 3,500            |
| NU-Local Travel & Meetings                | 3,500            | 3,060            |                  | 1,530              | 3,100            |
| NU-Out-Of-Town Travel                     | 303              |                  |                  | 504                | 500              |
| Total                                     | \$411,998        | \$436,055        | \$517,300        | \$517,778          | \$517,300        |

## Government Services and Public Affairs Department (GSPA)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 795,002       | 763,233       | 970,102       | 962,460         | 837,714         | 837,714         | -              |
| M&S            | 521,575       | 406,918       | 460,000       | 405,524         | 511,200         | 511,200         | -              |
| Total          | \$1,316,577   | \$1,170,151   | \$1,430,102   | \$1,367,984     | \$1,348,914     | \$1,348,914     | -              |

Table 8. Government Services and Public Affairs Department Budget

### Personnel Profile

| Position Title                               | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Government Relations               | 1.00 | NU   | FT    | -  | 194,710     | 20             | 145,546 | 218,318 |
| Program Manager, Government Affairs & Policy | 1.00 | NU   | FT    | -  | 163,889     | 18             | 123,570 | 185,355 |
| Program Manager, Local Government Affairs    | 1.00 | NU   | FT    | -  | 137,821     | 18             | 123,570 | 185,355 |
| Program Manager, State Government Relations  | 1.00 | NU   | FT    | -  | 123,581     | 18             | 123,570 | 185,355 |
| Total                                        | 4.00 |      |       |    | \$620,001   |                |         |         |

Table 9. Government Services and Public Affairs Department Personnel Profile

## Government Services and Public Affairs Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 602,110          | 539,771          | 718,059          | 718,396            | 620,001          |
| Fringe                              | 193,187          | 223,462          | 252,043          | 244,064            | 217,713          |
| Capitalized Labor-Fringe            | -295             |                  |                  |                    |                  |
| Total                               | \$795,002        | \$763,233        | \$970,102        | \$962,460          | \$837,714        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 447,931          | 381,836          | 452,700          | 393,836            | 489,000          |
| Copier & Printer Usage and Maintenance | 94               | 260              |                  | 64                 | 300              |
| Other Services- Gen & Adm              | 2,418            | 17,930           | 6,300            | 9,362              | 17,000           |
| Other Materials- Gen & Adm             | 28               |                  | 1,000            | 501                |                  |
| Telephone                              |                  |                  |                  | 123                |                  |
| NU-APTA & OTA Dues                     | 67,590           |                  |                  |                    |                  |
| NU-Local Travel & Meetings             | 3,514            | 3,859            |                  | 1,530              | 3,500            |
| NU-Out-Of-Town Travel                  |                  | 3,033            |                  | 108                | 1,400            |
| Total                                  | \$521,575        | \$406,918        | \$460,000        | \$405,524          | \$511,200        |

## Communications & Marketing Department (CM)

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 continues to support TriMet's Business Plan, increasing ridership, employee recruitment and retention and knowledge of the agency's equity efforts.

The department manages the agency's transit advertising program and develops other revenue generating programs. The fare programs team works to improve affordability, expand access to opportunity and ensure mobility for people of all incomes and life stages through a number of fare relief programs.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 4,171,179     | 5,175,237     | 5,243,503     | 5,428,298       | 4,650,238       | 4,650,238       | -              |
| M&S            | 4,678,252     | 6,299,817     | 3,281,600     | 3,080,268       | 3,161,900       | 3,161,900       | -              |
| Total          | \$8,849,431   | \$11,475,054  | \$8,525,103   | \$8,508,566     | \$7,812,138     | \$7,812,138     | -              |

Table 10. Communications & Marketing Department Budget

### Personnel Profile

| Position Title                             | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|--------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Marketing & Business Development | 1.00 | NU   | FT    | -  | 222,330     | 21             | 157,787 | 236,683 |
| Director, Communications                   | 1.00 | NU   | FT    | -  | 204,582     | 20             | 145,546 | 218,318 |
| Manager, Fare Programs                     | 1.00 | NU   | FT    | -  | 131,287     | 17             | 113,731 | 170,595 |
| Manager, Marketing                         | 1.00 | NU   | FT    | -  | 146,163     | 17             | 113,731 | 170,595 |
| Manager, Media Relations                   | 1.00 | NU   | FT    | -  | 150,485     | 17             | 113,731 | 170,595 |
| Manager, Creative Services                 | 1.00 | NU   | FT    | -  | 134,162     | 16             | 104,587 | 156,881 |
| Manager, Digital Communications            | 1.00 | NU   | FT    | -  | 142,307     | 16             | 104,587 | 156,881 |
| Analyst, Senior, Research                  | 2.00 | NU   | FT    | -  | 248,813     | 15             | 96,124  | 144,186 |
| Manager, Employee Communications           | 1.00 | NU   | FT    | -  | 112,921     | 15             | 96,124  | 144,186 |
| Coordinator, Senior Fare Policy Program    | 1.00 | NU   | FT    | -  | 127,133     | 14             | 88,247  | 132,372 |
| Coordinator, Senior, Communications        | 2.00 | NU   | FT    | -  | 226,494     | 14             | 88,247  | 132,372 |

| Position Title                                    | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min    | Max     |
|---------------------------------------------------|-------|------|-------|----|-------------|----------------|--------|---------|
| Coordinator, Senior, Marketing & Business Develop | 1.00  | NU   | FT    | -  | 124,716     | 14             | 88,247 | 132,372 |
| Developer, UX                                     | 1.00  | NU   | FT    | -  | 113,879     | 14             | 88,247 | 132,372 |
| Public Information Officer                        | 2.00  | NU   | FT    | -  | 209,973     | 14             | 88,247 | 132,372 |
| Designer, UX                                      | 1.00  | NU   | FT    | -  | 117,342     | 13             | 80,965 | 121,448 |
| Coordinator, Employee Communications              | 1.00  | NU   | FT    | -  | 105,820     | 12             | 74,231 | 111,344 |
| Graphic Designer                                  | 3.00  | NU   | FT    | -  | 279,420     | 12             | 74,231 | 111,344 |
| Representative, Transportation Options            | 2.00  | NU   | FT    | -  | 189,898     | 12             | 74,231 | 111,344 |
| Coordinator, Outreach Programs & Events           | 1.00  | NU   | FT    | -  | 97,607      | 11             | 67,999 | 102,001 |
| Coordinator, Print Production                     | 1.00  | NU   | FT    | -  | 99,846      | 11             | 67,999 | 102,001 |
| Coordinator, Transportation Options               | 1.00  | NU   | FT    | -  | 99,040      | 11             | 67,999 | 102,001 |
| Specialist, Senior, Transportation Options        | 2.00  | NU   | FT    | -  | 138,403     | 9              | 56,940 | 85,408  |
| Specialist, Senior, Video Production              | 1.00  | NU   | FT    | -  | 78,395      | 9              | 56,940 | 85,408  |
| Total                                             | 30.00 |      |       |    | \$3,501,017 |                |        |         |

Table 11. Communications &amp; Marketing Department Personnel Profile



## Communications &amp; Marketing Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,092,055        | 3,801,345        | 3,913,925        | 3,946,372          | 3,501,017        |
| Fringe                              | 1,177,744        | 1,436,832        | 1,554,868        | 1,612,058          | 1,380,813        |
| Capitalized Labor-Fringe            | -98,620          | -62,940          | -225,290         | -130,132           | -231,592         |
| Total                               | \$4,171,179      | \$5,175,237      | \$5,243,503      | \$5,428,298        | \$4,650,238      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Production                             | 390,084          | 171,630          | 287,200          | 333,210            | 171,000          |
| Professional & Technical-Gen & Adm     | 160,949          | 58,454           | 80,300           | 42,383             | 100,000          |
| Student Pass/BETC Program              | 7,588            | 5,049            | 154,000          | 96,353             | 6,000            |
| Consumer Research & Eval               | 186,997          | 252,738          | 353,500          | 316,872            | 220,000          |
| Copier & Printer Usage and Maintenance | 1,685            | 3,681            |                  | 610                | 3,700            |
| Software Hosting/Subscription Services | 92,243           | 41,922           |                  |                    | 40,000           |
| Other Services- Gen & Adm              | 59,161           | 27,387           |                  |                    | 43,000           |
| Graphics Material                      | 65,664           | 26,900           |                  |                    | 26,000           |
| Unreconciled P-Card Expense            | 127,231          | 13,132           |                  | 219                |                  |
| Computer Equip under \$5,000           | 14,324           | 11,442           | 5,000            | 3,699              | 12,000           |
| Community Outreach                     | 752,717          | 4,387,996        | 1,500,000        | 1,400,507          | 1,500,000        |
| Promotions                             | 37,590           | 136,017          | 35,500           | 31,777             | 86,000           |
| Publications                           | 764              | 994              | 1,000            | 501                | 1,000            |
| Outreach/Promotions                    | 1,102,993        | 795,333          | 626,300          | 711,588            | 795,000          |
| Van Pool                               |                  | 762              |                  |                    | 800              |
| Sales Programs                         | 8,621            | 1,615            | 10,000           | 7,361              | 1,700            |
| Telephone                              | 11,950           | 13,117           |                  | 3,669              | 13,000           |
| NU-Dues & Subscriptions                | 23               |                  |                  | 312                |                  |
| NU-Local Travel & Meetings             | 3,500            | 3,076            |                  | 1,038              | 3,000            |
| NU-Out-Of-Town Travel                  |                  | 3,383            |                  |                    | 2,000            |
| UN-Education & Training - Gen & Adm    |                  | 385              |                  |                    |                  |
| Media Fees                             | 92,450           | 58,747           | 224,800          | 123,492            | 58,000           |
| Conference and Event Coordination      | 115,945          |                  |                  |                    |                  |

## Communications &amp; Marketing Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Employee Communications               | 2,693            | 3,171            | 4,000            | 6,677              | 3,000            |
| Employee Recognition                  | 7,437            | 31,208           |                  |                    | 16,000           |
| Software License Fees                 |                  | 7,843            |                  |                    |                  |
| Special Event Expenses                | 1,435,643        | 243,835          |                  |                    | 60,700           |
| Total                                 | \$4,678,252      | \$6,299,817      | \$3,281,600      | \$3,080,268        | \$3,161,900      |

## Customer Information Services Department (CIS)

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.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 4,167,420          | 4,617,376          | 4,768,583          | 4,481,099          | 4,935,544          | 4,935,544          | -              |
| M&S            | 499,463            | 545,109            | 485,800            | 546,182            | 474,400            | 474,400            | -              |
| <b>Total</b>   | <b>\$4,666,883</b> | <b>\$5,162,485</b> | <b>\$5,254,383</b> | <b>\$5,027,281</b> | <b>\$5,409,944</b> | <b>\$5,409,944</b> | <b>-</b>       |

Table 12. Customer Information Services Department Budget

### Personnel Profile

| Position Title                               | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Customer Experience                | 1.00         | NU   | FT    | -  | 149,364            | 18             | 123,570 | 185,355 |
| Manager, Customer Experience                 | 1.00         | NU   | FT    | -  | 125,352            | 15             | 96,124  | 144,186 |
| Manager, On-Street Customer Service          | 1.00         | NU   | FT    | -  | 129,575            | 14             | 88,247  | 132,372 |
| Project Manager, Senior                      | 1.00         | NU   | FT    | -  | 118,888            | 14             | 88,247  | 132,372 |
| Assistant, Senior Administrative             | 1.00         | NU   | FT    | -  | 57,533             | 9              | 56,940  | 85,408  |
| Coordinator, Operations                      | 2.00         | U    | FT    | -  | 191,275            | 876            | 70,491  | 93,995  |
| Specialist, Information Development          | 4.00         | U    | FT    | -  | 409,809            | 732            | 75,525  | 100,693 |
| Customer Service Representative              | 7.00         | U    | FT    | -  | 587,814            | 731            | 66,664  | 88,878  |
| Representative, Field Outreach & Comm. Rels. | 7.00         | U    | FT    | -  | 376,565            | 715            | 45,178  | 56,493  |
| Representative, Field Outreach & Comm. Rels. | 11.00        | U    | FT    | X  | 591,746            | 715            | 45,178  | 56,493  |
| Customer Experience Agent                    | 5.00         | U    | FT    | -  | 320,859            | 714            | 49,566  | 65,624  |
| Supervisor, Customer Service Center          | 2.00         | U    | FT    | -  | 184,926            | 710            | 77,896  | 103,854 |
| <b>Total</b>                                 | <b>43.00</b> |      |       |    | <b>\$3,243,706</b> |                |         |         |

Table 13. Customer Information Services Department Personnel Profile

## Customer Information Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,138,955        | 3,370,172        | 3,200,398        | 3,135,666          | 3,301,960        |
| Fringe                              | 1,198,674        | 1,256,631        | 1,568,185        | 1,345,433          | 1,633,584        |
| Capitalized Labor-Fringe            | -170,209         | -9,427           |                  |                    |                  |
| Total                               | \$4,167,420      | \$4,617,376      | \$4,768,583      | \$4,481,099        | \$4,935,544      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 577              |                  | 7,300            | 3,929              |                  |
| Copier & Printer Usage and Maintenance | 938              | 2,475            |                  | 752                | 2,500            |
| Other Services- Gen & Adm              | 2,220            | 21,351           | 2,500            | 25,463             | 12,000           |
| Uniforms- Rev Veh Op                   | 1,151            | 2,626            | 2,500            | 1,251              | 2,500            |
| Schedule & service information         | 37,128           | 17,527           | 152,500          | 76,251             | 30,000           |
| Office Supplies                        | 1,946            | 1,167            |                  | 462                | 1,500            |
| Other Materials- Gen & Adm             | 1,125            | 625              | 2,500            | 1,594              | 2,500            |
| Unreconciled P-Card Expense            | 8,295            | 14,099           |                  | 171                |                  |
| Safety Supplies- Gen & Adm             |                  | 288              |                  |                    | 300              |
| Schedule Books & Map                   | 1,415            | 939              | 10,900           | 8,389              | 10,900           |
| On Street Customer Service             | 14,825           | 11,945           | 23,700           | 19,491             | 23,700           |
| Customer Info Material                 |                  |                  | 11,400           | 5,746              |                  |
| Customer information & signage         | 257,929          | 283,095          | 184,800          | 259,064            | 270,000          |
| Call Center Operations                 | 131,905          | 126,547          | 85,900           | 135,978            | 100,000          |
| Telephone                              | 3,355            | 7,802            |                  | 2,661              | 8,000            |
| Data Communication Services            | 24,454           |                  |                  |                    |                  |
| NU-Local Travel & Meetings             | 10,500           | 9,180            |                  | 4,080              | 10,000           |
| Customer Service Training              | 1,700            | -97              | 1,800            | 900                | 500              |
| Software License Fees                  |                  | 45,540           |                  |                    |                  |
| Total                                  | \$499,463        | \$545,109        | \$485,800        | \$546,182          | \$474,400        |



## TriMet Fact

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In 2023, TriMet's Procurement & Supply Chain Management department earned GFOA's Excellence in Government Finance award for expanding certified small-business participation by hosting Small-Business Summits, revising payment terms and removing policy barriers that previously limited access to agency contracts. These practices continue today.

# Safety & Security Division

## Division Overview

### Mission

The Safety & Security Division is responsible for leading the entire agency in creating a culture of safety and service excellence, in which safety is the fundamental value guiding all agency decisions.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 91.00         | 88.00         | 101.00        | 100.00          | 100.00          | 100.00          | -              |

Table 1. Safety & Security Division Authorized FTEs

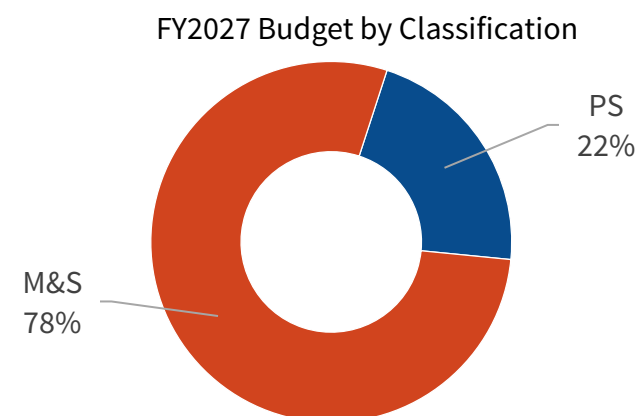
### Budget Summary

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 12,501,040    | 15,937,734    | 15,909,382    | 15,529,252      | 16,285,694      | 16,285,694      | -              |
| MS             | 37,449,039    | 52,666,064    | 59,646,100    | 59,168,986      | 59,256,600      | 59,256,600      | -              |
| Total          | \$49,950,079  | \$68,603,798  | \$75,555,482  | \$74,698,238    | \$75,542,294    | \$75,542,294    | -              |

Table 2. Safety & Security Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$13.2K (-0.02%), remaining essentially flat at \$75.5 million. Personnel Services increase by \$376.3K (+2.4%), while Materials & Services decrease by \$389.5K (-0.7%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 22% (\$16.3 million) of the total budget, while Materials & Services account for approximately 78% (\$59.3 million).



## Departments and Priorities

- **Safety & Security Administration (SSA):** Responsible for strategic planning for the division; contract and Intergovernmental Agreement (IGA) administration as well as financial projection and reconciliation for the division.
- **Safety & Environmental Services (SES):** Provides a safe and secure system for our riders and employees.
- **Security Department (SD):** Security Management provides high visibilities patrol and security measures, CCTV systems, and facility access control.
- **Emergency Management (EM):** Emergency Management program provides agency preparedness planning, response and recovery efforts and ensures the agency is resilient to internal and external stressors.

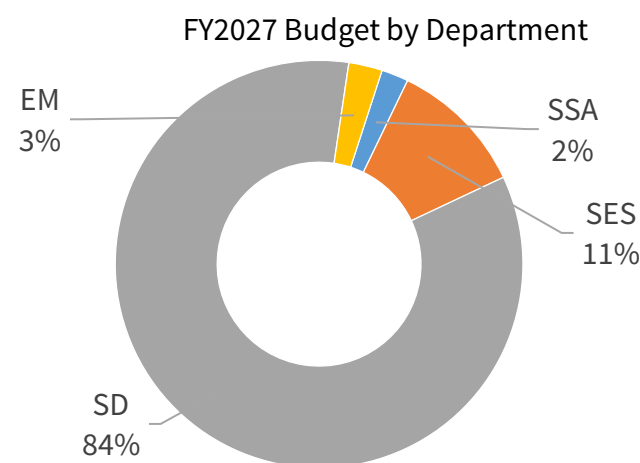
## Budget by Department

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| SSA        | 1,222,327     | 1,478,844     | 1,345,318     | 1,321,416       | 1,623,734       | 1,623,734       | -              |
| SES        | 4,811,539     | 7,433,574     | 8,494,514     | 7,838,519       | 8,191,188       | 8,191,188       | -              |
| SD         | 43,916,213    | 59,691,380    | 65,715,650    | 65,538,303      | 63,717,998      | 63,717,998      | -              |
| EM         | -             | -             | -             | -               | 2,009,374       | 2,009,374       | -              |
| Total      | \$49,950,079  | \$68,603,798  | \$75,555,482  | \$74,698,238    | \$75,542,294    | \$75,542,294    | -              |

Table 3. Safety & Security Division Budget by Department

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$13.2K (-0.02%), remaining essentially flat at \$75.5 million. Security Department (SD) decreases by \$2.0 million (-3.0%), while Safety & Environmental Services (SES) decreases by \$303.7K (-3.6%) and Safety & Security Administration (SSA) increases by \$278.4K (+20.7%). Emergency Management (EM) is newly established in FY2027 with \$2.0 million in budgeted expenditures.

For the FY2027 Approved Budget, Security Department (SD) comprises approximately 84% (\$63.7 million) of the total budget, Safety & Environmental Services (SES) represents 11% (\$8.2 million), Emergency Management (EM) accounts for 3% (\$2.0 million), and Safety & Security Administration (SSA) comprises 2% (\$1.6 million).





## FY2026 Accomplishments

### Continue to Build an Adaptable, Safe and Thriving Workplace

- Rollout increased safety training.
- Implement the new Injury and Illness Prevention Plan.

### Elevate the Customer Experience

- The Security Department Increased CSS Code Enforcement Staffing by 11%, as well as the staffing of contracted CSO's, to help enforce TriMet code and create a safer environment for all riders. In addition, staffing was increased for the Safety Response Team to provide ridership engagement and support for all riders, particularly those in need of social services.
- Enhanced transit security infrastructure through updating and increasing CCTV coverage and the launch of emergency blue-light phones (BLP) at transit facilities and platforms. These measures have improved incident detection, lowered incidence of security and police calls at these locations, and improved overall emergency response times.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(SES)** Make transit the safest mode of travel in the region.
- **(SES)** Deliver safe, reliable service that riders can count on and that rebuilds public confidence in transit.
- **(SD)** Train for and use crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications, including CCTV improvements, enhanced lighting, vegetation management, and sight line improvements. Timeline through June 30, 2027.
- **(SD)** Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system, including through new technologies. Timeline through June 30, 2027.
- **(SD)** Complete installation of Blue Light Phones at specified locations throughout the transit district to better connect riders to Security services and increase capabilities for early detection of security-related incidents.
- **(SD)** Develop and pilot an emergency strobe speaker system at select transit facilities to enhance emergency communication capabilities for riders and reduce reliance on leased security camera trailers.
- **(SSA)** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2027.

### Increase Investment in Safe and Reliable Infrastructure

- **(SSA, SD, EM)** 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, 2027.
- **(SES)** Implement Safety Management System (SMS) and associated change management efforts to drive cultural adoption of SMS and increase ownership of safety across all departments and employees. Timeline through June 30, 2027.

### Advance TriMet's Value to the Region

- **(SD, EM)** Continue to develop and implement effective safety and security strategies to ensure a safe and welcoming transit system for riders and employees.
- **(SD, EM)** Work with partners and service providers to address the needs of vulnerable populations and those in need of services. Timeline through June 30, 2027.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- **(SES)** Advance a data-driven Safety Management System (SMS) and improve safety culture to support employee pride and system-wide safety performance.
- **(EM)** Continue to develop and deliver emergency management preparedness and mitigation plans to ensure readiness for continued operations during disasters and disruptive events while providing a safe working environment.
- **(SSA, SD, SES)** Maintain and enhance, where necessary, safety infrastructure through design criteria for vehicles, passenger facilities, and work environments. Timeline through June 30, 2027.

## Safety & Security Administration Department (SSA)

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.

### Department Budget

| Classification | FY2024 Actual      | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | 832,251            | 1,118,385          | 1,156,318          | 1,086,720          | 1,143,734          | 1,143,734          | -              |
| M&S            | 390,076            | 360,459            | 189,000            | 234,696            | 480,000            | 480,000            | -              |
| <b>Total</b>   | <b>\$1,222,327</b> | <b>\$1,478,844</b> | <b>\$1,345,318</b> | <b>\$1,321,416</b> | <b>\$1,623,734</b> | <b>\$1,623,734</b> | <b>-</b>       |

Table 4. Safety & Security Administration Department Budget

### Personnel Profile

| Position Title                                    | FTE         | U/NU | FT/PT | LT | Base Salary      | Pay Code/Grade | Min     | Max     |
|---------------------------------------------------|-------------|------|-------|----|------------------|----------------|---------|---------|
| Chief Safety & Security Officer                   | 1.00        | NU   | FT    | -  | 280,882          | 25             | 216,061 | 324,091 |
| Administrator, Senior, Safety & Security Programs | 1.00        | NU   | FT    | -  | 110,070          | 14             | 88,247  | 132,372 |
| Assistant, Executive Administrative               | 1.00        | NU   | FT    | -  | 91,270           | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative                  | 1.00        | NU   | FT    | -  | 63,253           | 9              | 56,940  | 85,408  |
| Assistant, Administrative                         | 1.00        | NU   | FT    | -  | 50,211           | 7              | 47,529  | 71,293  |
| <b>Total</b>                                      | <b>5.00</b> |      |       |    | <b>\$595,686</b> |                |         |         |

Table 5. Safety & Security Administration Department Personnel Profile

### Safety & Security Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 490,166          | 688,985          | 738,810          | 652,668            | 728,912          |
| Fringe                              | 342,085          | 429,400          | 417,508          | 434,052            | 414,822          |
| Total                               | \$832,251        | \$1,118,385      | \$1,156,318      | \$1,086,720        | \$1,143,734      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 2,500            |                  |                  |                    |                  |
| Copier & Printer Usage and Maintenance | 414              | 1,438            |                  | 687                | 11,000           |
| Other Services- Gen & Adm              | 495              | 140              |                  | 226                |                  |
| Office Supplies                        | 9,768            | 11,708           | 9,800            | 16,614             | 39,000           |
| Other Materials- Gen & Adm             | 21,878           | 74,213           | 4,900            | 5,338              | 5,500            |
| Unreconciled P-Card Expense            |                  |                  |                  | 508                |                  |
| Computer Equip under \$5,000           | 1,271            | 4,759            | 4,400            | 2,512              | 73,500           |
| Safety Supplies- Gen & Adm             | 2,289            |                  |                  |                    |                  |
| Telephone                              | 55,712           | 65,211           | 55,100           | 88,986             | 274,000          |
| NU-Dues & Subscriptions                | 2,634            | 8,452            | 6,000            | 8,995              | 8,500            |
| NU-Local Travel & Meetings             | 30,097           | 15,717           | 10,300           | 8,657              | 30,000           |
| NU-Education & Training - Gen & Adm    | 189,645          | 95,942           | 39,400           | 56,394             | 5,000            |
| NU-Out-Of-Town Travel                  | 73,373           | 82,879           | 59,100           | 45,779             | 20,000           |
| Lease Agreements                       |                  |                  |                  |                    | 13,500           |
| Total                                  | \$390,076        | \$360,459        | \$189,000        | \$234,696          | \$480,000        |

## Safety & Environmental Services Department (SES)

The Safety & Environmental Services Department is responsible for maintaining a safe and secure system for riders and employees. The Department leads the organization in promoting a culture of safety and service excellence, guiding all agency decisions.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 2,292,624     | 2,626,452     | 3,238,814     | 3,084,885       | 2,941,988       | 2,941,988       | -              |
| M&S            | 2,518,915     | 4,807,122     | 5,255,700     | 4,753,634       | 5,249,200       | 5,249,200       | -              |
| Total          | \$4,811,539   | \$7,433,574   | \$8,494,514   | \$7,838,519     | \$8,191,188     | \$8,191,188     | -              |

Table 6. Safety & Environmental Services Department Budget

### Personnel Profile

| Position Title                                          | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|---------------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Director, Safety Mgmt Systems & Environmental Svcs      | 1.00  | NU   | FT    | -  | 205,500     | 21             | 157,787 | 236,683 |
| Manager, Project Management                             | 1.00  | NU   | FT    | -  | 154,661     | 17             | 113,731 | 170,595 |
| Manager, Regulatory Compliance & Safety Assurance       | 1.00  | NU   | FT    | -  | 166,496     | 17             | 113,731 | 170,595 |
| Manager, Safety Systems                                 | 1.00  | NU   | FT    | -  | 130,733     | 16             | 104,587 | 156,881 |
| Administrator, Senior, MOW Safety                       | 1.00  | NU   | FT    | -  | 137,597     | 15             | 96,124  | 144,186 |
| Administrator, Senior, Transportation Operations Safety | 1.00  | NU   | FT    | -  | 125,218     | 15             | 96,124  | 144,186 |
| Coordinator, Senior, Safety Systems                     | 4.00  | NU   | FT    | -  | 446,033     | 14             | 88,247  | 132,372 |
| Administrator, Senior, Drug & Alcohol Testing Program   | 1.00  | NU   | FT    | -  | 102,544     | 13             | 80,965  | 121,448 |
| Coordinator, Safety Systems                             | 3.00  | NU   | FT    | -  | 342,412     | 13             | 80,965  | 121,448 |
| Analyst, Safety & Security Data Management              | 1.00  | NU   | FT    | -  | 83,629      | 12             | 74,231  | 111,344 |
| Coordinator, Environmental                              | 1.00  | NU   | FT    | -  | 95,574      | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative                        | 1.00  | NU   | FT    | -  | 64,454      | 9              | 56,940  | 85,408  |
| Specialist, Senior, Drug & Alcohol Program              | 1.00  | NU   | FT    | -  | 72,675      | 9              | 56,940  | 85,408  |
| Total                                                   | 18.00 |      |       |    | \$2,127,527 |                |         |         |

Table 7. Safety & Environmental Services Department Personnel Profile

## Safety &amp; Environmental Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 1,716,212        | 1,871,679        | 2,356,239        | 2,217,076          | 2,127,527        |
| Fringe                              | 692,572          | 848,310          | 882,575          | 898,314            | 814,461          |
| Capitalized Labor-Fringe            | -116,160         | -93,537          |                  | -30,505            |                  |
| Total                               | \$2,292,624      | \$2,626,452      | \$3,238,814      | \$3,084,885        | \$2,941,988      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 94,034           | 366,222          | 100,000          | 62,713             |                  |
| Drug & Alcohol Testing                 | 165,319          | 221,718          | 443,700          | 373,752            | 400,000          |
| Safety Occupational Regulatory         | 1,220,129        | 3,049,943        | 3,602,900        | 2,889,949          | 3,812,500        |
| Environmental Consulting               | 104,252          | 115,750          | 105,200          | 90,495             | 114,000          |
| Copier & Printer Usage and Maintenance | 996              | 3,270            |                  | 1,119              |                  |
| Contracted Maint - Environmental       | 515,612          | 520,765          | 582,300          | 529,949            | 520,800          |
| Other Services- Gen & Adm              | 54,694           | 3,098            | 46,500           | 34,522             | 10,000           |
| Waste Disposal Services                | 323,581          | 326,724          | 275,900          | 220,702            | 324,000          |
| Office Supplies                        |                  | 499              |                  | 204                |                  |
| Other Materials- Gen & Adm             | 26,846           | 135,514          | 49,900           | 39,167             | 49,500           |
| Unreconciled P-Card Expense            |                  | 2,869            |                  |                    |                  |
| Computer Equip under \$5,000           | 6,545            | 17,662           | 49,300           | 24,722             |                  |
| Obsolete Inventory                     |                  |                  |                  | 473,210            |                  |
| Telephone                              | 6,907            | 7,607            |                  | 2,358              |                  |
| NU-Local Travel & Meetings             |                  | 34,082           |                  | 10,200             | 18,400           |
| NU-Education & Training - Gen & Adm    |                  | -10              |                  |                    |                  |
| NU-Out-Of-Town Travel                  |                  | 1,409            |                  | 572                |                  |
| Total                                  | \$2,518,915      | \$4,807,122      | \$5,255,700      | \$4,753,634        | \$5,249,200      |

## Security Department (SD)

The Security & Emergency Management Department is responsible for providing a safe, secure and welcoming transit system for our riders and employees through high visibility system presence, ridership engagement, and improved security technologies. These include expansion of CCTV system capabilities, installation of blue-light security phones, and updated facility access control.

### Department Budget

| Classification | FY2024 Actual       | FY2025 Actual       | FY2026 Budget       | FY2026 Estimate     | FY2027 Proposed     | FY2027 Approved     | FY2027 Adopted |
|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| PS             | 9,376,165           | 12,192,897          | 11,514,250          | 11,357,647          | 11,480,598          | 11,480,598          | -              |
| M&S            | 34,540,048          | 47,498,483          | 54,201,400          | 54,180,656          | 52,237,400          | 52,237,400          | -              |
| <b>Total</b>   | <b>\$43,916,213</b> | <b>\$59,691,380</b> | <b>\$65,715,650</b> | <b>\$65,538,303</b> | <b>\$63,717,998</b> | <b>\$63,717,998</b> | <b>-</b>       |

Table 8. Security Department Budget

### Personnel Profile

| Position Title                                | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|-----------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Security                            | 1.00         | NU   | FT    | -  | 191,163            | 20             | 145,546 | 218,318 |
| Manager, Project Management                   | 1.00         | NU   | FT    | -  | 164,157            | 17             | 113,731 | 170,595 |
| Manager, Public Safety Operations             | 1.00         | NU   | FT    | -  | 130,613            | 17             | 113,731 | 170,595 |
| Manager, Safety Response                      | 1.00         | NU   | FT    | -  | 130,733            | 16             | 104,587 | 156,881 |
| Manager, Security Operations & Investigations | 1.00         | NU   | FT    | -  | 113,372            | 16             | 104,587 | 156,881 |
| Manager, Security Operations Center (SOC)     | 1.00         | NU   | FT    | -  | 142,344            | 16             | 104,587 | 156,881 |
| Assistant Manager, Public Safety Operations   | 1.00         | NU   | FT    | -  | 103,681            | 14             | 88,247  | 132,372 |
| Analyst, Investigations                       | 2.00         | NU   | FT    | -  | 191,591            | 13             | 80,965  | 121,448 |
| Assistant Manager, Safety Response            | 1.00         | NU   | FT    | -  | 109,070            | 13             | 80,965  | 121,448 |
| Coordinator, Senior, Vulnerable Populations   | 1.00         | NU   | FT    | -  | 96,001             | 13             | 80,965  | 121,448 |
| Administrator, Security Access Control        | 1.00         | NU   | FT    | -  | 102,500            | 12             | 74,231  | 111,344 |
| Coordinator, Crime Prevention & Data Analysis | 1.00         | U    | FT    | -  | 103,341            | 437            | 76,170  | 101,566 |
| Security Dispatcher                           | 13.00        | U    | FT    | -  | 1,404,358          | 343            | 80,974  | 107,973 |
| Customer Safety Supervisor                    | 42.00        | U    | FT    | -  | 4,518,984          | 342            | 79,310  | 105,747 |
| Lead Customer Safety Supervisor               | 5.00         | U    | FT    | -  | 564,746            | 341            | 83,262  | 111,010 |
| <b>Total</b>                                  | <b>73.00</b> |      |       |    | <b>\$8,066,653</b> |                |         |         |

Table 9. Security Department Personnel Profile

## Security Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 6,983,838        | 9,117,191        | 8,275,408        | 8,329,164          | 8,276,515        |
| Fringe                              | 2,395,173        | 3,075,706        | 3,238,842        | 3,028,483          | 3,204,083        |
| Capitalized Labor-Fringe            | -2,846           |                  |                  |                    |                  |
| Total                               | \$9,376,165      | \$12,192,897     | \$11,514,250     | \$11,357,647       | \$11,480,598     |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Legal                                  |                  | 340,723          |                  |                    |                  |
| Professional & Technical-Gen & Adm     | 38,082           | 316,242          | 33,300           | 87,734             | 35,000           |
| Temporary Help-Trans Adm               | 32,234           | 65,514           | 24,800           | 12,399             |                  |
| Copier & Printer Usage and Maintenance | 3,499            | 8,782            |                  | 3,603              |                  |
| Body Repair - NRV                      |                  |                  |                  | 15,713             |                  |
| Transit Police Services                | 6,010,137        | 6,491,561        | 10,209,000       | 9,494,304          | 13,885,000       |
| Deputy DA Contract                     | 666,073          | 958,133          | 1,025,700        | 1,043,171          | 1,454,700        |
| Security Services                      | 24,519,670       | 33,468,672       | 40,914,900       | 40,762,353         | 34,737,500       |
| Building Security Maintenance          | 358,934          | 363,527          | 197,000          | 571,211            | 500,000          |
| Exclusion & Tow Hearings               | 337              |                  |                  |                    |                  |
| Transit Police Services - Canine Unit  | 500,445          | 881,661          | 692,700          | 757,973            | 700,000          |
| Security Services - Gang Outreach      | -16,739          |                  |                  |                    |                  |
| Community Safety Workers               |                  | 483,445          | 650,000          | 493,981            | 650,000          |
| Other Services- Gen & Adm              | 1,402,464        | 1,927,725        | 184,000          | 481,478            | 40,000           |
| Other Services- Revenue Veh.Maint      |                  |                  |                  | 165                |                  |
| Uniforms- Rev Veh Op                   | 28,892           | 13,299           | 15,000           | 25,587             | 15,000           |
| Gasoline - NRV Maintenance             |                  |                  |                  | 41,097             |                  |
| Tires Serv Vehicle-Rev Equip Maint     |                  |                  |                  | 6,444              |                  |
| Office Supplies                        |                  |                  |                  | 347                |                  |
| Maint Material - Serv Veh              |                  |                  |                  | 17,970             |                  |
| Other Materials- Gen & Adm             | 858,994          | 1,923,724        | 220,500          | 230,633            | 220,200          |
| Unreconciled P-Card Expense            | 3,082            | 4,113            |                  |                    |                  |
| Computer Equip under \$5,000           | 35,716           | 53,836           | 34,500           | 66,526             |                  |



## Security Department

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Safety Supplies-Rev Eq Maint          |                  |                  |                  | 738                |                  |
| Community Outreach                    |                  | 1,125            |                  |                    |                  |
| Telephone                             | 98,228           | 130,084          |                  | 65,687             |                  |
| NU-Local Travel & Meetings            |                  |                  |                  | 1,020              |                  |
| NU-Out-Of-Town Travel                 |                  | 1,175            |                  | 522                |                  |
| Software License Fees                 |                  | 65,142           |                  |                    |                  |
| Total                                 | \$34,540,048     | \$47,498,483     | \$54,201,400     | \$54,180,656       | \$52,237,400     |

## Emergency Management Department (EM)

The Emergency Management Department is primarily responsible for agency preparedness planning, response and recovery efforts, and ensuring the agency is resilient to internal and external stressors.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|--------------------|--------------------|----------------|
| PS             | -             | -             | -             | -               | 719,374            | 719,374            | -              |
| M&S            | -             | -             | -             | -               | 1,290,000          | 1,290,000          | -              |
| <b>Total</b>   | -             | -             | -             | -               | <b>\$2,009,374</b> | <b>\$2,009,374</b> | -              |

Table 10. Emergency Management Department Budget

### Personnel Profile

| Position Title                                    | FTE         | U/NU | FT/PT | LT | Base Salary      | Pay Code/Grade | Min     | Max     |
|---------------------------------------------------|-------------|------|-------|----|------------------|----------------|---------|---------|
| Director, Emergency Management                    | 1.00        | NU   | FT    | -  | 167,001          | 19             | 134,166 | 201,251 |
| Manager, Emergency Management                     | 1.00        | NU   | FT    | -  | 148,778          | 17             | 113,731 | 170,595 |
| Coordinator, Senior, Emergency Management         | 1.00        | NU   | FT    | -  | 95,057           | 14             | 88,247  | 132,372 |
| Coordinator, Senior, Public Safety Training & Dev | 1.00        | NU   | FT    | -  | 112,457          | 14             | 88,247  | 132,372 |
| <b>Total</b>                                      | <b>4.00</b> |      |       |    | <b>\$523,293</b> |                |         |         |

Table 11. Emergency Management Department Personnel Profile

## Emergency Management

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  |                  |                  |                    | 523,292          |
| Fringe                              |                  |                  |                  |                    | 196,082          |
| Total                               |                  |                  |                  |                    | \$719,374        |

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm    |                  |                  |                  |                    | 1,110,600        |
| Other Services- Gen & Adm             |                  |                  |                  |                    | 23,300           |
| Other Materials- Gen & Adm            |                  |                  |                  |                    | 153,000          |
| NU-Local Travel & Meetings            |                  |                  |                  |                    | 3,100            |
| Total                                 |                  |                  |                  |                    | \$1,290,000      |



## TriMet Fact

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Starting in Fiscal Year 2021, and every following year, TriMet's Finance team has earned the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for creating a transparent and easily understandable agency budget. For the FY2026 budget, TriMet received special recognition in the Long-Range Operating Financial Plans and Capital Program categories.

# Strategy & Planning Division

## Division Overview

### Mission

The Strategy & Planning Division provides strategic direction and planning for TriMet. Under direction of the Chief Strategy and Planning Officer (CSPO), the division provides Strategic Planning including TriMet 2030, Service Planning, Transit Systems Support Services, and Long-Range Asset Planning including Zero Emissions Programs and Sustainability.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 0.00          | 18.00         | 20.00         | 20.00           | 36.00           | 36.00           | -              |

Table 1. Strategy & Planning Division Authorized FTEs

### Budget Summary

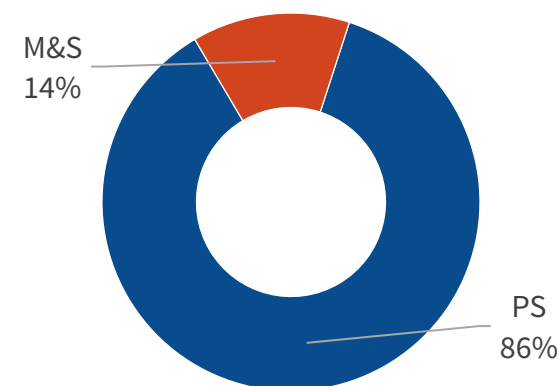
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | -             | 3,179,877     | 3,826,056     | 3,542,026       | 6,497,956       | 6,497,956       | -              |
| M&S            | -             | 994,596       | 906,200       | 735,202         | 1,013,300       | 1,013,300       | -              |
| Total          | -             | \$4,174,473   | \$4,732,256   | \$4,277,228     | \$7,511,256     | \$7,511,256     | -              |

Table 2. Strategy & Planning Division Budget

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$2.8 million (+58.7%), rising from \$4.7 million to \$7.5 million. Personnel Services increases by \$2.7 million (+69.8%), while Materials & Services increases by \$107.1K (+11.8%).

For the FY2027 Approved Budget, Personnel Services comprises 86% (\$6.5 million) of the total budget, while Materials & Services accounts for 14% (\$1.0 million).

FY2027 Budget by Classification



## Departments and Priorities

- **Strategy & Planning Administration (PLAN):** Responsible for identifying and implementing agency-wide strategies including TriMet 2030, facility and asset planning, and zero emission vehicle fleet initiatives.
- **Service Planning (SP):** Responsible for long and short-range planning for bus and rail service, bus stop locations, bus passenger facilities, transit priority, planning for pedestrian and bicycle access to transit, fostering and improving partnerships for transit growth, supporting sustainability planning and actions, and managing external funding processes.
- **Transit Systems Support Services (TSSS)<sup>1</sup>:** Responsible for operations data analysis, asset management, research and development, and records governance for operational SOPs, rules, instructions, and other directive documents.

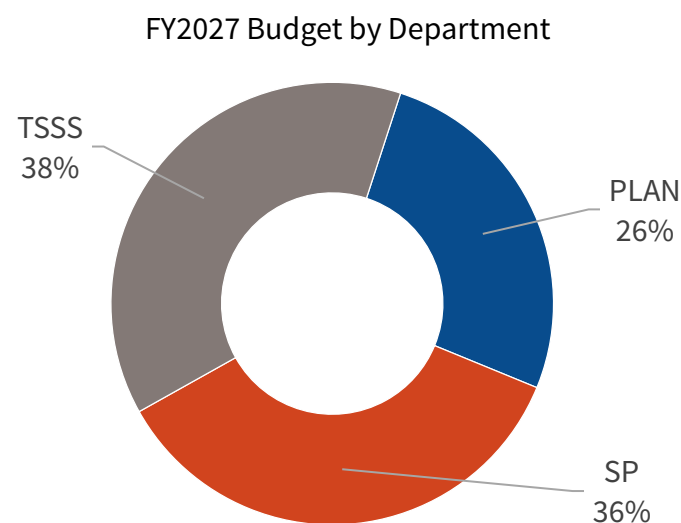
## Budget by Departments

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PLAN       | -             | 1,053,978     | 1,383,731     | 1,112,684       | 1,966,424       | 1,966,424       | -              |
| SP         | -             | 3,120,495     | 3,348,525     | 3,164,544       | 2,683,947       | 2,683,947       | -              |
| TSSS       | -             | -             | -             | -               | 2,860,885       | 2,860,885       | -              |
| Total      | -             | \$4,174,473   | \$4,732,256   | \$4,277,228     | \$7,511,256     | \$7,511,256     | -              |

Table 3. Strategy & Planning Division Budget by Departments

From the FY2026 Budget to the FY2027 Approved Budget, the total budget increases by \$2.8 million (+58.7%), rising from \$4.7 million to \$7.5 million. Strategy & Planning Administration (PLAN) increases by \$582.7K (+42.1%), while Service Planning (SP) decreases by \$664.6K (-19.8%), and Transit Systems Support Services (TSSS) adds \$2.9 million as a new department in FY2027.

For the FY2027 Approved Budget, Service Planning (SP) comprises 36% (\$2.7 million) of the total budget, Transit Systems Support Services (TSSS) represents 38% (\$2.9 million), and Strategy & Planning Administration (PLAN) accounts for 26% (\$2.0 million).



<sup>1</sup> Transit System Support Services (TSSS) restructured to Strategy & Planning Division for organizational effectiveness for FY2027 year.

## FY2026 Accomplishments

### TriMet 2030 Strategic Plan

- Led the development of the TriMet 2030 strategic plan and the goals and strategies that will drive TriMet's work for the next five years.

### Elevate the Customer Experience

- Ensured the organization continues to deliver service that is accessible and reliable.
- Improved the customer experience and reduced barriers to ridership through improving bus stops and replacing existing shelters that have reached the end of useful life. This includes the creation, prototyping, and installation of a new shelter design and construction of ADA bus stop improvements.
- Supported 82<sup>nd</sup> Ave and TV highway FX projects vehicle propulsion decisions.

### Ensure Financial Stability and Stewardship

- Secured STIF payroll and STIF population funds to be used for service operations and ADA transportation.
- Secured STIF discretionary funds to be used for ADA accessibility improvements at bus stops and reduction of bus traffic delays through transit priority spot improvements.
- Developed a Service Plan that was forwarded for consideration to the TriMet Board of Directors that reduces service to address the budget deficit.
- Completed Automatic Passenger Counter validation for NTD with no issues.

### Increase Investment in Safe and Reliable Infrastructure

- Implemented an enhancement to TriMet's model for managing assets that will help asset owners in seeking capital funding for consideration in FY28.
- Initiated Facilities and Major Assets Plan with a focus on more immediate bus requirement needs.

### Advance TriMet's Value to Region

- Reduced reporting lag on Monthly Operations Analysis to TriMet Board of Directors.
- Collect, analyze, monitor and troubleshoot performance of existing zero emission bus fleet and planning for future fleet needs.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(SP)** Develop and publish the annual service plan and implement service adjustments to address the FY2027 budget deficit while maintaining frequent service and retaining the customer base to the greatest extent possible.
- **(SP, TSSS)** Analyze service disruptions and the root causes of stops and delays, develop mitigation strategies, and implement improvements to enhance service reliability.
- **(TSSS)** Complete analysis of transit ridership response to variables under TriMet's control to inform future service and policy decisions.

### Ensure Financial Stability and Stewardship

- **(SP)** Reduce service as necessary to address the FY2027 budget deficit while maintaining frequent service and retaining the customer base to the greatest extent possible.
- **(TSSS)** Implement a coordinated agency structure and hierarchy of policies and procedures aligned with best practices, regulatory requirements, and continuous improvement objectives.

### Increase Investment in Safe and Reliable Infrastructure

- **(PLAN)** Continue implementation of long-range asset planning initiatives.
- **(TSSS)** Publish a new FTA-compliant Transit Asset Management (TAM) Plan by October 1, 2026.
- **(TSSS)** Continue development toward implementation of an enterprise asset management system (EAMS), including advancing the business case and project development pending funding availability. Timeline through June 30, 2029.

### Advance TriMet's Value to the Region

- **(PLAN)** Continue implementation of the TriMet 2030 Strategic Plan.
- **(PLAN, SP)** Proactively participate in regional planning and policy processes to guide the vision for future regional transit and educate partners on the capital, operating, and maintenance requirements associated with a transit-supportive regional vision.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- **(TSSS)** Create and publish new on-time performance dashboards for bus and rail to improve transparency, accessibility, and decision-making.
- **(TSSS)** Launch new Bus Maintenance and Maintenance of Way TriNET pages and enhance internal document accessibility and usability for frontline staff.



## Strategy & Planning Administration Department (PLAN)

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:

- TriMet 2030
- Operational Analysis & Essential Data
- Long Range Asset Planning, Zero-Emission Programs and Sustainability
- Service Planning

The following divisions report to the CSPO but are not part of the Strategy and Planning Administration department:

- Public Access & Innovation Division
- Engineering & Construction Division

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | -             | 932,191            | 1,263,231          | 1,013,327          | 1,865,824          | 1,865,824          | -              |
| M&S            | -             | 121,787            | 120,500            | 99,357             | 100,600            | 100,600            | -              |
| <b>Total</b>   | -             | <b>\$1,053,978</b> | <b>\$1,383,731</b> | <b>\$1,112,684</b> | <b>\$1,966,424</b> | <b>\$1,966,424</b> | -              |

Table 4. Strategy & Planning Administration Department Budget

### Personnel Profile

| Position Title                                     | FTE         | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------|-------------|------|-------|----|--------------------|----------------|---------|---------|
| Chief Strategy & Planning Officer                  | 1.00        | NU   | FT    | -  | 306,239            | 27             | 253,765 | 380,648 |
| Executive Director, Planning                       | 1.00        | NU   | FT    | -  | 241,505            | 22             | 170,901 | 256,354 |
| Director, Long-Range Asset Planning                | 1.00        | NU   | FT    | -  | 195,233            | 21             | 157,787 | 236,683 |
| Program Manager, Senior, Strategy and Planning     | 1.00        | NU   | FT    | -  | 173,660            | 18             | 123,570 | 185,355 |
| Program Manager, Zero Emission Buses               | 1.00        | NU   | FT    | -  | 178,888            | 18             | 123,570 | 185,355 |
| Project Manager, Senior, Long-Range Asset Planning | 1.00        | NU   | FT    | -  | 130,733            | 16             | 104,587 | 156,881 |
| Executive Assistant, Senior (CSPO)                 | 1.00        | NU   | FT    | -  | 102,565            | 13             | 80,965  | 121,448 |
| <b>Total</b>                                       | <b>7.00</b> |      |       |    | <b>\$1,328,823</b> |                |         |         |

Table 5. Strategy & Planning Administration Department Personnel Profile

## Strategy &amp; Planning Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  | 678,241          | 986,775          | 841,333            | 1,459,314        |
| Fringe                              |                  | 264,468          | 276,456          | 244,286            | 406,510          |
| Capitalized Labor-Fringe            |                  | -10,518          |                  | -72,292            |                  |
| Total                               |                  | \$932,191        | \$1,263,231      | \$1,013,327        | \$1,865,824      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 75,248           | 40,000           | 42,253             | 54,900           |
| Copier & Printer Usage and Maintenance |                  | 1,105            |                  | 651                | 900              |
| Other Services- Gen & Adm              |                  | 20,380           |                  | 68                 | 10,000           |
| Office Supplies                        |                  |                  | 3,000            | 1,517              |                  |
| Equip/Furn < \$5,000-Gen & Adm         |                  |                  | 8,000            | 3,999              |                  |
| Other Materials- Gen & Adm             |                  | 5,992            | 2,000            | 999                | 5,800            |
| Unreconciled P-Card Expense            |                  | 1,614            |                  |                    |                  |
| Telephone                              |                  |                  | 6,000            | 3,000              | 2,000            |
| NU-Dues & Subscriptions                |                  |                  | 10,000           | 5,151              |                  |
| NU-Local Travel & Meetings             |                  | 6,386            | 4,000            | 6,055              | 5,000            |
| NU-Education & Training - Gen & Adm    |                  | 5,600            | 25,000           | 17,431             | 15,000           |
| NU-Out-Of-Town Travel                  |                  | 4,890            | 20,000           | 16,982             | 5,000            |
| Employee Recognition                   |                  | 572              | 2,500            | 1,251              | 2,000            |
| Total                                  |                  | \$121,787        | \$120,500        | \$99,357           | \$100,600        |

## Service Planning Department (SP)

The Service Planning Department is responsible for the planning of transit service. This includes planning for bus and MAX service, bus stop locations, bus passenger facilities, transit priority, planning for pedestrian/bicycle access to transit, and fostering and improving partnerships for transit growth including the coordinating STIF processes.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | -             | 2,247,686     | 2,562,825     | 2,528,699       | 1,988,147       | 1,988,147       | -              |
| M&S            | -             | 872,809       | 785,700       | 635,845         | 695,800         | 695,800         | -              |
| <b>Total</b>   | -             | \$3,120,495   | \$3,348,525   | \$3,164,544     | \$2,683,947     | \$2,683,947     | -              |

Table 6. Service Planning Department Budget

### Personnel Profile

| Position Title                                     | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|----------------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Mobility Planning & Policy               | 1.00         | NU   | FT    | -  | 189,125            | 20             | 145,546 | 218,318 |
| Manager, Service Planning & Development            | 2.00         | NU   | FT    | -  | 298,220            | 17             | 113,731 | 170,595 |
| Coordinator, Senior, Operating Projects            | 1.00         | NU   | FT    | -  | 136,214            | 15             | 96,124  | 144,186 |
| Planner, Senior                                    | 1.00         | NU   | FT    | -  | 122,685            | 15             | 96,124  | 144,186 |
| Planner, Senior                                    | 1.00         | NU   | FT    | X  | 137,846            | 15             | 96,124  | 144,186 |
| Administrator, Senior, Senior & Disabled Transport | 1.00         | NU   | FT    | -  | 111,680            | 14             | 88,247  | 132,372 |
| Planner                                            | 3.00         | NU   | FT    | -  | 309,656            | 13             | 80,965  | 121,448 |
| Planner, Associate                                 | 1.00         | NU   | FT    | -  | 86,694             | 11             | 67,999  | 102,001 |
| Assistant, Administrative                          | 1.00         | NU   | FT    | -  | 58,427             | 7              | 47,529  | 71,293  |
| <b>Total</b>                                       | <b>12.00</b> |      |       |    | <b>\$1,450,548</b> |                |         |         |

Table 7. Service Planning Department Personnel Profile

## Service Planning Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  | 1,797,918        | 1,893,560        | 1,881,510          | 1,450,548        |
| Fringe                              |                  | 612,003          | 669,265          | 655,373            | 537,599          |
| Capitalized Labor-Fringe            |                  | -162,235         |                  | -8,184             |                  |
| Total                               |                  | \$2,247,686      | \$2,562,825      | \$2,528,699        | \$1,988,147      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 629,635          | 488,400          | 323,900            | 260,800          |
| Metro Unified Work Prog                |                  | 257,500          | 265,300          | 263,356            | 265,300          |
| Copier & Printer Usage and Maintenance |                  | 562              |                  | 109                | 500              |
| Other Services- Gen & Adm              |                  | -34,972          | 21,000           | 13,083             | 155,200          |
| Other Materials- Gen & Adm             |                  | 2,168            | 6,000            | 19,362             | 4,000            |
| Unreconciled P-Card Expense            |                  | 1,801            |                  | 669                |                  |
| Computer Equip under \$5,000           |                  | 2,073            | 5,000            | 5,517              | 3,000            |
| Telephone                              |                  | 546              |                  | 157                | 500              |
| NU-Local Travel & Meetings             |                  | 4,864            |                  | 5,539              | 4,500            |
| NU-Out-Of-Town Travel                  |                  | 8,632            |                  | 4,153              | 2,000            |
| Total                                  |                  | \$872,809        | \$785,700        | \$635,845          | \$695,800        |

## Transit Systems Support Services Department (TSSS)

Transit Systems Support Services develops and implements strategies for asset inventory collection to support capital asset performance assessment, replacement modeling, and prioritization. It analyzes data to improve processes and efficiencies, plans for future service changes, and submits required condition and compliance reports. The division oversees the Transit Asset Management (TAM) Plan and policies, conducts asset assessments, and provides records and information management support for Operations.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|--------------------|--------------------|----------------|
| PS             | -             | -             | -             | -               | 2,643,985          | 2,643,985          | -              |
| M&S            | -             | -             | -             | -               | 216,900            | 216,900            | -              |
| <b>Total</b>   | -             | -             | -             | -               | <b>\$2,860,885</b> | <b>\$2,860,885</b> | -              |

Table 8. Transit Systems Support Services Department Budget

### Personnel Profile

| Position Title                                         | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|--------------------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Transit System Support Services              | 1.00         | NU   | FT    | -  | 188,521            | 20             | 145,546 | 218,318 |
| Manager, Service Performance & Analysis                | 1.00         | NU   | FT    | -  | 136,799            | 18             | 123,570 | 185,355 |
| Program Manager, Business Process & Projects, Ops Mgmt | 1.00         | NU   | FT    | -  | 152,380            | 17             | 113,731 | 170,595 |
| Analyst, Principal, Operations                         | 1.00         | NU   | FT    | -  | 117,704            | 16             | 104,587 | 156,881 |
| Analyst, Senior Operations & Finance Planning          | 1.00         | NU   | FT    | -  | 116,358            | 15             | 96,124  | 144,186 |
| Analyst, Senior, Data Engineering                      | 1.00         | NU   | FT    | -  | 120,155            | 15             | 96,124  | 144,186 |
| Manager, Records and Information                       | 1.00         | NU   | FT    | -  | 115,044            | 15             | 96,124  | 144,186 |
| Analyst, Senior, Operations Records                    | 1.00         | NU   | FT    | -  | 114,531            | 14             | 88,247  | 132,372 |
| Analyst, Senior, Rules, Procedures & Instructions      | 1.00         | NU   | FT    | -  | 112,499            | 14             | 88,247  | 132,372 |
| Data Scientist, Senior                                 | 1.00         | NU   | FT    | -  | 121,737            | 14             | 88,247  | 132,372 |
| Analyst, Operations                                    | 4.00         | NU   | FT    | -  | 372,897            | 13             | 80,965  | 121,448 |
| Analyst, Operations Records                            | 1.00         | NU   | FT    | -  | 81,429             | 12             | 74,231  | 111,344 |
| Assistant, Senior Administrative                       | 1.00         | NU   | FT    | -  | 68,702             | 9              | 56,940  | 85,408  |
| Specialist, Senior, Records                            | 1.00         | NU   | FT    | -  | 57,803             | 9              | 56,940  | 85,408  |
| <b>Total</b>                                           | <b>17.00</b> |      |       |    | <b>\$1,876,560</b> |                |         |         |

Table 9. Transit Systems Support Services Department Personnel Profile

## Transit Systems Support Services Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  |                  |                  |                    | 1,876,560        |
| Fringe                              |                  |                  |                  |                    | 767,425          |
| Total                               |                  |                  |                  |                    | \$2,643,985      |

| Materials & Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm    |                  |                  |                  |                    | 78,000           |
| Temporary Help-Gen & Adm              |                  |                  |                  |                    | 130,200          |
| Equip/Furn < \$5,000-Gen & Adm        |                  |                  |                  |                    | 1,000            |
| Telephone                             |                  |                  |                  |                    | 2,000            |
| NU-Out-Of-Town Travel                 |                  |                  |                  |                    | 4,500            |
| Out-Of-Town Travel Non Training       |                  |                  |                  |                    | 1,200            |
| Total                                 |                  |                  |                  |                    | \$216,900        |

# Public Access & Innovation Division<sup>1</sup>

## Division Overview

### Mission

The mission of TriMet's Public Access & Innovation Division is to support internal and external efforts to increase access to the region's public transit system, support economic development through small business contracting, and workforce development, ensure agency adherence with civil rights laws and protections, and build out innovative partnerships, programs, and initiatives in support of TriMet's Vision, Value and Mission.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | -             | 8.00          | 13.00         | 11.00           | 11.00           | 11.00           | -              |

Table 1. Public Access & Innovation Authorized FTEs

### Budget Summary

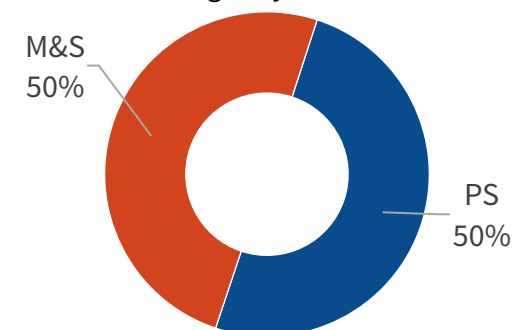
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | -             | 1,571,748     | 2,259,284     | 1,910,619       | 1,991,240       | 1,991,240       | -              |
| M&S            | -             | 1,093,667     | 2,370,700     | 1,276,058       | 1,980,700       | 1,980,700       | -              |
| Total          | -             | \$2,665,415   | \$4,629,984   | \$3,186,677     | \$3,971,940     | \$3,971,940     | -              |

Table 2. Public Access & Innovation Budget Summary

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$658.0K (-14.2%), declining from \$4.6 million to \$3.9 million. Personnel Services decrease by \$268.0K (-11.9%), while Materials & Services decrease by \$390.0K (-16.5%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 50% (\$1.9 million) of the total budget, while Materials & Services account for approximately 50% (\$1.9 million).

FY2027 Budget by Classification



<sup>1</sup> The Inclusion, Diversity, Equity, & Accessibility Division was renamed to Public Access & Innovation Division in FY2025.

## Departments and Priorities

- **Public Access & Innovation (PAI):** TriMet's Public Access & Innovation Division is responsible for Federal and State compliance programs, innovative projects, partnerships and initiatives, and business contractor, and workforce development efforts and ensuring success across multiple performance areas. PAI is responsible for:
  - **Innovation Projects & Initiatives:** Implements community workforce development and grant programs, innovative partnerships, and TriMet 2030 continuous improvement efforts.
  - **Title VI and Civil Rights:** Ensures compliance with state and federal civil rights laws through oversight of public participation, complaints and investigations, equity and service analyses, subrecipient monitoring, and ongoing regional demographic review.
  - **Language Access Program:** Provides meaningful access for Limited English Proficient populations through translation, interpretation, and monitoring of safe harbor LEP communities across the service district.
  - **Small Business & Contractor Development:** Leads small business, contractor development, and workforce programs while ensuring compliance with state workforce and federal small business utilization goals across TriMet's contracting portfolio.

## Budget by Departments

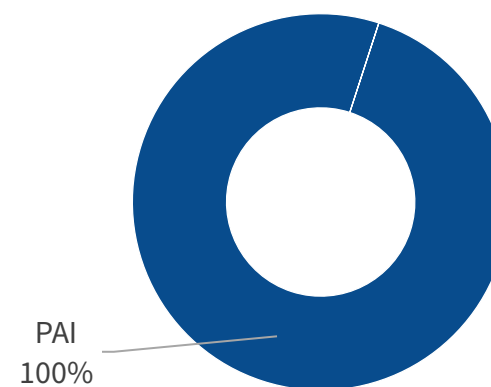
| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PAI        | -             | 2,665,415     | 4,629,984     | 3,186,677       | 3,971,940       | 3,971,940       | -              |
| Total      | -             | \$2,665,415   | \$4,629,984   | \$3,186,677     | \$3,971,940     | \$3,971,940     | -              |

Table 3. Public Access & Innovation Budget by Departments

The Budget by Departments table presents the Public Access & Innovation Division budget by fiscal year, including FY2024 and FY2025 actuals, the FY2026 Budget and Estimate, and the FY2027 Approved Budget.

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$658.0K (-14.2%), declining from \$4.6 million to \$3.9 million. As the Public Access & Innovation Division consists of a single department, this budget reflects all associated costs and priorities.

FY2027 Budget by Department





## FY2026 Accomplishments

### Advance TriMet's Value to the Region

- TriMet's Public Access and Innovation Division successfully launched year one of the agency's Federal LONO Grant which provides \$2.4 million dollars in community and incumbent worker training.
- The Division successfully implemented year one of the agency's 82<sup>nd</sup> Avenue community Workforce program focused on developing construction and other related career pathways for residents along the 82<sup>nd</sup> avenue corridor.
- Established a new Continuous Improvement Program "Empowering People Impacting Change" (EPIC) and launched 5 pilot continuous projects to support internal TriMet efforts and program areas.
- Completed and submitted TriMet's Federally required 2025-2027 Title VI and Civil Rights Program Update.

## FY2027 Goals and Objectives

### Elevate the Customer Experience

- **(PAI)** Launch a new LEP Rider Development Program and increase access and engagement of the regions Limited English Proficient communities.
- **(PAI)** Implement Year 2 of our agency wide Continuous Improvement Program "Empowering People Impacting Change (EPIC).

### Advance TriMet's Value to the Region

- **(PAI)** 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, 2027.
- **(PAI)** Implement year 2 of the 82nd Avenue Community Workforce Program, and the LONO grant.

### Ensure Financial Stability and Stewardship

- **(PAI)** Explore additional fare mitigation resources to allow greater subsidies for riders who are living on low incomes through external partners with overlapping vulnerable communities (i.e. Temporary Assistance to Needy Families, Department of Health Services, Veterans Administration, Medicaid/Medicare, Public Housing). By addressing affordability and accessibility, this objective seeks to enhance the quality of life for low-income riders. Timeline through June 30, 2027.

## Public Access & Innovation Department (PAI)

The Public Access & Innovation Division is responsible for TriMet's Title VI & Civil Rights Programs; agency Disadvantaged, Small Business & Workforce Equity Programs; TriMet's Language Access Plan; and TriMet's expanding Innovation portfolio of projects and grants, as well as supporting community forums like the Transit Equity Advisory Committee; and Public Access & Innovation also supports overall system accessibility. PAI 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 also works in partnership with Public Affairs to support TriMet's Multicultural Programs, Translation Services, and other access related initiatives.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed    | FY2027 Approved    | FY2027 Adopted |
|----------------|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| PS             | -             | 1,571,748          | 2,259,284          | 1,910,619          | 1,991,240          | 1,991,240          | -              |
| M&S            | -             | 1,093,667          | 2,370,700          | 1,276,058          | 1,980,700          | 1,980,700          | -              |
| <b>Total</b>   | -             | <b>\$2,665,415</b> | <b>\$4,629,984</b> | <b>\$3,186,677</b> | <b>\$3,971,940</b> | <b>\$3,971,940</b> | -              |

Table 4. Public Access & Innovation Department Budget

### Personnel Profile

| Position Title                                 | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|------------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Executive Director, Public Access & Innovation | 1.00         | NU   | FT    | -  | 257,232            | 23             | 184,983 | 277,476 |
| Program Manager                                | 1.00         | NU   | FT    | -  | 146,423            | 17             | 113,731 | 170,595 |
| Manager, Community Engagement Programs         | 1.00         | NU   | FT    | -  | 130,132            | 16             | 104,587 | 156,881 |
| Manager, Title VI & Public Access Programs     | 1.00         | NU   | FT    | -  | 122,494            | 16             | 104,587 | 156,881 |
| Manager, Business & Contractor Development     | 1.00         | NU   | FT    | -  | 130,197            | 15             | 96,124  | 144,186 |
| Administrator, Senior, Contracts               | 1.00         | NU   | FT    | -  | 95,400             | 14             | 88,247  | 132,372 |
| Project Manager, Senior                        | 3.00         | NU   | FT    | -  | 336,843            | 14             | 88,247  | 132,372 |
| Project Manager, Senior                        | 1.00         | NU   | FT    | X  | 110,310            | 14             | 88,247  | 132,372 |
| Assistant, Executive Administrative            | 1.00         | NU   | FT    | -  | 91,062             | 12             | 74,231  | 111,344 |
| <b>Total</b>                                   | <b>11.00</b> |      |       |    | <b>\$1,420,093</b> |                |         |         |

Table 5. Public Access & Innovation Department Personnel Profile

## Public Access &amp; Innovation Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               |                  | 1,149,628        | 1,651,809        | 1,416,640          | 1,454,979        |
| Fringe                              |                  | 423,118          | 607,475          | 493,979            | 536,261          |
| Capitalized Labor-Fringe            |                  | -998             |                  |                    |                  |
| Total                               |                  | \$1,571,748      | \$2,259,284      | \$1,910,619        | \$1,991,240      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 3,000            |                  |                    |                  |
| Temporary Help-Gen & Adm               |                  |                  |                  |                    | 10,000           |
| First Step Youth                       |                  |                  | 50,000           | 24,999             | 50,000           |
| Copier & Printer Usage and Maintenance |                  | 6,269            |                  | 637                | 2,000            |
| Other Services- Gen & Adm              |                  | 824,701          | 146,700          | 137,459            |                  |
| Office Supplies                        |                  | 4,394            | 5,000            | 2,698              | 2,000            |
| Other Materials- Gen & Adm             |                  | 16,870           | 1,850,000        | 926,571            | 1,606,000        |
| Unreconciled P-Card Expense            |                  | 1,698            |                  | 1,289              |                  |
| Computer Equip under \$5,000           |                  |                  |                  |                    | 2,000            |
| Community Outreach                     |                  | 137,615          | 250,000          | 127,501            | 200,000          |
| Outreach/Promotions                    |                  |                  |                  |                    | 60,000           |
| Telephone                              |                  | 8,796            | 2,000            | 5,959              | 3,000            |
| NU-Dues & Subscriptions                |                  | 14,401           | 25,000           | 12,501             | 10,000           |
| NU-Local Travel & Meetings             |                  | 3,906            | 2,000            | 2,665              | 7,700            |
| NU-Education & Training - Gen & Adm    |                  | 44,317           | 20,000           | 13,259             | 15,000           |
| NU-Out-Of-Town Travel                  |                  | 27,700           | 20,000           | 20,520             | 10,000           |
| Lease Agreements                       |                  |                  |                  |                    | 3,000            |
| Total                                  |                  | \$1,093,667      | \$2,370,700      | \$1,276,058        | \$1,980,700      |



## TriMet Fact

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On September 2, 2009 the 8.2 mile MAX Green Line opened, adding a convenient and affordable way to get around for people living and working in Clackamas County and East Multnomah County. The Green Line travels alongside I-205 to Gateway and continues west to downtown Portland, where it serves the Transit Mall between Union Station and Portland State University.

# Engineering & Construction Division

## Division Overview

### Mission

The Engineering & Construction Division plans, designs, remodels and constructs high value transit projects. Work includes in-street (bus) facilities, extensions and modifications to the light rail system, operations and administrative facilities, bus garages and light rail operations bases. The division also manages improvements to existing TriMet facilities and implements opportunities for transit-supportive developments.

### Authorized FTEs

|           | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|-----------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| Total FTE | 82.00         | 89.00         | 99.00         | 92.00           | 92.00           | 92.00           | -              |

Table 1. Engineering & Construction Division Authorized FTEs

### Budget Summary

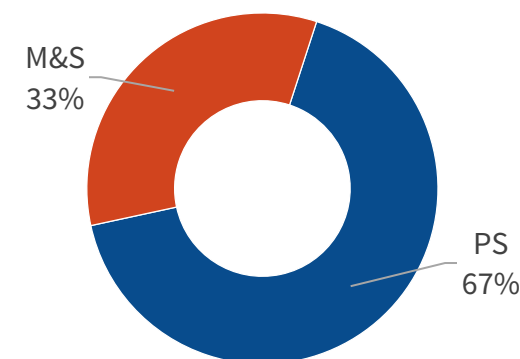
| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,516,348     | 2,085,371     | 2,275,024     | 2,493,844       | 2,274,471       | 2,274,471       | -              |
| M&S            | 722,991       | 2,074,036     | 1,160,100     | 879,687         | 1,140,100       | 1,140,100       | -              |
| Total          | \$2,239,339   | \$4,159,407   | \$3,435,124   | \$3,373,531     | \$3,414,571     | \$3,414,571     | -              |

Table 2. Engineering & Construction Division Budget Summary

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$20.6K (-0.6%), declining from \$3.44 million to \$3.41 million. Personnel Services decrease by \$553 (-0.02%), while Materials & Services decrease by \$20.0K (-1.7%).

In the FY2027 Approved Budget, Personnel Services comprise approximately 67% (\$2.3 million) of the total budget, while Materials & Services account for approximately 33% (\$1.1million).

FY2027 Budget by Classification



## Departments and Priorities

- **Engineering & Construction Administration (ECA):** Provides oversight and tracking of project cost and budgets, quality control, estimating, inspections, public art administration, structural engineering services, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports overall project delivery for the Engineering & Construction Division in addition to supporting the needs of the Agency.
- **Design & Construction (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 capital improvements and enhancements to address safety/security and/or increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and infrastructure projects associated with implementation of fuel-cell electric buses.
- **Major Projects (MP):** Provides environmental permitting, capital planning, design and construction of federal and/or other regionally funded major regional transit projects, consistent with the Regional Transportation Plan and TriMet priorities. Within Major Projects, the IBR (Interstate Bridge Replacement) 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.

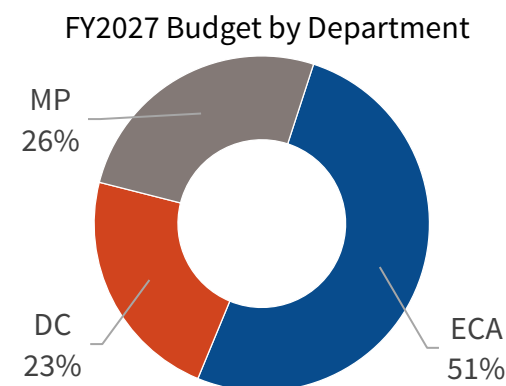
## Budget by Departments

| Department | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| ECA        | 1,867,535     | 1,989,007     | 1,521,614     | 1,556,393       | 1,749,235       | 1,749,235       | -              |
| DCD        | (45,352)      | 567,497       | 732,915       | 650,284         | 776,300         | 776,300         | -              |
| MP         | 417,156       | 1,602,903     | 1,180,595     | 1,166,854       | 889,036         | 889,036         | -              |
| Total      | \$2,239,339   | \$4,159,407   | \$3,435,124   | \$3,373,531     | \$3,414,571     | \$3,414,571     | -              |

Table 3. Engineering & Construction Division Budget by Departments

From the FY2026 Budget to the FY2027 Approved Budget, the total budget decreases by \$20.6K (-0.6%), with Major Projects (MP) decreasing by \$291.6K (-24.7%). Engineering & Construction Administration (ECA) increases by \$227.6K (+15.0%), and Design & Construction (DCD) increases by \$43.4K (+5.9%).

For the FY2027 Approved Budget, ECA comprises 51% (\$1.75 million) of the total budget, MP represents 26% (\$889.0K), and DCD accounts for 23% (\$776.3K).



## FY2026 Accomplishments

### Elevate the Customer Experience

- The FX project for 82<sup>nd</sup> Ave reached the 30% milestone on schedule and remains on budget.
- The FX project for TV Highway entered the Project Development phase of the FTA's Capital Investment Grant process on schedule and budget.

### Continue to Build an Adaptable, Safe and Thriving Workplace

- Launched the divisions new project management information system tool (PMWeb) to create accountability, transparency, and federal/internal compliance for all capital improvement projects.

### Increase Investment in Safe and Reliable Infrastructure

- Accomplishment #1: Completed the commissioning and operation of the Type 6 light rail vehicles.

## FY2027 Goals and Objectives

### Increase Investment in Safe and Reliable Infrastructure

- **(ECA)** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline is continuous.
- **(ECA)** Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.
- **(DCD)** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline is continuous.
- **(DCD)** Use grants to purchase initial fleet of hydrogen fuel-cell electric buses, retrofit bays for maintenance and provide necessary fueling infrastructure. Timeline through June 30, 2029.
- **(DCD)** Deliver budgeted state of good repair projects on-time and on-budget. Timeline is continuous.
- **(DCD)** Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail vehicles. Timeline through June 30, 2027.
- **(MP)** With partners, pursue opportunities for potentially viable transit infrastructure projects. Timeline is continuous.
- **(MP)** Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.
- **(MP)** Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines.

- **(MP)** Develop 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements.
- **(MP)** Develop TV Hwy Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements. Timeline is continuous.
- **(MP)** Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners. Timeline is continuous.
- **(MP)** Continue to seek opportunities with jurisdictions to implement transit priority treatments to reduce delays. Timeline is continuous.
- **(MP)** Complete current committed capital projects such as the Red Line Extension project, Columbia Operations Facility site preparation, restoration of public art at the Expo Center MAX station and transit center improvements projects. .
- **(MP)** Advance ongoing federally funded capital project commitments including the 82nd Ave and TV Highway Transit Improvements projects, the Interstate Bridge Replacement project, and investing in transit priority across TriMet’s bus network.
- **(MP)** Continued capital project support and delivery of agency state of good repair objectives and commitments including replacement of LRV vehicles, substation upgrades and replacements, and other rail and systems related projects.

### Elevate the Customer Experience

- **(ECA)** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline is continuous.
- **(DCD)** 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 is continuous.
- **(MP)** Analyze causes of stops and delays in service, develop mitigations, and implement those mitigations. Timeline is continuous.



## Engineering & Construction Administration Department (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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | 1,337,891     | 1,227,900     | 1,050,514     | 1,140,293       | 1,080,935       | 1,080,935       | -              |
| M&S            | 529,644       | 761,107       | 471,100       | 416,100         | 668,300         | 668,300         | -              |
| Total          | \$1,867,535   | \$1,989,007   | \$1,521,614   | \$1,556,393     | \$1,749,235     | \$1,749,235     | -              |

Table 4. Engineering & Construction Administration Department Budget

### Personnel Profile

| Position Title                               | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|----------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Executive Director, Capital Project Delivery | 1.00 | NU   | FT    | -  | 283,061     | 26             | 233,346 | 350,020 |
| Director, Program Management                 | 1.00 | NU   | FT    | -  | 223,166     | 22             | 170,901 | 256,354 |
| Engineer, Principal, Structural              | 1.00 | NU   | FT    | -  | 195,084     | 19             | 134,166 | 201,251 |
| Manager, Cost Estimating & Value Engineering | 1.00 | NU   | FT    | -  | 171,406     | 19             | 134,166 | 201,251 |
| Manager, Engineering and Construction        | 1.00 | NU   | FT    | -  | 198,835     | 19             | 134,166 | 201,251 |
| Manager, Project Programs                    | 1.00 | NU   | FT    | -  | 195,641     | 19             | 134,166 | 201,251 |
| Manager, Quality Program                     | 1.00 | NU   | FT    | -  | 175,542     | 19             | 134,166 | 201,251 |
| Cost Estimator, Senior                       | 1.00 | NU   | FT    | -  | 133,766     | 17             | 113,731 | 170,595 |
| Inspector, Senior                            | 1.00 | NU   | FT    | -  | 145,684     | 17             | 113,731 | 170,595 |
| Program Scheduler, Senior                    | 1.00 | NU   | FT    | -  | 123,886     | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Eng & Const         | 1.00 | NU   | FT    | -  | 153,302     | 17             | 113,731 | 170,595 |
| Coordinator, Senior, Quality Assurance       | 1.00 | NU   | FT    | -  | 116,113     | 16             | 104,587 | 156,881 |
| Inspector                                    | 1.00 | NU   | FT    | X  | 144,399     | 16             | 104,587 | 156,881 |
| Program Manager, CADD                        | 1.00 | NU   | FT    | -  | 141,128     | 16             | 104,587 | 156,881 |
| Analyst, Senior, Cost Control                | 1.00 | NU   | FT    | -  | 142,477     | 15             | 96,124  | 144,186 |
| Cost Estimator                               | 1.00 | NU   | FT    | -  | 121,114     | 15             | 96,124  | 144,186 |
| Administrator, Public Art                    | 1.00 | NU   | FT    | -  | 128,834     | 14             | 88,247  | 132,372 |
| Coordinator, Compliance                      | 1.00 | NU   | FT    | -  | 112,495     | 13             | 80,965  | 121,448 |

| Position Title                      | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min    | Max     |
|-------------------------------------|-------|------|-------|----|-------------|----------------|--------|---------|
| Assistant, Executive Administrative | 1.00  | NU   | FT    | -  | 107,619     | 12             | 74,231 | 111,344 |
| Specialist, Senior, Project Control | 1.00  | NU   | FT    | -  | 106,579     | 12             | 74,231 | 111,344 |
| Specialist, Senior, Records         | 1.00  | NU   | FT    | X  | 76,294      | 9              | 56,940 | 85,408  |
| Total                               | 21.00 |      |       |    | \$3,196,426 |                |        |         |

Table 5. Engineering &amp; Construction Administration Department Personnel Profile

## Engineering &amp; Construction Administration Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,012,803        | 3,149,116        | 3,780,189        | 3,209,941          | 3,602,144        |
| Fringe                              | 1,255,743        | 1,041,479        | 1,241,181        | 1,144,654          | 1,144,822        |
| Capitalized Labor-Fringe            | -2,930,655       | -2,962,695       | -3,970,856       | -3,214,302         | -3,666,031       |
| Total                               | \$1,337,891      | \$1,227,900      | \$1,050,514      | \$1,140,293        | \$1,080,935      |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     | 192,292          | 327,463          | 93,600           | 128,007            | 200,000          |
| Recruitment Expense                    |                  |                  |                  |                    | 24,200           |
| Copier & Printer Usage and Maintenance | 798              | 799              | 2,700            | 1,637              | 1,000            |
| Contracted Conservation - ROW Art      | 110,201          | 222,226          | 113,300          | 97,778             | 275,000          |
| Printing/Bindery Services              | 756              | 56               | 1,000            | 529                | 7,000            |
| Other Services- Gen & Adm              | 12,963           | 55,055           | 9,800            | 10,794             | 7,300            |
| Office Supplies                        | 1,103            | 2,327            | 7,900            | 4,205              | 2,400            |
| Equip/Furn < \$5,000-Gen & Adm         |                  |                  |                  |                    | 2,000            |
| Other Materials- Gen & Adm             | 17,422           | 14,634           | 13,100           | 6,773              | 4,700            |
| Unreconciled P-Card Expense            | 1,272            |                  |                  |                    |                  |
| Computer Equip under \$5,000           | 10,442           | 15,002           | 19,700           | 11,878             | 12,700           |
| Safety Supplies- Gen & Adm             | 15,880           | 2,870            | 2,500            | 2,482              | 3,800            |
| Community Outreach                     |                  |                  |                  |                    | 6,000            |
| Telephone                              | 42,477           | 40,958           | 37,400           | 31,960             | 37,800           |
| NU-Dues & Subscriptions                | 36,986           | 31,746           | 43,300           | 33,251             | 31,700           |
| NU-Local Travel & Meetings             | 7,000            | 9,180            | 15,300           | 12,666             |                  |
| NU-Education & Training - Gen & Adm    | 49,189           | 12,993           | 60,300           | 32,373             | 22,500           |
| NU-Out-Of-Town Travel                  | 13,395           | 12,898           | 31,500           | 18,200             | 10,700           |
| Employee Recognition                   | 8,555            | 4,176            | 5,900            | 3,155              | 6,400            |
| Special Event Expenses                 | 8,913            | 8,724            | 13,800           | 20,412             | 3,900            |
| Lease Agreements                       |                  |                  |                  |                    | 9,200            |
| Total                                  | \$529,644        | \$761,107        | \$471,100        | \$416,100          | \$668,300        |

## Design & Construction Department (DCD)

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.

### Department Budget

| Classification | FY2024 Actual | FY2025 Actual | FY2026 Budget | FY2026 Estimate | FY2027 Proposed | FY2027 Approved | FY2027 Adopted |
|----------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|----------------|
| PS             | (101,203)     | 455,632       | 708,415       | 630,781         | 709,200         | 709,200         | -              |
| M&S            | 55,851        | 111,865       | 24,500        | 19,503          | 67,100          | 67,100          | -              |
| Total          | \$(45,352)    | \$567,497     | \$732,915     | \$650,284       | \$776,300       | \$776,300       | -              |

Table 6. Design & Construction Department Budget

### Personnel Profile

| Position Title                                  | FTE  | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-------------------------------------------------|------|------|-------|----|-------------|----------------|---------|---------|
| Director, Design and Construction               | 1.00 | NU   | FT    | -  | 233,988     | 22             | 170,901 | 256,354 |
| Manager, Vehicle Engineering                    | 1.00 | NU   | FT    | -  | 201,848     | 21             | 157,787 | 236,683 |
| Manager, Eng & Const Rail Systems               | 1.00 | NU   | FT    | -  | 172,429     | 20             | 145,546 | 218,318 |
| Manager, Engineering and Construction           | 3.00 | NU   | FT    | -  | 522,243     | 19             | 134,166 | 201,251 |
| Project Manager, Principal, Eng & Const         | 2.00 | NU   | FT    | X  | 301,718     | 18             | 123,570 | 185,355 |
| Project Manager, Principal, Vehicle Engineering | 1.00 | NU   | FT    | -  | 176,231     | 18             | 123,570 | 185,355 |
| Project Manager, Principal, Vehicle Engineering | 1.00 | NU   | FT    | X  | 176,186     | 18             | 123,570 | 185,355 |
| Project Manager, Senior, Eng & Const            | 7.00 | NU   | FT    | -  | 946,041     | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Eng & Const            | 3.00 | NU   | FT    | X  | 448,515     | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Eng & Const Systems    | 3.00 | NU   | FT    | -  | 465,155     | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Vehicle Engineering    | 1.00 | NU   | FT    | -  | 162,825     | 17             | 113,731 | 170,595 |
| Project Manager, Eng & Const                    | 1.00 | NU   | FT    | -  | 138,468     | 16             | 104,587 | 156,881 |

| Position Title                                  | FTE   | U/NU | FT/PT | LT | Base Salary | Pay Code/Grade | Min     | Max     |
|-------------------------------------------------|-------|------|-------|----|-------------|----------------|---------|---------|
| Project Manager, Eng & Const Systems            | 2.00  | NU   | FT    | -  | 289,393     | 16             | 104,587 | 156,881 |
| Project Manager, Eng & Const Systems            | 1.00  | NU   | FT    | X  | 129,167     | 16             | 104,587 | 156,881 |
| Project Manager, Vehicle Engineering            | 3.00  | NU   | FT    | -  | 400,047     | 16             | 104,587 | 156,881 |
| Project Manager, Associate, Eng & Const         | 1.00  | NU   | FT    | -  | 112,725     | 13             | 80,965  | 121,448 |
| Project Manager, Associate, Eng & Const         | 1.00  | NU   | FT    | X  | 108,849     | 13             | 80,965  | 121,448 |
| Project Manager, Associate, Vehicle Engineering | 1.00  | NU   | FT    | X  | 90,424      | 13             | 80,965  | 121,448 |
| Assistant, Senior Administrative                | 3.00  | NU   | FT    | -  | 211,578     | 9              | 56,940  | 85,408  |
| Total                                           | 37.00 |      |       |    | \$5,287,830 |                |         |         |

Table 7. Design &amp; Construction Department Personnel Profile

## Design &amp; Construction Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 4,552,140        | 5,168,294        | 5,417,356        | 5,237,429          | 5,287,830        |
| Fringe                              | 1,395,349        | 1,743,306        | 1,911,609        | 1,756,028          | 1,889,752        |
| Capitalized Labor-Fringe            | -6,048,692       | -6,455,968       | -6,620,550       | -6,362,676         | -6,468,382       |
| Total                               | -\$101,203       | \$455,632        | \$708,415        | \$630,781          | \$709,200        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Professional & Technical-Gen & Adm     |                  | 66,135           | 23,500           | 11,751             | 30,000           |
| Copier & Printer Usage and Maintenance | 605              | 1,378            |                  | 518                | 1,000            |
| Office Supplies                        | 1,595            | 1,606            |                  | 594                |                  |
| Telephone                              |                  | 46               |                  | 40                 |                  |
| NU-Local Travel & Meetings             | 7,255            | 6,120            |                  | 3,060              |                  |
| NU-Education & Training - Gen & Adm    | 25,437           | 11,644           |                  | 672                | 19,700           |
| NU-Out-Of-Town Travel                  | 19,784           | 14,065           |                  | 2,203              | 10,300           |
| Fines & Penalties                      |                  | 10,832           |                  | 164                |                  |
| Bid Advertising                        | 1,175            | 39               | 1,000            | 501                |                  |
| Lease Agreements                       |                  |                  |                  |                    | 6,100            |
| Total                                  | \$55,851         | \$111,865        | \$24,500         | \$19,503           | \$67,100         |

## Major Projects Department (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 including transit expertise to support the multi-state and agency-wide efforts to build a new transit supportive bridge across the Columbia River.

### Department Budget

| Classification | FY2024 Actual    | FY2025 Actual      | FY2026 Budget      | FY2026 Estimate    | FY2027 Proposed  | FY2027 Approved  | FY2027 Adopted |
|----------------|------------------|--------------------|--------------------|--------------------|------------------|------------------|----------------|
| PS             | 279,660          | 401,839            | 516,095            | 722,770            | 484,336          | 484,336          | -              |
| M&S            | 137,496          | 1,201,064          | 664,500            | 444,084            | 404,700          | 404,700          | -              |
| <b>Total</b>   | <b>\$417,156</b> | <b>\$1,602,903</b> | <b>\$1,180,595</b> | <b>\$1,166,854</b> | <b>\$889,036</b> | <b>\$889,036</b> | <b>-</b>       |

Table 8. Major Projects Department Budget

### Personnel Profile

| Position Title                             | FTE          | U/NU | FT/PT | LT | Base Salary        | Pay Code/Grade | Min     | Max     |
|--------------------------------------------|--------------|------|-------|----|--------------------|----------------|---------|---------|
| Director, Major Projects                   | 1.00         | NU   | FT    | -  | 213,628            | 22             | 170,901 | 256,354 |
| Project Director, IBR Program              | 1.00         | NU   | FT    | X  | 222,160            | 21             | 157,787 | 236,683 |
| Manager, Small Starts Projects             | 3.00         | NU   | FT    | -  | 550,918            | 20             | 145,546 | 218,318 |
| Engineer, Principal Structural             | 1.00         | NU   | FT    | X  | 167,708            | 19             | 134,166 | 201,251 |
| Manager, Capital Planning                  | 1.00         | NU   | FT    | -  | 176,822            | 18             | 123,570 | 185,355 |
| Project Manager, Principal, Eng & Const    | 3.00         | NU   | FT    | -  | 514,254            | 18             | 123,570 | 185,355 |
| Project Manager, Principal, Eng & Const    | 11.00        | NU   | FT    | X  | 1,776,901          | 18             | 123,570 | 185,355 |
| Project Manager, Senior, Eng & Const       | 2.00         | NU   | FT    | -  | 321,829            | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Eng & Const       | 6.00         | NU   | FT    | X  | 898,952            | 17             | 113,731 | 170,595 |
| Project Manager, Senior, Transit Design    | 1.00         | NU   | FT    | -  | 127,971            | 17             | 113,731 | 170,595 |
| Coordinator, Senior, Environmental Permits | 1.00         | NU   | FT    | -  | 126,238            | 14             | 88,247  | 132,372 |
| Project Manager, Associate, Eng & Const    | 1.00         | NU   | FT    | X  | 102,358            | 13             | 80,965  | 121,448 |
| Assistant, Senior Administrative           | 1.00         | NU   | FT    | -  | 78,707             | 9              | 56,940  | 85,408  |
| Assistant, Administrative                  | 1.00         | NU   | FT    | -  | 62,733             | 7              | 47,529  | 71,293  |
| <b>Total</b>                               | <b>34.00</b> |      |       |    | <b>\$5,341,177</b> |                |         |         |

Table 9. Major Projects Department Personnel Profile

## Major Projects Department

| Personnel Services Expense Category | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Labor                               | 3,127,310        | 3,539,897        | 5,505,754        | 4,954,805          | 5,341,177        |
| Fringe                              | 990,516          | 1,158,741        | 1,884,726        | 1,702,427          | 1,834,156        |
| Capitalized Labor-Fringe            | -3,838,166       | -4,296,799       | -6,874,385       | -5,934,462         | -6,690,997       |
| Total                               | \$279,660        | \$401,839        | \$516,095        | \$722,770          | \$484,336        |

| Materials & Services Expense Category  | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Rail Volution Conference               | 15,000           | 30,000           | 14,800           | 7,401              |                  |
| Professional & Technical-Gen & Adm     | 38,925           | 1,108,120        | 602,200          | 375,711            | 330,100          |
| Willamette Shore Line                  | 30,000           | 30,000           | 29,500           | 44,751             |                  |
| Copier & Printer Usage and Maintenance | 545              | 1,190            |                  | 541                | 1,000            |
| Other Services- Gen & Adm              | 867              |                  |                  |                    |                  |
| Office Supplies                        |                  |                  |                  | 311                |                  |
| Other Materials- Gen & Adm             |                  | 10,868           |                  |                    |                  |
| Computer Equip under \$5,000           |                  |                  | 18,000           | 9,000              |                  |
| NU-Dues & Subscriptions                |                  |                  |                  |                    | 45,000           |
| NU-Education & Training - Gen & Adm    | 25,959           | 3,737            |                  | 4,290              | 18,800           |
| NU-Out-Of-Town Travel                  | 26,200           | 17,149           |                  | 2,079              | 9,800            |
| Total                                  | \$137,496        | \$1,201,064      | \$664,500        | \$444,084          | \$404,700        |





# Section V: Capital Program

This section provides information on the District's Capital Improvement Program including operating impacts, CIP resources and requirements, funding details, and project budgets by division.



# Capital Improvement Program

## Capital Improvement Program Overview

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 focuses on increasing ridership, improving security, and expanding accessibility in key corridors, in collaboration with regional partners. The CIP contains projects that may fall into operating projects or capital projects, however, both are assigned a project description and four digit code for identification. The overall CIP varies year to year with some projects being completed and falling off, while other new projects are added. There are both short and longer term projects included in the Capital Improvement Program.

## 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 prioritize new targeted budgets based on alignment with district vision, goals, and objectives in addition to affordability.

To determine which projects are funded in the upcoming fiscal year and included in the CIP Project Portfolio, the Capital Program Committee (CPC) evaluates submitted projects against available funding and established prioritization criteria. Available funding is determined by TriMet leadership through an assessment of short- and long-term resources and requirements, while ensuring long-term financial sustainability. Project prioritization considers several factors: agency classification, Risk Ranking scoring, divisional prioritization, and a continued emphasis on state of good repair and lifecycle management over system enhancements.

## Agency Classification

Groups the projects in one of five categories as listed below.

- **Classification 1** and **2** are both considered “High Priority” categories.
  - **Classification 1** reflects projects that help meet externally mandated work efforts – such as those dictated by Federal or State agencies – or that the agency has committed to by allowing construction or procurement activities to be initiated.
  - **Classification 2** reflects projects that are deemed essential for State of Good Repair (SGR) or safety & service reliability priorities.

- **Classification 3** includes discretionary projects that reflect other, non-urgent, projects that the agency would like to move forward as funding allows.
- **Classification 4** are Opportunity Based projects; these are externally funded projects that will not be completed without the identification and securing of external funding.
- **Classification 5** projects are Future Projects which are not typically funded, but are shared with the CPC to inform them of future project work to be considered.

### CIP Risk Ranking Prioritization

CIP Risk Ranking Prioritization evaluates each project by a series of agency-specific criteria. The criteria used for this prioritization – as listed below – was developed by key capital and project leadership staff to evaluate and rank each project relative to the agency’s allocation of limited financial and operational resources towards projects that most effectively:

1. Protect rider and employee safety
2. Preserve and enhance service reliability
3. Reduce operational, financial, and compliance risk
4. Maintain assets in a State of Good Repair (SGR)
5. Support transparent, evidence-based prioritization
6. Provide defensible planning outcomes

Each of the six criterion are evaluated and scored by a series of subject matter experts, 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, and the criterion and scores are consolidated.

These two prioritization methods – 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 prepared 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

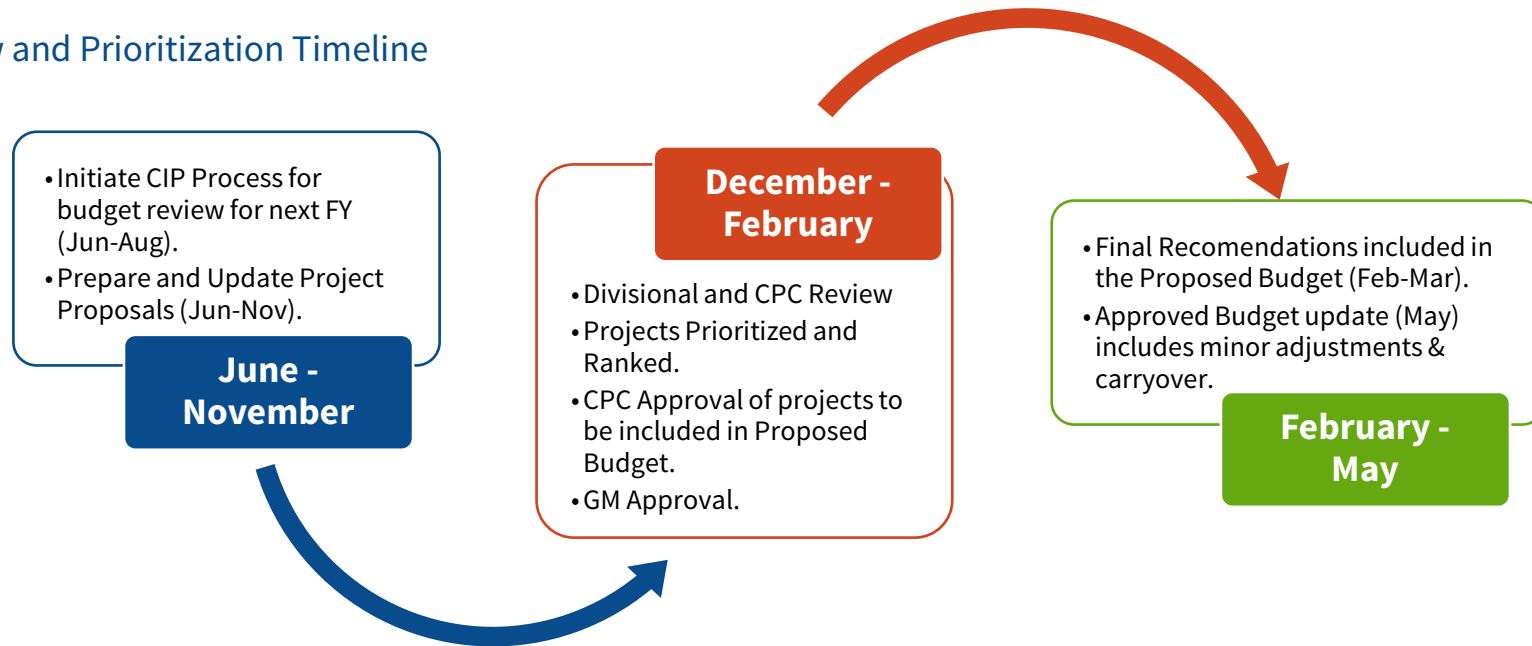


Figure 1. CIP Review and Prioritization Timeline

## June through November

- Initiate CIP Process for budget review for next Fiscal Year (June through August).
- Prepare and Update Project Proposals (June through November).

## December through February

- Divisional and Capital Program Committee (CPC) Review.
- Projects Prioritized and Ranked.
- CPC Approval of projects to be included in Proposed Budget.
- General Manager Approval.

## February through May

- Final Recommendations included in the Proposed Budget (February through March).
- Adopted Budget update (May) includes minor adjustments & carryover.

## CIP Funding

The FY2027 CIP Approved Budget totals \$213.6 million with a mix of general fund contributions, bond proceeds, federal, state and local funding.

- Bond proceeds total \$63.6 million stems from bond issuances in 2021 and a new bond issuance in late FY2026.
- External funding reflect the largest funding source for the agency, totals over \$100.1 million and consists of federal, state, and local funding.
- The General Fund adds the final \$49.9 million to the FY2027 CIP.
- Federal funding is composed of several discretionary grants that support individual projects, including the 82nd Avenue transit improvements, North Downtown Bus Layover, TV Highway improvements, Better Bus, and the Columbia Bus Base project.
- State & Local funding from other agencies in the region fully or partially fund eight projects, accounting for \$42.0 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.

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.

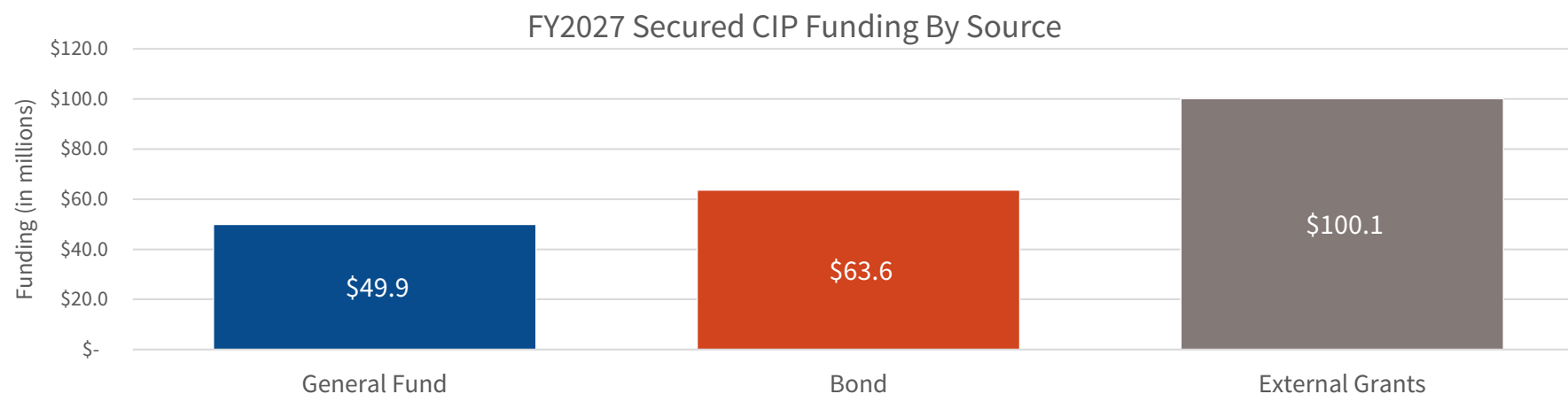


Figure 2. FY2027 Approved Budget CIP Funding Source Bar Chart

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

### Major Investments in FY2027

- **TV Highway Improvements:** This project enhances transit and safety along TV Highway, addressing high crash rates, dense Line 57 ridership, poor stop conditions, and slow bus travel times. \$15.0 million is included in FY2027 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. \$42.9million is included in FY2027 to continue with design and permitting processes.
- **North Downtown Bus Layover:** This project provides near-term improvements of the existing property for ownership by TriMet and for modifications to allow the bus yard to be functional for layover operations. Transitioning to an off-street layover in Old Town would satisfy a mutual understanding with the City of Portland and eliminates a deadhead for bus lines.
- **Better Bus:** The Better Bus program, co-led by TriMet and Metro, continues to invest in priority transit treatments across TriMet's bus network to reduce travel times and improve service reliability. These infrastructure improvements are being delivered in partnership with local jurisdictions.

## Recurring Capital Investments & 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 updated its TAM Plan in September 2022 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 FY2027 Approved Budget dedicates \$118.9 million towards SGR projects, which is 55.7% of the CIP Budget. In addition to the vehicle purchases, the following projects reflect the most significant SGR projects:

- **Maintenance Infrastructure:** The FY2027 Approved Budget includes \$25.8 million for various projects including facility upgrades for FCEB fueling and maintenance, facility upgrades, light rail track, light rail electrification and signaling systems, substation and emergency control systems. There is an additional \$35.7 million in light rail vehicle replacements.
- **IT Infrastructure:** The FY2027 Approved Budget includes \$17.6 million to replace aging IT equipment, including servers, communications towers, CCTV updates, enterprise resource planning software, real-time tracking and rail control systems.

- **Other Infrastructure:** The FY2027 Approved Budget includes \$13.6 million for multiple other projects that include layover upgrades, institutional website and scheduling upgrades, and transit signal priority and dedicated bus lane improvements.

### Vehicle Purchases

- **Light Rail Vehicles (LRV):** The FY2027 Approved Budget includes \$35.7 million for the procurement 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 and FY2027.
- **ATP Vehicles:** The FY2027 Approved Budget includes \$5.6 Million to replace thirty ATP vehicles at or beyond their useful life.

### Other Projects

- **Safety Enhancements:** In addition to spending dedicated funds to safety and security embedded in the other projects, the FY2027 Approved Budget includes \$4.0 million for four projects specifically focused on improving safety and security for bus and rail facilities, vehicle CCTV upgrades, and rail crossing and highway corridor safety improvements.
- **Type 1 Substation Replacement:** \$8.8 Million of the FY2027 Approved budget is allocated to MAX substation replacement. TriMet's first electrical substations were installed in 1983, and they support powering TriMet's MAX line between Portland and Gresham. Replacing these substations will provide added ease of maintenance and clearance space and modernizing the equipment will lower ongoing maintenance costs.
- **Columbia Bus Base:** \$1.9 million has been included to develop a fourth bus operations site. Currently the site supports TriMet's three bus maintenance garages, through a materials distribution facility. The Columbia site is being further developed with plans to support future service expansion, alternative fuels and reserve operational capacity.
- **Garage, Layover & Transit Center Expansion:** There is \$2.7 million in the FY2027 Approved Budget to advance key transit center projects, including construction at Beaverton and Oregon City Transit Centers, supporting bus operations.

### 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 FY2027 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 expenses (CE), and the estimated financial impact for FY2027. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

## FY2027 CIP Impacts on Operations

| Div. | PN   | Project Name                                | Impact on Operating Costs          | OTO or CE | Estimated Impact | Notes                                                         |
|------|------|---------------------------------------------|------------------------------------|-----------|------------------|---------------------------------------------------------------|
| SS   | 1130 | Vehicle Borne CCTV                          | Increases FY2027+ Operational Cost | CE        | \$50K            | Software maintenance costs; offset by op efficiencies         |
| IT   | 1186 | LRV CAD-AVL                                 | Increases FY2027+ Operational Cost | CE        | \$10K-\$50K      | Software maintenance cost increase                            |
| EC   | 2048 | Garage, Layover, & TC Expansion             | Increases FY2027+ Operational Cost | CE        | \$10-50k         | Additional facility maintenance costs                         |
| TR   | 2049 | North Downtown Bus Layover                  | Increases FY2028+ Operational Cost | CE        | \$10-50k         | Additional facility maintenance costs                         |
| EC   | 2054 | Upgrade Powell Maint FCEB Pilot             | Increases FY2029+ Operational Cost | CE        | \$10-50k         | Additional facility maintenance costs                         |
| MT   | 4078 | Emergency Back Up                           | Increases FY2027+ Operational Cost | CE        | \$10K            | Increase maintenance costs                                    |
| TR   | 4079 | ATP Technology Grant                        | Increases FY2027+ Operational Cost | CE        | \$75k            | Software maintenance cost increase                            |
| EC   | 4638 | Red Line Extension                          | Increases FY2027+ Operational Cost | CE        | \$1.6M           | Increased operational costs net of estimated new fare revenue |
| EC   | 4733 | WES Vehicle CCTV                            | Increases FY2027+ Operational Cost | CE        | \$10K            | Increased operational costs                                   |
| MT   | 6035 | NRV EV Charging Infrastructure              | Reduces FY2027+ Operational Cost   | CE        | (\$250k)         | Savings from electric charging vs. fuel                       |
| FA   | 6207 | Hop Mobile Web                              | Increases FY2027+ Operational Cost | CE        | \$200K           | Increased operational costs                                   |
| EC   | 7219 | 82nd Avenue Transit Improvements            | Increases FY2029+ Operational Cost | CE        | \$9.3M           | Increased operational costs for FX line                       |
| MT   | 7504 | Rail Equipment Maint. Equipment Acquisition | Increases FY2027+ Operational Cost | CE        | \$10K-\$50K      | Increased maintenance and replacement costs                   |
| LS   | 7595 | Hollywood TC TOD & Substation Replacement   | Reduces FY2027+ Operational Cost   | CE        | (\$10K-\$50K)    | Reduced facility maintenance                                  |

Table 1. FY2027 Approved Budget CIP Impacts on Operations



## Five Year CIP Forecast Summary

The five-year CIP forecast for the agency totals \$1.75 billion for fiscal years 2027 to 2031. 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 FY2028 to FY2031 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<sup>1</sup>

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 Projects

| Resource     | FY2027        | FY2028        | FY2029        | FY2030        | FY2031        | Total           |
|--------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| General Fund | 49,892,671    | 52,000,000    | 74,100,000    | 77,000,000    | 80,100,000    | \$333,092,671   |
| Bond         | 63,603,766    | 41,080,000    | 93,040,000    | 134,390,000   | 94,260,000    | \$426,373,766   |
| Federal      | 58,091,540    | 121,260,000   | 159,410,000   | 101,840,000   | 55,790,000    | \$496,391,540   |
| State        | 5,825,195     | 2,000,000     | 2,080,000     | 9,190,000     | 6,460,000     | \$25,555,195    |
| Local        | 36,189,189    | 82,930,000    | 68,730,000    | 93,930,000    | 182,610,000   | \$464,419,189   |
| Total        | \$213,602,361 | \$299,270,000 | \$397,390,000 | \$416,350,000 | \$419,220,000 | \$1,745,832,361 |

Table 2. FY2027 Approved 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 \$1.75 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 \$333.1 million over the five-year period. Annual contributions grow at a steady 4% beyond FY2029. Bond proceeds play a significant role, with \$426.4 million requested, peaking at \$134.4 million in FY2030. This table represents the use of bond funds which is tied to the cash flow of the project. Federal funding provides \$496.4 million, with

<sup>1</sup> 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.

significant growth in later years as projects 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 nearly \$464.4 million, reflecting strong regional support for critical infrastructure investments, while state funding contributions total \$25.6 million.

#### FY2027 Approved Budget Five Year CIP Funding in Millions

The following bar chart visualizes the Five-Year Capital Improvement Program (CIP) Funding Forecast from FY2027 to FY2031, showing the projected funding levels in millions of dollars. The CIP budget is expected to fluctuate over this period, starting at \$213.6 million in FY2027, increasing to \$299.3 million in FY2028, and then increasing to \$397.4 million in FY2029. It continues to increase in FY2030, reaching \$416.4 million, and reaching to \$419.2 million in FY2031. This increase is attributed to the phased construction of major projects such as the 82nd Avenue Project, TV Highway and vehicle procurements.

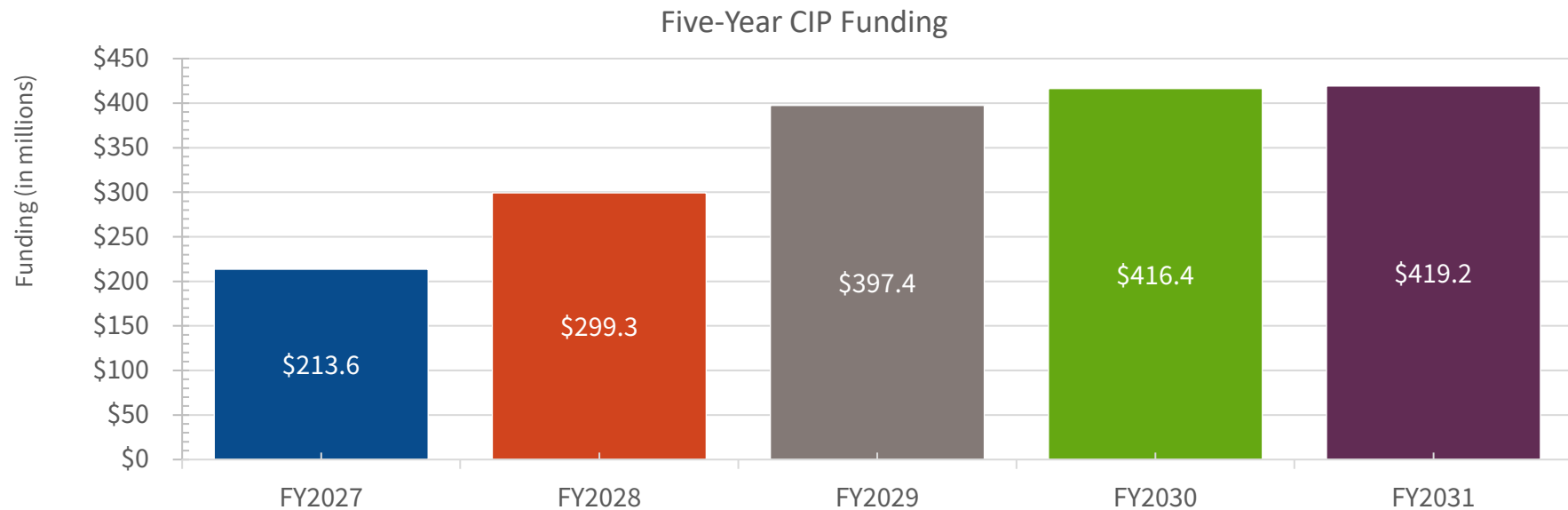


Figure 3. FY2027 Approved Budget Five Year Capital Improvement Program Funding by Fiscal Year in Millions Bar Chart

## CIP Resources

| Revenue Category                                | FY2024               | FY2025               | FY2026               | FY2026               | FY2027               |                      |         |
|-------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------|
|                                                 | Actual               | Actual               | Budget               | Estimate             | Proposed             | Approved             | Adopted |
| State, Local Government & Private Contributions | 23,297,697           | 22,914,266           | 17,066,972           | 14,888,493           | 42,014,384           | 42,014,384           |         |
| Federal Transit Administration Grants           | 49,856,925           | 33,722,460           | 38,198,465           | 26,745,781           | 58,091,540           | 58,091,540           |         |
| Revenue Bond Proceeds                           | 90,449,754           | 55,248,010           | 58,043,120           | 54,253,623           | 63,603,766           | 63,603,766           |         |
| Operating Resources Dedicated for Capital*      | 82,070,231           | 38,890,106           | 52,020,941           | 52,825,612           | 49,892,671           | 49,892,671           |         |
| <b>Total CIP Resources</b>                      | <b>\$245,674,607</b> | <b>\$150,774,842</b> | <b>\$165,329,498</b> | <b>\$148,713,509</b> | <b>\$213,602,361</b> | <b>\$213,602,361</b> |         |

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

## CIP Requirements

| Division                                   | FY2024        | FY2025        | FY2026        | FY2026        | FY2027        |               |         |
|--------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------|
|                                            | Actual        | Actual        | Budget        | Estimate      | Proposed      | Approved      | Adopted |
| Transportation Division                    | 18,674,970    | 9,622,054     | 12,186,052    | 9,739,527     | 20,032,850    | 20,032,850    |         |
| Maintenance Division                       | 89,584,094    | 53,157,087    | 58,668,845    | 56,740,351    | 77,875,644    | 77,875,644    |         |
| Transit System & Asset Support Division    | 320,732       | 517           |               |               |               |               |         |
| Finance & Administrative Services Division | 8,645,930     | 10,635,534    | 6,458,320     | 5,757,277     | 1,000,000     | 1,000,000     |         |
| Information Technology Division            | 14,509,348    | 10,219,714    | 12,168,594    | 12,128,511    | 15,336,005    | 15,336,005    |         |
| Legal Services Division                    | 13,399,683    | 1,489,372     | 922,013       | 843,034       |               |               |         |
| Public Affairs Division                    | 1,504,265     | 1,925,387     | 1,450,000     | 1,450,000     |               |               |         |
| Safety & Security Division                 | 3,583,083     | 5,264,775     | 8,136,316     | 7,950,399     | 4,647,314     | 4,647,314     |         |
| Strategy & Planning Division               |               | 195,246       | 1,440,318     | 1,440,317     | 280,572       | 280,572       |         |
| Engineering & Construction Division        | 95,452,502    | 58,265,156    | 63,899,040    | 52,664,093    | 94,429,976    | 94,429,976    |         |
| Total CIP Requirements                     | \$245,674,607 | \$150,774,842 | \$165,329,498 | \$148,713,509 | \$213,602,361 | \$213,602,361 |         |

## Approved CIP Funding Detail

| Project                                                 | External Contribution | TriMet Contribution | Revenue Bonds | Total FY2027 | Comments                           |
|---------------------------------------------------------|-----------------------|---------------------|---------------|--------------|------------------------------------|
| Transportation Division                                 |                       |                     |               |              |                                    |
| PRJ_1183 Operator Workforce Management System (SBITA)   |                       | 2,228,669           |               | 2,228,669    |                                    |
| PRJ_2049 North Downtown Bus Layover Facility            | 8,912,926             | 462,655             |               | 9,375,581    | Fed Formula Funds, Fed Sec 5339(b) |
| PRJ_4049 ATP Fleet Expansion / Replacement              | 6,438,173             | 992,673             |               | 7,430,846    | FY25 5307                          |
| PRJ_4079 ATP Technology Grant                           | 767,520               |                     |               | 767,520      | State 5310, FTA 5310               |
| PRJ_4713 WES Vehicle CCTV                               |                       | 230,234             |               | 230,234      |                                    |
| Total Transportation Division                           | \$16,118,619          | \$3,914,231         |               | \$20,032,850 |                                    |
| Maintenance Division                                    |                       |                     |               |              |                                    |
| PRJ_2054 FCEB Upgrade - Powell                          | 4,109,685             | 1,027,417           |               | 5,137,102    | Fed Sec 5339(c)                    |
| PRJ_3687 LRV Fleet Replacement/Expansion                |                       |                     | 35,745,909    | 35,745,909   | 2026 Bond                          |
| PRJ_4001 Non-Revenue Vehicle Replacement                |                       | 4,962,000           |               | 4,962,000    |                                    |
| PRJ_4006 Bus Shop Equipment - Center                    |                       | 351,639             |               | 351,639      |                                    |
| PRJ_4078 Emergency Back-up Power                        |                       | 636,842             |               | 636,842      |                                    |
| PRJ_4604 HVAC Systems                                   |                       | 647,390             |               | 647,390      |                                    |
| PRJ_4613 Type 1 Substation Replacement                  |                       | 8,842,279           |               | 8,842,279    |                                    |
| PRJ_4652 Building Area/Components Replacement           |                       | 360,500             |               | 360,500      |                                    |
| PRJ_4654 Lifting Equipment & Systems Replacement        |                       | 395,910             |               | 395,910      |                                    |
| PRJ_4655 Other Building Systems & Equipment             |                       | 368,700             |               | 368,700      |                                    |
| PRJ_4715 Center Modernization                           |                       | 230,000             |               | 230,000      |                                    |
| PRJ_5025 Rail Reliability                               |                       | 1,070,286           |               | 1,070,286    |                                    |
| PRJ_5508 Bus Stop Development                           | 200,000               | 1,300,000           |               | 1,500,000    | STIF Discretion                    |
| PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo | 197,262               | 49,315              |               | 246,577      | CPF Discretionary                  |
| PRJ_6035 NRV EV Charging Infrastructure                 |                       | 108,486             |               | 108,486      |                                    |
| PRJ_6204 Washington Park ECS                            |                       | 1,132,017           |               | 1,132,017    |                                    |
| PRJ_6402 Signal System Relay to PLC                     |                       | 210,763             |               | 210,763      |                                    |
| PRJ_6403 Track Rehab Program                            |                       | 1,100,000           |               | 1,100,000    |                                    |
| PRJ_7003 Facility Lighting                              |                       | 218,300             |               | 218,300      |                                    |
| PRJ_7503 Light Rail Shop Equipment Repl.                |                       | 367,047             |               | 367,047      |                                    |
| PRJ_7504 Rail Maintenance Equipment                     |                       | 52,000              |               | 52,000       |                                    |
| PRJ_7535 Light Rail Electrification Systems             |                       | 4,480,000           |               | 4,480,000    |                                    |
| PRJ_7537 Light Rail Signaling Systems                   |                       | 1,500,000           |               | 1,500,000    |                                    |
| PRJ_7559 Light Rail Track and Structures                |                       | 2,342,237           |               | 2,342,237    |                                    |
| PRJ_7587 Rail MOW Equipment Acquisition                 |                       | 957,539             |               | 957,539      |                                    |
| PRJ_7595 Hollywood TC TOD & Substation Replacement      |                       | 912,121             | 4,000,000     | 4,912,121    | 2021 Bond                          |
| Total Maintenance Division                              | \$4,506,947           | \$33,622,788        | \$39,745,909  | \$77,875,644 |                                    |

## Approved CIP Funding Detail

| Project                                                  | External Contribution | TriMet Contribution | Revenue Bonds | Total FY2027  | Comments                                 |
|----------------------------------------------------------|-----------------------|---------------------|---------------|---------------|------------------------------------------|
| Finance & Administrative Services Division               |                       |                     |               |               |                                          |
| PRJ_6207 Hop Mobile and Web                              |                       | 1,000,000           |               | 1,000,000     |                                          |
| Total Finance & Administrative Services Division         |                       | \$1,000,000         |               | \$1,000,000   |                                          |
| Information Technology Division                          |                       |                     |               |               |                                          |
| PRJ_1068 ERP Replacement                                 |                       |                     | 10,958,235    | 10,958,235    | 2026 Bond                                |
| PRJ_1070 Servers Replacement                             |                       | 1,382,216           |               | 1,382,216     |                                          |
| PRJ_1095 Data Communications System Replacement          |                       | 1,456,500           |               | 1,456,500     |                                          |
| PRJ_1131 Communication Environment Replacement - capital |                       | 1,028,054           |               | 1,028,054     |                                          |
| PRJ_1158 CCTV Stabilization Plan                         |                       | 386,000             |               | 386,000       |                                          |
| PRJ_1186 LRV CAD-AVL                                     | 125,000               |                     |               | 125,000       | FHWA ATTAIN                              |
| Total Information Technology Division                    | \$125,000             | \$4,252,770         | \$10,958,235  | \$15,336,005  |                                          |
| Safety & Security Division                               |                       |                     |               |               |                                          |
| PRJ_1130 Vehicle Borne CCTV Systems                      |                       | 2,200,000           |               | 2,200,000     |                                          |
| PRJ_4077 Transit Police NRV's                            |                       | 978,886             |               | 978,886       |                                          |
| PRJ_5606 Rail Crossing Safety Enhancements               |                       | 1,468,428           |               | 1,468,428     |                                          |
| Total Safety & Security Division                         |                       | \$4,647,314         |               | 4,647,314     |                                          |
| Strategy & Planning Division                             |                       |                     |               |               |                                          |
| PRJ_1500 Enterprise Asset Management System              |                       | 150,000             |               | 150,000       |                                          |
| PRJ_5622 HWY 8 Corridor Safety & Access to Transit       |                       | 130,572             |               | 130,572       |                                          |
| Total Strategy & Planning Division                       |                       | \$280,572           |               | \$280,572     |                                          |
| Engineering & Construction Division                      |                       |                     |               |               |                                          |
| PRJ_2048 Garage, Layover, and TC Expansion               | 1,710,006             | 1,039,147           |               | 2,749,153     | FTA Comm Proj, Fed Sec 5339(b)           |
| PRJ_3674 Interstate Bridge Replacement                   | 20,423,201            |                     |               | 20,423,201    | Local                                    |
| PRJ_4638 Red Line Extension and Reliability Improvements | 367,372               | 385,849             |               | 753,221       | Fed Sec 5309 CIG                         |
| PRJ_5597 TV Highway Transit Improvements                 | 8,749,814             |                     | 6,201,335     | 14,951,149    | Local, 2026 Bond                         |
| PRJ_7201 Third Party Recovery                            | 908,782               |                     |               | 908,782       | Local                                    |
| PRJ_7202 Third Party Project Betterment                  | 4,282,550             |                     |               | 4,282,550     | Local                                    |
| PRJ_7215 Better Bus                                      | 4,800,561             | 750,000             |               | 5,550,561     | Fed Sec 5307, Local                      |
| PRJ_7219 82nd Avenue Transit Improvements                | 36,926,101            |                     | 5,936,208     | 42,862,309    | Fed Sec 5339(c), Sec 5307 CIG, 2026 Bond |
| PRJ_7591 Columbia Bus Base                               | 1,186,971             |                     | 762,079       | 1,949,050     | FTA Comm Proj, 2026 Bond                 |
| Total Engineering & Construction Division                | \$79,355,358          | \$2,174,996         | \$12,899,622  | \$94,429,976  |                                          |
| Total Capital Improvement Program (CIP) Requirements     | \$100,105,924         | \$49,892,671        | \$63,603,766  | \$213,602,361 |                                          |

## CIP - Transportation

| Expense Category                                             | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|--------------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1183 Operator Workforce Management System (SBITA)        | 1,516,726        | 2,519,738        | 3,754,524        | 3,754,524          | 2,228,669        |
| PRJ_2049 North Downtown Bus Layover Facility                 |                  |                  |                  |                    | 9,375,581        |
| PRJ_3614 Cross-Mall Turnback Connector                       | 1,814,010        |                  |                  |                    |                  |
| PRJ_4049 ATP Fleet Expansion / Replacement                   | 14,109,448       | 5,521,618        | 5,462,280        | 3,393,514          | 7,430,846        |
| PRJ_4079 ATP Technology Grant                                | 429,766          | 908,492          | 712,699          | 712,699            | 767,520          |
| PRJ_4713 WES Vehicle CCTV                                    | 36,209           | 52,939           | 1,956,549        | 1,555,990          | 230,234          |
| PRJ_5522 ATP Building Addition/Remodel                       |                  | 50,899           |                  | 22,800             |                  |
| PRJ_5622 HWY 8 Corridor Safety & Access to Transit           | 85,684           |                  |                  |                    |                  |
| PRJ_5623 Powell-Division Corridor Safety & Access to Transit | 355,015          |                  |                  |                    |                  |
| PRJ_7581 WES DMU Fleet                                       | 205,236          | 160,207          | 300,000          | 300,000            |                  |
| PRJ_7585 WES Vehicle & Shop Equipment Replacement            | 22,677           |                  |                  |                    |                  |
| PRJ_7596 WES Bumping Post Replacement                        | 100,199          | 408,161          |                  |                    |                  |
| Total Transportation                                         | \$18,674,970     | \$9,622,054      | \$12,186,052     | \$9,739,527        | \$20,032,850     |

## CIP - Maintenance

| Expense Category                                         | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1112 Security Fencing                                |                  |                  |                  | 1,800,000          |                  |
| PRJ_1178 Downtown Admin Relocation                       |                  | 2,096,689        | 225,000          | 528,000            |                  |
| PRJ_2054 FCEB Upgrade - Powell                           |                  | 222,332          | 1,150,000        | 1,150,000          | 5,137,102        |
| PRJ_2507 Bus Operator Protective Shields                 | 2,434,488        |                  |                  |                    |                  |
| PRJ_3687 LRV Fleet Replacement/Expansion                 | 28,138,904       | 5,484,440        | 9,110,183        | 8,595,119          | 35,745,909       |
| PRJ_3689 Type 2 LRV Replacement                          | 6,731            | 20,463           | 17,039,065       | 17,039,065         |                  |
| PRJ_4001 Non-Revenue Vehicle Replacement                 | 4,455,227        | 652,972          | 196,000          | 196,000            | 4,962,000        |
| PRJ_4006 Bus Shop Equipment - Center                     | 45,039           | 287,874          | 449,478          | 469,477            | 351,639          |
| PRJ_4058 Diesel Bus Purchases                            | -201             |                  |                  |                    |                  |
| PRJ_4059 Bus Refurbishments - Diesel to Diesel           |                  | 1,199,198        |                  |                    |                  |
| PRJ_4060 Bus Refurbishments - Diesel to Electric         |                  | -899,398         |                  |                    |                  |
| PRJ_4075 Blue Line Station Rehab                         | 459,015          | 3,192,095        | 5,966,393        | 5,658,822          |                  |
| PRJ_4076 Powell Maintenance Facility                     | 1,146,697        | -637,924         |                  |                    |                  |
| PRJ_4078 Emergency Back-up Power                         | 1,897,851        | 449,588          | 618,294          | 510,206            | 636,842          |
| PRJ_4604 HVAC Systems                                    | 538,667          | 718,400          | 660,000          | 660,000            | 660,000          |
| PRJ_4613 Type 1 Substation Replacement                   | 1,616,576        | 5,235,144        | 5,072,590        | 6,817,590          | 8,842,279        |
| PRJ_4652 Building Area/Components Replacement            | 234,154          | 118,966          | 350,000          | 350,000            | 350,000          |
| PRJ_4653 Electrical Equipment & Systems Replacement      | 1,972,736        |                  |                  |                    |                  |
| PRJ_4654 Lifting Equipment & Systems Replacement         | 466,771          | 157,312          | 700,000          | 700,000            | 700,000          |
| PRJ_4655 Other Building Systems & Equipment              | 139,348          | 135,862          | 62,500           | 62,500             | 62,500           |
| PRJ_4657 Bldg. Area & Components - Layover               | 25,930           |                  |                  |                    |                  |
| PRJ_4658 Safety-Hazmat Systems                           | 110,408          |                  |                  |                    |                  |
| PRJ_4659 Site-Property Systems                           | 343,955          |                  |                  |                    |                  |
| PRJ_4662 Elevator End of Life Replacement/Refurbishment  | 42,041           |                  |                  |                    |                  |
| PRJ_4676 Cleveland Crew Room Renovation                  |                  | -21,095          |                  |                    |                  |
| PRJ_4683 Asphalt Pavement Maintenance Program            | 1,345,745        | -12,936          |                  |                    |                  |
| PRJ_4712 New Center St Fuel and Wash Facility            | 172,586          | 102,037          |                  |                    |                  |
| PRJ_4715 Center Modernization                            |                  |                  |                  |                    | 230,000          |
| PRJ_4805 Facilities System Masterplan                    | 115,813          | -34,360          |                  |                    |                  |
| PRJ_5025 Rail Reliability                                | 831,121          | 562,670          | 1,540,080        | 665,080            | 1,070,286        |
| PRJ_5028 Tree Grate Replacement Program (5 years)        | 203,056          |                  |                  |                    |                  |
| PRJ_5508 Bus Stop Development                            | 2,123,512        | 4,261,478        | 922,874          | 647,292            | 1,500,000        |
| PRJ_5615 Electric Vehicle Charging Infrastructure-Powell | 670,836          | 4,100,607        | 2,230,089        | 1,064,699          |                  |
| PRJ_5626 Electric Bus Purchases                          | 18,416,384       | 5,800,478        |                  | 2,360              |                  |
| PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo  | 222,040          | 1,734,308        | 2,553,000        | 929,783            | 246,577          |



## CIP - Maintenance

| Expense Category                                   | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_5635 STC Elevator Hoistway Water Intrusion     | 123,932          | 3,875            |                  |                    |                  |
| PRJ_6033 OCS Climate Resiliency Retrofit           | 88,549           | 262,913          |                  | -40,571            |                  |
| PRJ_6034 Fugman Building Classroom Build           | 186,670          |                  |                  |                    |                  |
| PRJ_6035 NRV EV Charging Infrastructure            | 8,724            | 42,306           | 160,098          | 100,098            | 108,486          |
| PRJ_6204 Washington Park ECS                       | 296,331          | 417,650          |                  | 75,000             | 1,132,017        |
| PRJ_6205 LRV Overhaul - Travel Only                | 23,513           | 3,286            |                  |                    |                  |
| PRJ_6402 Signal System Relay to PLC                | 196,886          | 207,488          | 642,125          | 642,125            | 210,763          |
| PRJ_6403 Track Rehab Program                       | 3,025,492        | 234,385          |                  |                    | 1,100,000        |
| PRJ_6404 Arc Flash Implementation Program          | 621,046          |                  |                  |                    |                  |
| PRJ_7003 Facility Lighting                         |                  |                  |                  |                    | 218,300          |
| PRJ_7503 Light Rail Shop Equipment Repl.           | 1,465,264        | 480,299          | 218,137          | 218,136            | 367,047          |
| PRJ_7504 Rail Maintenance Equipment                | 347,165          | 99,611           | 450,576          | 400,575            | 52,000           |
| PRJ_7508 Type 1 LRV Decommissioning                | 83,998           | 63,707           | 311,739          | 299,839            |                  |
| PRJ_7535 Light Rail Electrification Systems        | 2,754,134        | 2,476,865        | 2,600,000        | 2,342,100          | 4,480,000        |
| PRJ_7537 Light Rail Signaling Systems              |                  |                  |                  | 962,575            | 1,500,000        |
| PRJ_7559 Light Rail Track and Structures           | 13,484,065       | 3,736,363        | 2,931,500        | 2,931,500          | 2,342,237        |
| PRJ_7561 MOW Equipment Replacement                 | 8,188            |                  |                  |                    |                  |
| PRJ_7586 Rail & Track Annual Testing               | 481,377          |                  |                  |                    |                  |
| PRJ_7587 Rail MOW Equipment Acquisition            | 971,151          | 711,470          | 910,000          | 328,413            | 957,539          |
| PRJ_7588 Ruby Junction Truck Shop Expansion        |                  | -25,140          |                  |                    |                  |
| PRJ_7592 Ruby Junction Expansion                   | 1,627            |                  |                  |                    |                  |
| PRJ_7595 Hollywood TC TOD & Substation Replacement |                  | 9,579,077        | 1,206,375        | 188,999            | 4,912,121        |
| PRJ_7597 Ruby Bogie Shed                           | 338,931          | 9,403            | 392,749          | 480,981            |                  |
| PRJ_9998 Spare Parts on Operating Project Clearing | -3,098,379       | -73,671          |                  | -35,412            |                  |
| Total Maintenance                                  | \$89,584,094     | \$53,157,087     | \$58,668,845     | \$56,740,351       | \$77,875,644     |

## CIP - Transit System &amp; Asset Support

| Expense Category                            | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|---------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1500 Enterprise Asset Management System | 320,732          | 517              |                  |                    |                  |
| Total Transit System & Asset Support        | \$320,732        | \$517            |                  |                    |                  |

## CIP - Finance &amp; Administrative Services

| Expense Category                             | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1166 TVM Refurbishment or Replacement    | 3,326,742        | 9,170,492        | 498,043          | 638,043            |                  |
| PRJ_1175 Fixed Route Bus Farebox Replacement | 3,772,576        | 2,130,263        | 4,496,349        | 4,155,306          |                  |
| PRJ_1176 Hop Fastpass 2.0                    | 893,253          | 273,780          | 25,596           | 25,596             |                  |
| PRJ_1187 Stores Material Handling Equipment  | 77,447           |                  |                  |                    |                  |
| PRJ_6207 Hop Mobile and Web                  | 194,284          | 178,526          | 1,438,332        | 938,332            | 1,000,000        |
| PRJ_7544 eFare                               | 381,628          | -1,117,527       |                  |                    |                  |
| Total Finance & Administrative Services      | \$8,645,930      | \$10,635,534     | \$6,458,320      | \$5,757,277        | \$1,000,000      |

## CIP - Information Technology

| Expense Category                                         | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1042 Mobile Router Replacement                       | -55,917          |                  |                  |                    |                  |
| PRJ_1068 ERP Replacement                                 |                  |                  |                  |                    | 10,958,235       |
| PRJ_1070 Servers Replacement                             | 912,669          | 1,875,483        | 1,077,216        | 296,850            | 1,382,216        |
| PRJ_1091 Desktop Computing Replacement                   | 1,510,189        |                  |                  |                    |                  |
| PRJ_1095 Data Communications System Replacement          | 2,003,734        | 2,253,704        | 200,000          | 1,042,174          | 1,456,500        |
| PRJ_1131 Communication Environment Replacement - capital | 1,283,332        | 747,217          | 150,000          | 156,622            | 1,028,054        |
| PRJ_1147 ECM Implementation Project                      |                  | 226,968          |                  | 309                |                  |
| PRJ_1152 Radio & Microwave Communication Systems         | 6,474,177        | 799,347          | 150,000          | 489,816            |                  |
| PRJ_1158 CCTV Stabilization Plan                         |                  |                  |                  | 300,000            | 386,000          |
| PRJ_1174 NextGen Transit Signal Priority                 | 1,390,223        | 1,662,833        |                  |                    |                  |
| PRJ_1179 Navrisk Replacement Origami                     | 121,208          |                  |                  |                    |                  |
| PRJ_1180 Regional Mobility Planner                       | 596,895          | 1,248,137        | 1,283,778        | 1,087,233          |                  |
| PRJ_1184 Bus CCTV Upgrade                                |                  | 1,406,025        | 5,520,000        | 5,163,333          |                  |
| PRJ_1186 LRV CAD-AVL                                     |                  |                  | 2,825,000        | 2,825,000          | 125,000          |
| PRJ_2051 Rail Control System Upgrade                     |                  |                  | 962,600          | 767,174            |                  |
| PRJ_6032 Bus Dispatch Central System Upgrade             | 272,838          |                  |                  |                    |                  |
| Total Information Technology                             | \$14,509,348     | \$10,219,714     | \$12,168,594     | \$12,128,511       | \$15,336,005     |

## CIP - Legal Services

| Expense Category                                    | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|-----------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1147 ECM Implementation Project                 | 186,264          |                  |                  |                    |                  |
| PRJ_1178 Downtown Admin Relocation                  | 3,114,398        | 900,000          |                  |                    |                  |
| PRJ_3675 Council Creek Corridor Preservation        |                  |                  | 500,000          | 505,763            |                  |
| PRJ_4711 Gresham City Hall - Civic Hub Improvements | 220,000          | 577,986          | 422,013          | 304,655            |                  |
| PRJ_7220 Third Party Recovery TOD                   | 14,457           | 11,386           |                  | 32,616             |                  |
| PRJ_7595 Hollywood TC TOD & Substation Replacement  | 9,864,564        |                  |                  |                    |                  |
| Total Legal Services                                | \$13,399,683     | \$1,489,372      | \$922,013        | \$843,034          |                  |

## CIP - Public Affairs

| Expense Category                 | FY2024      | FY2025      | FY2026      | FY2026      | FY2027 |
|----------------------------------|-------------|-------------|-------------|-------------|--------|
|                                  | Actual      | Actual      | Budget      | Estimate    | Budget |
| PRJ 6021 Transit Tracker Project | 1,504,265   | 1,925,387   | 1,450,000   | 1,450,000   |        |
| Total Public Affairs             | \$1,504,265 | \$1,925,387 | \$1,450,000 | \$1,450,000 |        |

## CIP - Safety &amp; Security

| Expense Category                                               | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|----------------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1023 Safety Equipment                                      | 39,494           | 642,500          |                  |                    |                  |
| PRJ_1112 Security Fencing                                      | 257,747          |                  |                  |                    |                  |
| PRJ_1124 Operator Safety & Rider Awareness                     | 563              |                  |                  |                    |                  |
| PRJ_1130 Vehicle Borne CCTV Systems                            | 421,893          | 239,606          | 3,673,371        | 3,673,371          | 2,200,000        |
| PRJ_1133 CCTV & Intrusion Detection                            | 468,083          | 331,176          |                  |                    |                  |
| PRJ_1151 Security Funds for Transit Enhancement                | 639,120          | 388,985          | 950,000          |                    |                  |
| PRJ_1157 Public Safety Technologies                            |                  | 58,307           |                  | 950,000            |                  |
| PRJ_1181 Blue Light Phone program & Security Operations Center | 559,348          | 1,056,292        | 850,000          | 850,000            |                  |
| PRJ_1182 Security Software                                     | 259,288          | 267,066          |                  |                    |                  |
| PRJ_1188 The Round Security Office                             |                  | 375,708          |                  | 203,578            |                  |
| PRJ_2052 Access Cont - Elevator                                |                  | 823              | 1,633,266        | 1,107,681          |                  |
| PRJ_2053 Fare Gates Access Control                             |                  |                  | 178,509          | 293,509            |                  |
| PRJ_2504 Safety & Security Facility Relocation                 | 2,641            |                  |                  |                    |                  |
| PRJ_4077 Transit Police NRV's                                  | 404,104          | 345,304          |                  | 3,836              | 978,886          |
| PRJ_4548 Master Key Schema, Development & Implementation       | 56,510           |                  |                  |                    |                  |
| PRJ_5606 Rail Crossing Safety Enhancements                     | 459,752          | 1,532,287        | 851,170          | 851,170            | 1,468,428        |
| PRJ_6409 LRV Visibility at Curved Platforms                    |                  | 26,721           |                  | 17,254             |                  |
| PRJ_9110 Reimagine Public Safety                               | 14,540           |                  |                  |                    |                  |
| Total Safety & Security                                        | \$3,583,083      | \$5,264,775      | \$8,136,316      | \$7,950,399        | \$4,647,314      |

## CIP - Strategy &amp; Planning

| Expense Category                                             | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|--------------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1500 Enterprise Asset Management System                  |                  |                  |                  |                    | 150,000          |
| PRJ_5622 HWY 8 Corridor Safety & Access to Transit           |                  | 151              | 190,432          | 190,432            | 130,572          |
| PRJ_5623 Powell-Division Corridor Safety & Access to Transit |                  | 195,095          | 1,249,886        | 1,249,885          |                  |
| Total Strategy & Planning                                    |                  | \$195,246        | \$1,440,318      | \$1,440,317        | \$280,572        |



## CIP - Engineering &amp; Construction

| Expense Category                                             | FY2024<br>Actual | FY2025<br>Actual | FY2026<br>Budget | FY2026<br>Estimate | FY2027<br>Budget |
|--------------------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| PRJ_1146 Division Transit Project                            | 1,310,946        | 166,488          | 415,000          | 596,383            |                  |
| PRJ_1161 PMIS Upgrade                                        | 925,378          | 684,530          | 99,938           | 146,420            |                  |
| PRJ_2045 MAX Station Optimization                            | 798,234          | 147,524          | 55,000           | 30,250             |                  |
| PRJ_2048 Garage, Layover, and TC Expansion                   | 1,836,193        | 3,195,303        | 11,330,769       | 8,287,438          | 2,749,153        |
| PRJ_2049 North Downtown Bus Layover Facility                 | 90,451           |                  |                  |                    |                  |
| PRJ_3642 Timber Gate Artwork Restoration                     | 82,137           | 113,089          |                  | 133,350            |                  |
| PRJ_3651 Portland-Milwaukie Light Rail Project               | 8,698,757        | 12,550,267       | 46,000           | 93,690             |                  |
| PRJ_3674 Interstate Bridge Replacement                       | 1,530,259        | 2,435,286        | 4,970,575        | 3,000,887          | 20,423,201       |
| PRJ_4638 Red Line Extension and Reliability Improvements     | 58,131,812       | 7,786,138        | 6,746,803        | 5,638,404          | 753,221          |
| PRJ_4639 Steel Bridge Transit Improvements                   | 70,535           |                  |                  |                    |                  |
| PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR)        | 3,730            |                  |                  |                    |                  |
| PRJ_5508 Bus Stop Development                                |                  | 80,486           |                  |                    |                  |
| PRJ_5581 Willamette Shore Trolley                            | 2,949,088        | 1,497,207        | 114,700          | 65,998             |                  |
| PRJ_5597 TV Highway Transit Improvements                     | 503,044          | 514,567          | 10,337,173       | 6,879,520          | 14,951,149       |
| PRJ_5624 Southwest Corridor                                  | 55,064           |                  |                  |                    |                  |
| PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only | 34,996           | 4,687            |                  |                    |                  |
| PRJ_6408 System Upgrades                                     | 597,600          | -5,936           |                  |                    |                  |
| PRJ_6805 BRT System & Implementation Plan                    | 370,464          | -126,947         |                  |                    |                  |
| PRJ_7201 Third Party Recovery                                | 362,611          | 93,784           | 1,410,642        | 530,866            | 908,782          |
| PRJ_7202 Third Party Project Betterment                      | 2,457,055        | 817,097          |                  | 2,732,903          | 4,282,550        |
| PRJ_7215 Better Bus                                          | 2,825,646        | 9,037,803        | 6,584,066        | 3,172,317          | 5,550,561        |
| PRJ_7219 82nd Avenue Transit Improvements                    | 803,163          | 9,298,902        | 14,454,602       | 16,202,809         | 42,862,309       |
| PRJ_7591 Columbia Bus Base                                   | 11,042,597       | 10,896,604       | 7,333,772        | 5,152,858          | 1,949,050        |
| PRJ_9998 Spares Parts on Operating Project Cleaning          | -27,258          | -921,723         |                  |                    |                  |
| Total Engineering & Construction                             | \$95,452,502     | \$58,265,156     | \$63,899,040     | \$52,664,093       | \$94,429,976     |



# Section VI: Appendix

This section includes supplemental information such as trends, agency personnel profile, glossary and acronyms, legal notices, and formal resolutions approving and adopting the budget.



## Trends

### TriMet's Service District

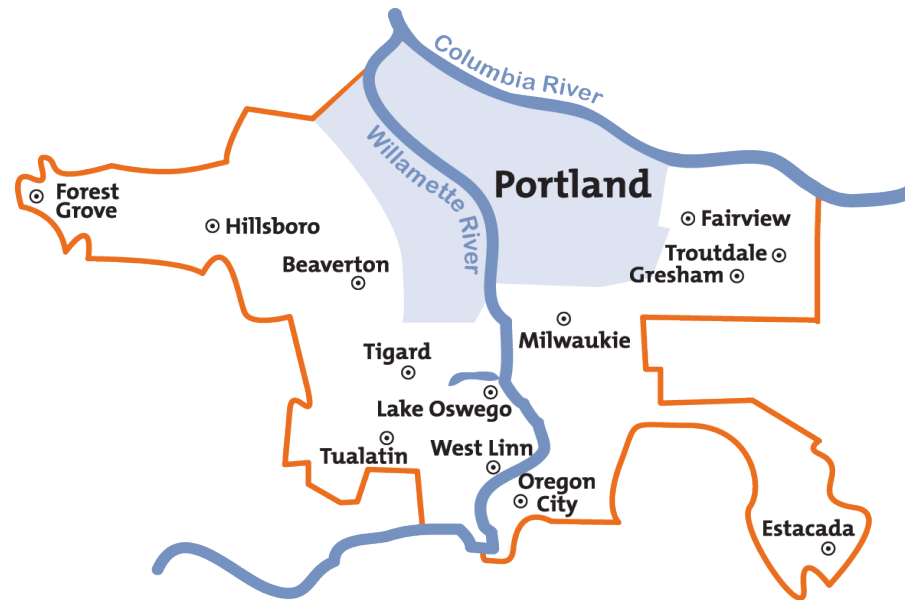


Figure 1. Map of TriMet Service Area

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

### Service area statistics

- 327 square miles<sup>1</sup>
- 1,648,360 population<sup>2</sup>
- 533 UZA square miles<sup>3</sup>
- Covering 25 cities within 3 counties

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

<sup>2</sup> Population estimates are from the [2023 American Community Survey Census](#)

<sup>3</sup> 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 District<sup>4</sup>, 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.

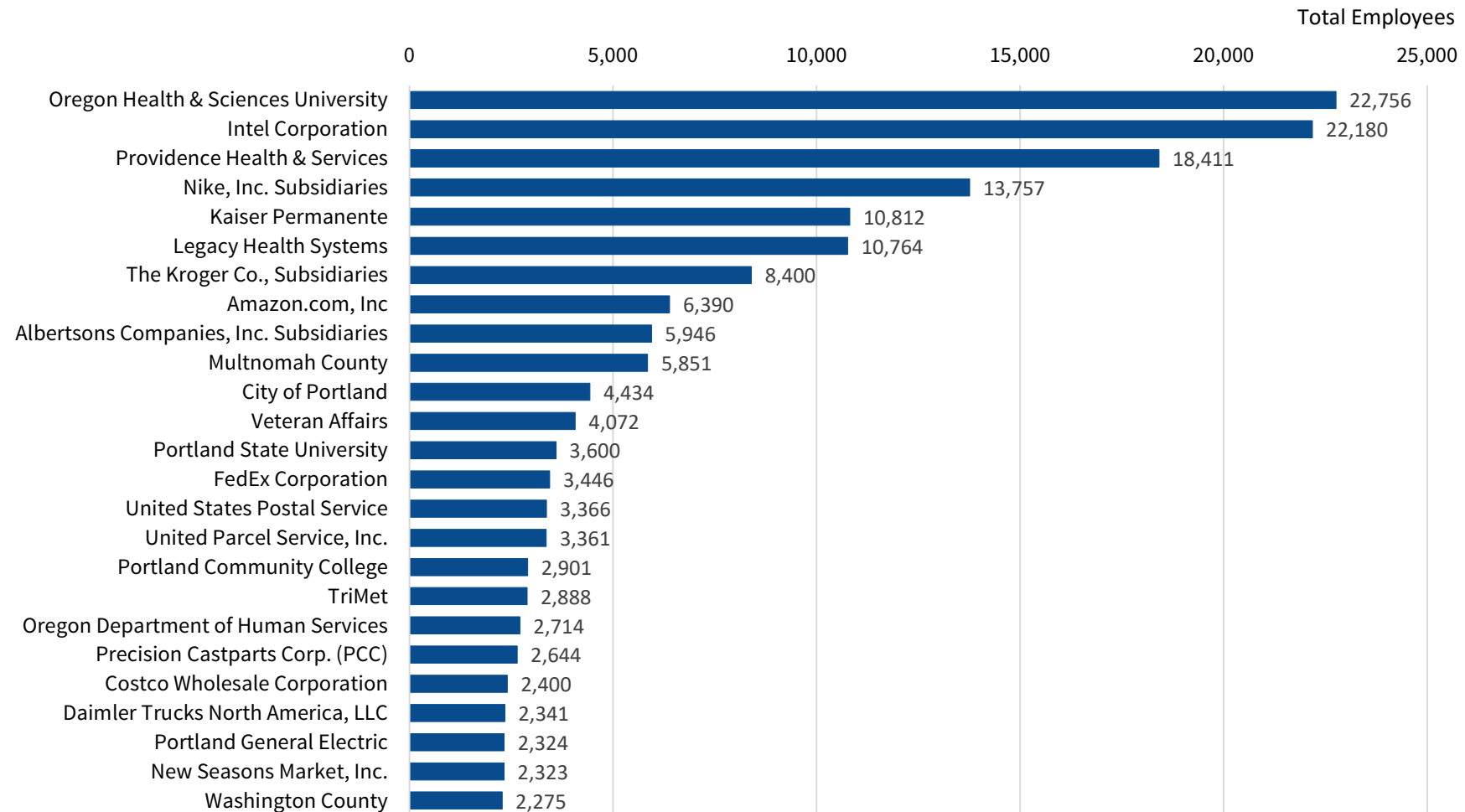


Figure 2. Top 25 Largest Employers in TriMet Service District Bar Chart

<sup>4</sup> Source: 2024 Quarterly Census of Employment Wages

## Top 25 Largest Employers in TriMet Service District Data Table

| Rank | Business Name                           | Total Employees |
|------|-----------------------------------------|-----------------|
| 1    | Oregon Health & Sciences University     | 22,756          |
| 2    | Intel Corporation                       | 22,180          |
| 3    | Providence Health & Services            | 18,411          |
| 4    | Nike, Inc. Subsidiaries                 | 13,757          |
| 5    | Kaiser Permanente                       | 10,812          |
| 6    | Legacy Health Systems                   | 10,764          |
| 7    | The Kroger Co., Subsidiaries            | 8,400           |
| 8    | Amazon.com, Inc                         | 6,390           |
| 9    | Albertsons Companies, Inc. Subsidiaries | 5,946           |
| 10   | Multnomah County                        | 5,851           |
| 11   | City of Portland                        | 4,434           |
| 12   | Veteran Affairs                         | 4,072           |
| 13   | Portland State University               | 3,600           |
| 14   | FedEx Corporation                       | 3,446           |
| 15   | United States Postal Service            | 3,366           |
| 16   | United Parcel Service, Inc.             | 3,361           |
| 17   | Portland Community College              | 2,901           |
| 18   | TriMet                                  | 2,888           |
| 19   | Oregon Department of Human Services     | 2,714           |
| 20   | Precision Castparts Corp. (PCC)         | 2,644           |
| 21   | Costco Wholesale Corporation            | 2,400           |
| 22   | Daimler Trucks North America, LLC       | 2,341           |
| 23   | Portland General Electric               | 2,324           |
| 24   | New Seasons Market, Inc.                | 2,323           |
| 25   | Washington County                       | 2,275           |

This table lists the 25 largest employers within TriMet's service district, ranked by total number of employees. Data is organized by rank, employer name, and total employees.

Oregon Health & Science University is the region's largest employer with 22,756 employees, followed by Intel Corporation (22,180) and Providence Health & Services (18,411). Other major private-sector employers include Nike, Inc. subsidiaries (13,757), Kaiser Permanente (10,812), and Legacy Health Systems (10,764).

Public-sector and education employers are also prominent among the region's largest organizations, including Multnomah County (5,851), the City of Portland (4,434), the U.S. Department of Veterans Affairs (4,072), Portland State University (3,600), Portland Community College (2,901), the Oregon Department of Human Services (2,714), and Washington County (2,275).

TriMet employs 2,888 workers, ranking 18th among the largest employers in the service district.

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

## Fixed Route Ridership

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.

## Weekly Vehicle Hours

The following table shows weekly vehicle hours for fixed-route transit services by mode where vehicle hours represent the total time buses and trains are in service and available to riders. Total fixed-route service is proposed at 49,751 weekly hours in the FY2027 Approved Budget. This represents a 3.09% decrease from the FY2026 Estimate, largely due to ongoing service adjustments.

Bus service accounts for the majority of service provided, representing 84.68% of total weekly vehicle hours, proposed at 42,127 weekly hours of service. Light rail represents 12.57% with 6,255 weekly hours. Commuter rail service remains a small share of total service at 0.14%, with 71 weekly hours proposed for FY2027 and Portland Streetcar service accounts for 2.61% of total weekly hours, with 1,298 weekly hours.

| Fixed Route Service              | FY2024 Actual | FY2025 Actual | FY2026 Adopted | FY2026 Estimate | FY2027 Approved | % Change Budget | % Change Estimate | % of Total |
|----------------------------------|---------------|---------------|----------------|-----------------|-----------------|-----------------|-------------------|------------|
| Bus Service                      | 41,030        | 42,265        | 42,942         | 43,134          | 42,127          | -1.90%          | -2.33%            | 84.68%     |
| Light Rail (Train Hours)         | 6,382         | 6,746         | 6,147          | 6,834           | 6,255           | 1.76%           | -8.47%            | 12.57%     |
| Commuter Rail (Train Hours)      | 71            | 71            | 122            | 71              | 71              | -41.80%         | 0.00%             | 0.14%      |
| Portland Streetcar (Train Hours) | 1,265         | 1,264         | 1,264          | 1,298           | 1,298           | 2.69%           | 0.00%             | 2.61%      |
| Fixed Route Total                | 48,748        | 50,346        | 50,475         | 51,337          | 49,751          | -1.43%          | -3.09%            | 100.00%    |

Table 2. Fixed Route Service Weekly Vehicle Hours

## Weekly Vehicle Miles

The following table shows weekly vehicle miles for fixed-route transit services by mode. Vehicle miles represent the total distance buses and trains travel while in service and available to riders. Total fixed-route service is proposed at 619,331 weekly vehicle miles in the FY2027 Approved Budget. This represents a 2.55% decrease from the FY2026 Estimate, reflecting ongoing service adjustments and refinements across modes.

Bus service accounts for the majority of service provided, representing 75.06% of total weekly vehicle miles, with 464,860 miles, where MAX light rail represents 23.49% of total service with 145,424 weekly vehicle miles. Commuter rail service represents 0.24% of total vehicle miles, with 1,495 weekly miles and Portland Streetcar accounts for 1.20% of total weekly vehicle miles, with 7,552 miles.

| Fixed Route Service              | FY2024 Actual | FY2025 Actual | FY2026 Adopted | FY2026 Estimate | FY2027 Approved | % Change Budget | % Change Estimate | % of Total |
|----------------------------------|---------------|---------------|----------------|-----------------|-----------------|-----------------|-------------------|------------|
| Bus Service                      | 459,878       | 477,538       | 596,035        | 475,972         | 464,860         | -22.01%         | -2.33%            | 75.06%     |
| Light Rail (Train Hours)         | 142,995       | 160,773       | 111,199        | 158,886         | 145,424         | 30.78%          | -8.47%            | 23.49%     |
| Commuter Rail (Train Hours)      | 1,495         | 1,495         | 2,307          | 1,495           | 1,495           | -35.20%         | 0.00%             | 0.24%      |
| Portland Streetcar (Train Hours) | 7,552         | 7,552         | 7,552          | 7,361           | 7,552           | 0.00%           | 2.59%             | 1.20%      |
| Fixed Route Total                | 611,920       | 647,358       | 717,093        | 643,714         | 619,331         | -13.63%         | -3.79%            | 100.00%    |

Table 3. Fixed Route Service Weekly Vehicle Miles

### Summary of Fixed Route Vehicles

The following table shows the number of peak and total vehicles used to provide fixed-route transit service by mode. Peak vehicles represent the number of buses and trains in service during the busiest operating periods, while total vehicles reflect the full fleet available to deliver service. In response to anticipated decreases in weekly vehicle hours, total peak vehicles for fixed-route service are also expected to decline. However, the total number of vehicles in the fleet is expected to remain largely unchanged across most modes.

Bus service peak vehicles are projected at 483, a slight (-0.62%) decrease from the FY2026 Adopted Budget. Light rail peak vehicles are projected at 84, a 27.59% decrease from both the FY2026 Adopted Budget and a 10.64% decrease from the FY2026 Estimate. Commuter rail service remains consistent, reflecting no changes from prior years and Portland Streetcar peak and total vehicles remain steady at 12 and 19 vehicles, respectively. The slight reduction in total streetcar vehicles from the FY2026 Adopted Budget reflects fleet adjustments by the City of Portland, which owns the streetcar system.

| Fixed Route Service | FY2024 Actual | FY2025 Actual | FY2026 Adopted | FY2026 Estimate | FY2027 Approved | % Change Budget | % Change Estimate |
|---------------------|---------------|---------------|----------------|-----------------|-----------------|-----------------|-------------------|
| Bus Service         |               |               |                |                 |                 |                 |                   |
| Peak Vehicles       | 459           | 485           | 486            | 483             | 483             | -0.62%          | 0.00%             |
| Total Vehicles      | 666           | 668           | 669            | 669             | 669             | 0.00%           | 0.00%             |
| Light Rail          |               |               |                |                 |                 |                 |                   |
| Peak Vehicles       | 102           | 100           | 116            | 94              | 84              | -27.59%         | -10.64%           |
| Total Vehicles      | 141           | 144           | 149            | 149             | 149             | 0.00%           | 0.00%             |
| Commuter Rail       |               |               |                |                 |                 |                 |                   |
| Peak Vehicles       | 3             | 3             | 3              | 3               | 3               | 0.00%           | 0.00%             |
| Total Vehicles      | 6             | 6             | 6              | 6               | 6               | 0.00%           | 0.00%             |
| Portland Streetcar  |               |               |                |                 |                 |                 |                   |
| Peak Vehicles       | 12            | 12            | 12             | 12              | 12              | 0.00%           | 0.00%             |
| Total Vehicles      | 19            | 19            | 20             | 19              | 19              | -5.00%          | 0.00%             |

Table 4. Summary of Fixed Route Peak and Total Vehicles



## Summary of Accessible Transportation Vehicles

The following table shows the number of peak and total vehicles used to accessible transportation services. Peak vehicles are expected to decline by 8.55% from the FY2026 Adopted Budget, while total vehicles have increased by 7.30%.

| Accessible Transportation | FY2024 Actual | FY2025 Actual | FY2026 Adopted | FY2026 Estimate | FY2027 Approved | % Change Budget | % Change Estimate |
|---------------------------|---------------|---------------|----------------|-----------------|-----------------|-----------------|-------------------|
| Peak Vehicles             | 195           | 209           | 234            | 214             | 214             | -8.55%          | 0.00%             |
| Total Vehicles            | 301           | 289           | 274            | 294             | 294             | 7.30%           | 0.00%             |

Table 5. Summary of Accessible Transportation Vehicles





## Annual Ridership and Expense (Fixed Route)<sup>5</sup>

The following table presents TriMet's fixed-route ridership, revenue, vehicle hours, and operating costs from FY10 Actual to FY26 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 FY26.
- **Operations Costs** have steadily increased, rising from \$249.6 million in FY10 to an estimated \$554.6 million in FY26.
- **Cost per Vehicle Hour**, has risen over time, with a 17.8% spike in FY23 and a projected 6.4% decrease in FY26.

| Fiscal Year       | Boarding Rides (Bus, Rail, WES) | Percent Change | Passenger Rev (Unadj. CPI) <sup>5</sup> | Percent Change | Fixed Route Vehicle Hrs | Percent Change | Operations Costs <sup>6</sup> (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              | 62,262,664                      | 8.7%           | \$50,488,426                            | 3.8%           | 2,307,984               | 6.1%           | \$503,049,320                              | 18.3%          | \$217.96                      | 11.5%          |
| FY25              | 65,063,989                      | 4.5%           | \$54,244,149                            | 7.4%           | 2,391,408               | 3.6%           | \$553,840,628                              | 10.1%          | \$231.60                      | 6.3%           |
| FY26 <sup>7</sup> | 67,077,800                      | 3.1%           | \$61,040,798                            | 12.5%          | 2,558,972               | 7.0%           | \$554,565,092                              | 0.1%           | \$216.71                      | -6.4%          |

Table 6. Ridership and Expense (Fixed Route) by Fiscal Year Data Table

<sup>5</sup> Excludes Portland Streetcar and Demand Response.

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

<sup>7</sup> Data based on FY2025 Adopted Budget.

### Ridership and Passenger Revenue Comparison by Fiscal Year<sup>8</sup>

The following bar chart visualizes the relationship between Boarding Rides (in millions), represented by blue bars, and Passenger Revenue (in millions of dollars), depicted by orange and white, across FY10 to FY26.

- **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 gradually increased, with projected FY26 rides reaching 67.1 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 is slowly growing, with FY26 estimated at \$61.0 million.

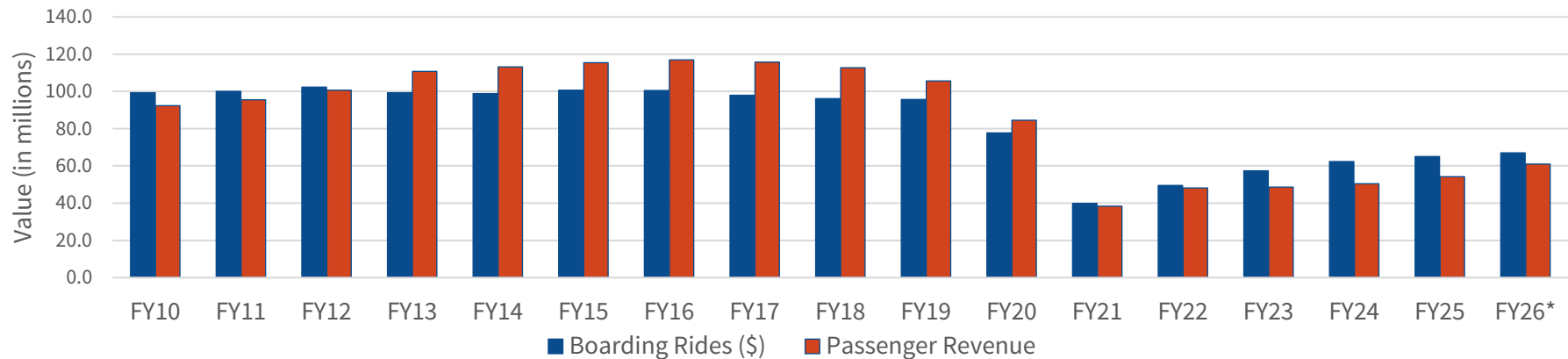


Figure 3. Ridership and Passenger Revenue Comparison by Fiscal Year Bar Chart.

### 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 FY10 to FY26. 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 | FY26 |
|--------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|------|------|------|------|------|------|
| Rides        | 99.3 | 100.0 | 102.2 | 99.2  | 98.8  | 100.7 | 100.5 | 98.0  | 96.1  | 95.7  | 77.8 | 39.9 | 49.5 | 57.3 | 62.3 | 65.1 | 67.1 |
| Revenue (\$) | 92.4 | 95.5  | 100.6 | 110.8 | 113.2 | 115.5 | 116.9 | 115.8 | 112.7 | 105.6 | 84.6 | 38.4 | 48.2 | 48.6 | 50.5 | 54.2 | 61.0 |

Table 7. Ridership and Revenue Comparison by Fiscal Year Data Table

<sup>8</sup> Excludes Portland Streetcar and Demand Response.

## Operating Costs and Cost per Vehicle Hour by Fiscal Year<sup>9</sup>

The following chart compares total operating costs (in millions) and cost per service hour (in dollars) from FY2010 through FY2026. While the values are measured at different scales, the chart highlights how both metrics have generally increased over time.

- Operating costs have grown from approximately \$249.6 million in FY2010 to \$554.6 million in FY2026.
- Cost per service hour has followed a similar overall trend, rising from \$113.64 in FY2010 to \$216.71 in FY2026.

Although there are year-to-year fluctuations, the long-term pattern shows that increases in operating costs correspond with increases in the cost required to deliver each hour of transit service.

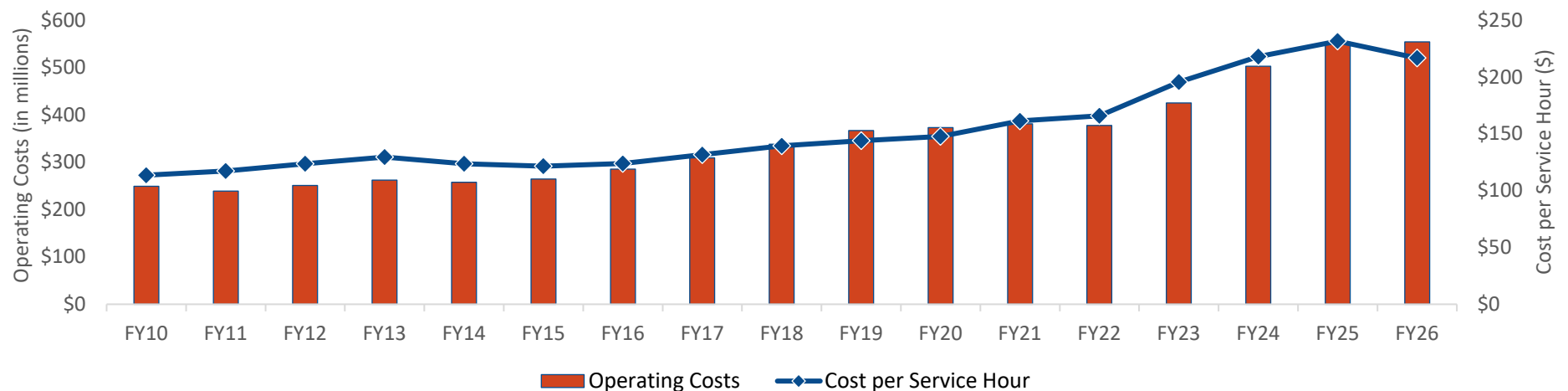


Figure 4. Operations Cost per Vehicle Hour by Fiscal Year Bar Chart.

### Cost per Vehicle Hour (CPH in dollars) by Fiscal Year

| Fiscal Year     | FY10  | FY11  | FY12  | FY13  | FY14  | FY15  | FY16  | FY17  | FY18  | FY19  | FY20  | FY21  | FY22  | FY23  | FY24  | FY25  | FY26  |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>CPH (\$)</b> | \$114 | \$117 | \$124 | \$130 | \$124 | \$122 | \$124 | \$132 | \$139 | \$144 | \$148 | \$161 | \$166 | \$196 | \$218 | \$232 | \$217 |

Table 8. Cost per Vehicle Hour Data by Fiscal Year Data Table

### Operating Costs by Fiscal Year (in millions)

| Fiscal Year      | FY10    | FY11    | FY12    | FY13    | FY14    | FY15    | FY16    | FY17    | FY18    | FY19    | FY20    | FY21    | FY22    | FY23    | FY24    | FY25    | FY26    |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Cost (\$)</b> | \$249.6 | \$239.3 | \$251.2 | \$262.5 | \$257.9 | \$264.4 | \$285.7 | \$309.5 | \$338.1 | \$367.0 | \$373.4 | \$381.4 | \$377.5 | \$425.2 | \$503.0 | \$553.8 | \$554.6 |

<sup>9</sup> 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 FY10 to FY26, highlighting population, employment, wages, property values, and payroll growth, along with year-over-year percentage changes.

- **Tri-County Population** experienced steady growth until FY19, with a peak of 1.86 million, followed by fluctuations in later years. A 0.3% increase is projected for FY25.
- **Tri-County Employment** includes Clackamas, Multnomah, and Washington County. Declined in FY20-FY21, rebounded in FY22, but continues to decline from FY24 onward, and is expected to reach 823,247 job in FY26.
- **Average Wages** per Employee have consistently risen, with a 9.0% spike in FY21 and a projected 1.5% increase in FY26.
- **Private Payroll** continues to increase, estimated to reach \$69.2 billion in FY26.

| Fiscal Year        | Tri-County Population | Percent Change | Tri-County Employment | Percent Change | Tri-County Avg Pay (Earn/Employee) | Wage Inflation | Tri-County Property Value Real Market Value | Percent Change | Private Tri-County Payroll | 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               | 1,856,093             | 1.0%           | 827,384               | -1.3%          | \$82,907                           | 2.6%           | \$479,547,049,000                           | -0.1%          | \$68,595,866,676           | 1.3%           |
| FY26 <sup>10</sup> | 1,874,654             | 1.0%           | 823,247               | -0.5%          | \$84,157                           | 1.5%           | \$484,342,519,490                           | 1.0%           | \$69,281,825,343           | 1.0%           |

Table 9. Local Economic Statistics by Fiscal Year Data Table

<sup>10</sup> Data based on projections.

## Tri-County Population and Employment by Fiscal Year<sup>11</sup>

The following chart compares Tri-County population and employment from FY2010 through FY2026. While population and employment are measured differently, the chart highlights overall regional population growth and labor market changes over time.

- **Tri-County Population** has steadily increased, growing from approximately 1.64 million in FY2010 to a projected 1.87 million in FY2026
- **Tri-County Employment** grew consistently through FY2019, declined during FY2020 and FY2021, and then recovered to a peak in FY2023. Since then, employment has begun to trend downward and is projected to decline by approximately 4,000 jobs in FY2026.

Overall, population growth is outpacing employment growth. While this divergence remains modest, it is strategically important because TriMet's primary revenue source, employer payroll tax, is tied directly to employment.

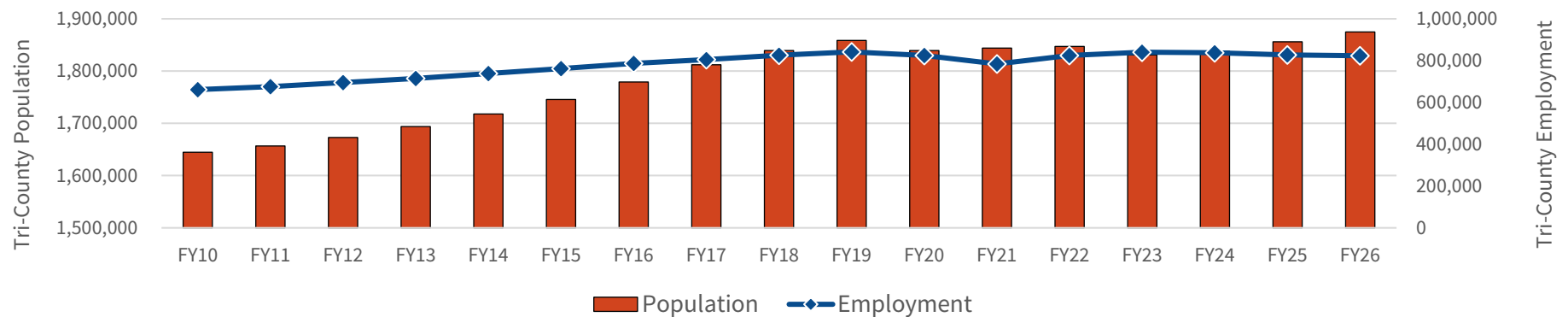


Figure 5. Tri-County Population and Employment Comparison in Thousands by Fiscal Year Bar Chart.

### 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 FY10 to FY25. 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  | FY26  |
|-------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 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 | 1,856 | 1,875 |
| Employment  | 661   | 676   | 695   | 715   | 738   | 762   | 786   | 805   | 826   | 842   | 825   | 784   | 824   | 840   | 838   | 827   | 823   |

Table 10. Tri-County Population and Employment in Thousands by Fiscal Year Data Table.

<sup>11</sup> Sources: PSU Research Center and Oregon Employment Department

## Agency Personnel Profile

| Position Title                       | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|--------------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Accountant, Senior                   | 14                          | 6         | Non-Union            | 635,231              | 88,247  | 132,372 |
| Accountant                           | 12                          | 1         | Non-Union            | 78,200               | 74,231  | 111,344 |
| Adjuster, Senior                     | 13                          | 1         | Non-Union            | 117,834              | 80,965  | 121,448 |
| Adjuster                             | 11                          | 1         | Non-Union            | 93,194               | 67,999  | 102,001 |
| Administrator, Senior                | 13                          | 1         | Non-Union            | 102,544              | 80,965  | 121,448 |
| Administrator, Senior                | 14                          | 9         | Non-Union            | 1,032,255            | 88,247  | 132,372 |
| Administrator, Senior                | 15                          | 2         | Non-Union            | 262,815              | 96,124  | 144,186 |
| Administrator                        | 12                          | 6         | Non-Union            | 566,257              | 74,231  | 111,344 |
| Administrator                        | 14                          | 1         | Non-Union            | 128,834              | 88,247  | 132,372 |
| Analyst, Business                    | 12                          | 1         | Non-Union            | 109,219              | 74,231  | 111,344 |
| Analyst, Business                    | 13                          | 0         | Non-Union            | -                    | 80,965  | 121,448 |
| Analyst, Business                    | 14                          | 1         | Non-Union            | 123,091              | 88,247  | 132,372 |
| Analyst, Principal                   | 16                          | 1         | Non-Union            | 117,704              | 104,587 | 156,881 |
| Analyst, Senior                      | 14                          | 6         | Non-Union            | 648,397              | 88,247  | 132,372 |
| Analyst, Senior                      | 15                          | 13        | Non-Union            | 1,572,228            | 96,124  | 144,186 |
| Analyst, Senior                      | 16                          | 10        | Non-Union            | 1,289,115            | 104,587 | 156,881 |
| Analyst, Senior                      | 17                          | 3         | Non-Union            | 444,664              | 113,731 | 170,595 |
| Analyst                              | 12                          | 4         | Non-Union            | 327,514              | 74,231  | 111,344 |
| Analyst                              | 13                          | 14        | Non-Union            | 1,369,332            | 80,965  | 121,448 |
| Analyst                              | 14                          | 5         | Non-Union            | 538,944              | 88,247  | 132,372 |
| Apprentice Mechanic                  | 934                         | 6         | Union                | 422,316              | 59,800  | 83,803  |
| Apprentice Plant Maint Mech          | 572                         | 1         | Union                | 73,056               | 59,800  | 83,803  |
| Assist Storekeeper Inventory Control | 371                         | 2         | Union                | 191,868              | 94,286  | 94,286  |
| Assistant Manager                    | 13                          | 1         | Non-Union            | 109,070              | 80,965  | 121,448 |
| Assistant Manager                    | 14                          | 25        | Non-Union            | 2,879,459            | 88,247  | 132,372 |
| Assistant Manager                    | 15                          | 5         | Non-Union            | 613,277              | 96,124  | 144,186 |
| Assistant Manager                    | 16                          | 84        | Non-Union            | 11,412,058           | 104,587 | 156,881 |
| Assistant Manager                    | 9                           | 1         | Non-Union            | 80,496               | 56,940  | 85,408  |

| Position Title                                 | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|------------------------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Assistant Storekeeper                          | 371                         | 6         | Union                | 575,603              | 94,286  | 94,286  |
| Assistant Supervisor                           | 556                         | 3         | Union                | 341,324              | 111,821 | 111,821 |
| Assistant Supervisor                           | 564                         | 3         | Union                | 341,324              | 111,821 | 111,821 |
| Assistant Supervisor                           | 566                         | 2         | Union                | 230,343              | 113,194 | 113,194 |
| Assistant Supervisor                           | 590                         | 2         | Union                | 230,343              | 113,194 | 113,194 |
| Assistant Supervisor                           | 780                         | 1         | Union                | 115,171              | 113,194 | 113,194 |
| Assistant Supervisor                           | 872                         | 3         | Union                | 335,292              | 109,845 | 109,845 |
| Assistant Supervisor                           | 930                         | 10        | Union                | 1,117,640            | 109,845 | 109,845 |
| Assistant Supervisor                           | 964                         | 4         | Union                | 447,056              | 109,845 | 109,845 |
| Assistant, Administrative                      | 7                           | 4         | Non-Union            | 231,067              | 47,529  | 71,293  |
| Assistant, Executive Administrative            | 12                          | 8         | Non-Union            | 764,792              | 74,231  | 111,344 |
| Assistant, Senior Administrative               | 9                           | 37        | Non-Union            | 2,701,646            | 56,940  | 85,408  |
| Assistant, Senior                              | 12                          | 0         | Non-Union            | -                    | 74,231  | 111,344 |
| Auditor, Senior                                | 16                          | 1         | Non-Union            | 106,358              | 104,587 | 156,881 |
| Bus Body and Paint Technician                  | 929                         | 9         | Union                | 874,642              | 95,514  | 95,514  |
| Bus Electronic Technician                      | 928                         | 10        | Union                | 971,824              | 95,514  | 95,514  |
| Bus Maintenance Trainer                        | 918                         | 0         | Union                | -                    | 109,845 | 109,845 |
| Bus Mechanic                                   | 931                         | 161       | Union                | 15,646,373           | 95,514  | 95,514  |
| Buyer                                          | 432                         | 0         | Union                | -                    | 103,730 | 103,730 |
| Candidate Sourcer                              | 12                          | 0         | Non-Union            | -                    | 74,231  | 111,344 |
| Chief Financial Officer                        | 27                          | 1         | Non-Union            | 371,363              | 253,765 | 380,648 |
| Chief Information Officer                      | 26                          | 1         | Non-Union            | 303,044              | 233,346 | 350,020 |
| Chief Labor and Human Resources Officer        | 27                          | 1         | Non-Union            | 322,934              | 253,765 | 380,648 |
| Chief Legal Services Officer & General Counsel | 27                          | 1         | Non-Union            | 357,827              | 253,765 | 380,648 |
| Chief Operating Officer                        | 28                          | 0         | Non-Union            | -                    | 275,968 | 413,952 |
| Chief Operations Officer                       | 27                          | 1         | Non-Union            | 282,632              | 253,765 | 380,648 |
| Chief Public Affairs Officer                   | 25                          | 1         | Non-Union            | 278,050              | 216,061 | 324,091 |
| Chief Safety & Security Officer                | 25                          | 1         | Non-Union            | 280,882              | 216,061 | 324,091 |
| Chief Station Agent                            | 830                         | 5         | Union                | 564,746              | 83,262  | 111,010 |
| Chief Strategy & Planning Officer              | 27                          | 1         | Non-Union            | 306,239              | 253,765 | 380,648 |
| Cleaner                                        | 940                         | 4         | Union                | 164,905              | 31,616  | 49,421  |
| Clerk II, Administrative                       | 7                           | 1         | Non-Union            | 70,595               | 47,529  | 71,293  |



| Position Title                          | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|-----------------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Clerk                                   | 8                           | 1         | Non-Union            | 62,629               | 52,046  | 78,069  |
| Commuter Rail Vehicle Maint. Technician | 888                         | 8         | Union                | 777,460              | 95,514  | 95,514  |
| Coordinator, Senior                     | 11                          | 1         | Non-Union            | 75,379               | 67,999  | 102,001 |
| Coordinator, Senior                     | 13                          | 5         | Non-Union            | 500,814              | 80,965  | 121,448 |
| Coordinator, Senior                     | 14                          | 18        | Non-Union            | 2,035,939            | 88,247  | 132,372 |
| Coordinator, Senior                     | 15                          | 1         | Non-Union            | 136,214              | 96,124  | 144,186 |
| Coordinator, Senior                     | 16                          | 1         | Non-Union            | 116,113              | 104,587 | 156,881 |
| Coordinator                             | 10                          | 0         | Non-Union            | -                    | 62,259  | 93,386  |
| Coordinator                             | 11                          | 8.8       | Non-Union            | 782,464              | 67,999  | 102,001 |
| Coordinator                             | 12                          | 7         | Non-Union            | 652,942              | 74,231  | 111,344 |
| Coordinator                             | 13                          | 4         | Non-Union            | 454,907              | 80,965  | 121,448 |
| Coordinator                             | 14                          | 0.5       | Non-Union            | 72,012               | 88,247  | 132,372 |
| Coordinator                             | 437                         | 1         | Union                | 103,341              | 76,170  | 101,566 |
| Coordinator                             | 544                         | 2         | Union                | 190,259              | 49,317  | 93,496  |
| Coordinator                             | 730                         | 4         | Union                | 422,676              | 77,896  | 103,854 |
| Coordinator                             | 820                         | 2         | Union                | 225,898              | 83,262  | 111,010 |
| Coordinator                             | 821                         | 2         | Union                | 225,898              | 83,262  | 111,010 |
| Coordinator                             | 876                         | 2         | Union                | 191,275              | 70,491  | 93,995  |
| Coordinator                             | 9                           | 1         | Non-Union            | 65,086               | 56,940  | 85,408  |
| Copywriter, Senior                      | 10                          | 0         | Non-Union            | -                    | 62,259  | 93,386  |
| Cost Estimator, Senior                  | 17                          | 1         | Non-Union            | 133,766              | 113,731 | 170,595 |
| Cost Estimator                          | 15                          | 1         | Non-Union            | 121,114              | 96,124  | 144,186 |
| Customer Experience Agent               | 714                         | 5         | Union                | 320,859              | 49,566  | 65,624  |
| Customer Safety Supervisor              | 342                         | 42        | Union                | 4,518,984            | 79,310  | 105,747 |
| Customer Service Representative         | 731                         | 7         | Union                | 587,814              | 66,664  | 88,878  |
| Data Scientist, Senior                  | 14                          | 1         | Non-Union            | 121,737              | 88,247  | 132,372 |
| Database Architect, Senior              | 18                          | 1         | Non-Union            | 166,562              | 123,570 | 185,355 |
| DBA, Senior                             | 18                          | 3         | Non-Union            | 523,454              | 123,570 | 185,355 |
| Deputy General Counsel, Senior          | 20                          | 4         | Non-Union            | 750,196              | 145,546 | 218,318 |
| Deputy General Counsel                  | 18                          | 1         | Non-Union            | 155,253              | 123,570 | 185,355 |
| Designer                                | 13                          | 1         | Non-Union            | 117,342              | 80,965  | 121,448 |
| Developer Analyst, Principal            | 19                          | 1         | Non-Union            | 180,496              | 134,166 | 201,251 |

| Position Title                           | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|------------------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Developer, Senior                        | 17                          | 1         | Non-Union            | 157,522              | 113,731 | 170,595 |
| Developer                                | 14                          | 1         | Non-Union            | 113,879              | 88,247  | 132,372 |
| Director                                 | 17                          | 1         | Non-Union            | 160,831              | 113,731 | 170,595 |
| Director                                 | 18                          | 2         | Non-Union            | 314,449              | 123,570 | 185,355 |
| Director                                 | 19                          | 5         | Non-Union            | 930,252              | 134,166 | 201,251 |
| Director                                 | 20                          | 12        | Non-Union            | 2,349,630            | 145,546 | 218,318 |
| Director                                 | 21                          | 13        | Non-Union            | 2,650,179            | 157,787 | 236,683 |
| Director                                 | 22                          | 7         | Non-Union            | 1,639,495            | 170,901 | 256,354 |
| Director                                 | 23                          | 2         | Non-Union            | 489,605              | 184,983 | 277,476 |
| Dispatcher                               | 836                         | 23        | Union                | 2,513,602            | 80,974  | 107,973 |
| Engineer, Principal                      | 18                          | 4         | Non-Union            | 630,746              | 123,570 | 185,355 |
| Engineer, Principal                      | 19                          | 1         | Non-Union            | 195,084              | 134,166 | 201,251 |
| Engineer, Senior                         | 16                          | 5         | Non-Union            | 684,081              | 104,587 | 156,881 |
| Engineer, Senior                         | 17                          | 11        | Non-Union            | 1,707,176            | 113,731 | 170,595 |
| Engineer, Senior                         | 18                          | 20        | Non-Union            | 3,219,111            | 123,570 | 185,355 |
| Engineer, Systems                        | 15                          | 1         | Non-Union            | 140,978              | 96,124  | 144,186 |
| Engineer                                 | 15                          | 1         | Non-Union            | 141,421              | 96,124  | 144,186 |
| Engineer                                 | 16                          | 11        | Non-Union            | 1,447,404            | 104,587 | 156,881 |
| Engineer                                 | 19                          | 1         | Non-Union            | 167,708              | 134,166 | 201,251 |
| Enterprise Architect                     | 20                          | 1         | Non-Union            | 195,129              | 145,546 | 218,318 |
| Executive Administrative Assistant       | 12                          | 0         | Non-Union            | -                    | 74,231  | 111,344 |
| Executive Advisor to the General Manager | 21                          | 0         | Non-Union            | -                    | 157,787 | 236,683 |
| Executive Assistant, Senior              | 13                          | 2         | Non-Union            | 217,526              | 80,965  | 121,448 |
| Executive Assistant, Senior              | 14                          | 1         | Non-Union            | 109,512              | 88,247  | 132,372 |
| Executive Assistant                      | 12                          | 3         | Non-Union            | 322,744              | 74,231  | 111,344 |
| Executive Assistant                      | 13                          | 1         | Non-Union            | 124,613              | 80,965  | 121,448 |
| Executive Director                       | 22                          | 1         | Non-Union            | 241,505              | 170,901 | 256,354 |
| Executive Director                       | 23                          | 1         | Non-Union            | 257,232              | 184,983 | 277,476 |
| Executive Director                       | 24                          | 2         | Non-Union            | 531,642              | 200,058 | 300,088 |
| Executive Director                       | 26                          | 1         | Non-Union            | 283,061              | 233,346 | 350,020 |
| Executive Director                       | 27                          | 0         | Non-Union            | -                    | 253,765 | 380,648 |
| Facilities Maintenance Trainer           | 915                         | 2         | Union                | 221,623              | 109,845 | 109,845 |

| Position Title                    | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|-----------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Facilities Maintenance Worker     | 558                         | 6         | Union                | 547,794              | 89,731  | 89,731  |
| Facilities Maintenance Worker     | 969                         | 17        | Union                | 1,552,083            | 89,731  | 89,731  |
| Fare Revenue Assistant Supervisor | 736                         | 1         | Union                | 97,923               | 72,176  | 96,242  |
| Fare Revenue Specialist           | 733                         | 8         | Union                | 711,536              | 65,978  | 87,963  |
| Fare Revenue Supervisor           | 716                         | 1         | Union                | 105,669              | 77,896  | 103,854 |
| Field Technician                  | 591                         | 22        | Union                | 2,203,197            | 98,426  | 98,426  |
| Finance Clerk                     | 323                         | 6         | Union                | 517,171              | 66,290  | 88,400  |
| General Manager                   | 31                          | 1         | Non-Union            | 454,189              | 354,937 | 532,405 |
| Graphic Designer                  | 12                          | 3         | Non-Union            | 279,420              | 74,231  | 111,344 |
| Helper                            | 533                         | 8         | Union                | 682,140              | 83,803  | 83,803  |
| Helper                            | 933                         | 5         | Union                | 426,337              | 83,803  | 83,803  |
| HR Business Partner               | 17                          | 2         | Non-Union            | 275,362              | 113,731 | 170,595 |
| HR Generalist                     | 12                          | 1         | Non-Union            | 81,324               | 74,231  | 111,344 |
| HR Investigator                   | 17                          | 1         | Non-Union            | 154,462              | 113,731 | 170,595 |
| Inspector, Senior                 | 17                          | 1         | Non-Union            | 145,684              | 113,731 | 170,595 |
| Inspector                         | 13                          | 0         | Non-Union            | -                    | 80,965  | 121,448 |
| Inspector                         | 16                          | 1         | Non-Union            | 144,399              | 104,587 | 156,881 |
| Inspector                         | 18                          | 0         | Non-Union            | -                    | 123,570 | 185,355 |
| Instructional Designer, Senior    | 14                          | 0         | Non-Union            | -                    | 88,247  | 132,372 |
| Internal Auditor, Senior          | 15                          | 1         | Non-Union            | 124,644              | 96,124  | 144,186 |
| Irrigation Technician             | 976                         | 1         | Union                | 88,040               | 86,528  | 86,528  |
| Junior Partsperson                | 376                         | 12        | Union                | 1,038,556            | 83,803  | 89,794  |
| Junior Tireman                    | 942                         | 0         | Union                | -                    | 48,630  | 85,488  |
| Junior Tireworker                 | 942                         | 4         | Union                | 317,925              | 48,630  | 85,488  |
| Landscaper                        | 974                         | 3         | Union                | 260,945              | 64,126  | 85,488  |
| Lead Customer Safety Supervisor   | 341                         | 5         | Union                | 564,746              | 83,262  | 111,010 |
| Lead Landscaper                   | 967                         | 1         | Union                | 88,040               | 64,896  | 86,528  |
| Lead Supervisor                   | 489                         | 6         | Union                | 677,695              | 83,262  | 111,010 |
| LRV Body & Paint Technician       | 553                         | 14        | Union                | 1,348,826            | 75,754  | 95,514  |
| LRV Electronics Technician        | 578                         | 2         | Union                | 194,365              | 95,514  | 95,514  |
| LRV Overhaul Technician           | 577                         | 40        | Union                | 3,887,298            | 95,514  | 95,514  |
| LRV Technician Trainee            | 574                         | 15        | Union                | 1,245,820            | 66,664  | 83,803  |

| Position Title                   | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|----------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| LRV Technician                   | 551                         | 84        | Union                | 8,163,325            | 95,514  | 95,514  |
| Mail Services Clerk              | 356                         | 1         | Union                | 75,384               | 55,557  | 74,090  |
| Maintenance Mechanic             | 532                         | 3         | Union                | 242,194              | 48,630  | 85,488  |
| Maintenance Mechanic             | 932                         | 9         | Union                | 782,835              | 48,630  | 85,488  |
| Maintenance of Way Laborer       | 561                         | 12        | Union                | 1,054,997            | 50,128  | 87,984  |
| Maintenance Trainer              | 918                         | 2         | Union                | 223,528              | 109,845 | 109,845 |
| Manager, Senior                  | 19                          | 1         | Non-Union            | 183,075              | 134,166 | 201,251 |
| Manager                          | 14                          | 2         | Non-Union            | 247,753              | 88,247  | 132,372 |
| Manager                          | 15                          | 4         | Non-Union            | 483,514              | 96,124  | 144,186 |
| Manager                          | 16                          | 18        | Non-Union            | 2,371,340            | 104,587 | 156,881 |
| Manager                          | 17                          | 32        | Non-Union            | 4,762,428            | 113,731 | 170,595 |
| Manager                          | 18                          | 27        | Non-Union            | 4,389,400            | 123,570 | 185,355 |
| Manager                          | 19                          | 13        | Non-Union            | 2,300,703            | 134,166 | 201,251 |
| Manager                          | 20                          | 10        | Non-Union            | 1,833,131            | 145,546 | 218,318 |
| Manager                          | 21                          | 2         | Non-Union            | 419,244              | 157,787 | 236,683 |
| Mini Run Operator                | 881                         | 238.5     | Union                | 19,718,617           | 62,878  | 83,803  |
| MMIS Clerk                       | 543                         | 4         | Union                | 335,144              | 44,491  | 82,347  |
| MMIS Clerk                       | 937                         | 6         | Union                | 483,457              | 44,491  | 82,347  |
| Moneyroom Clerk                  | 331                         | 2         | Union                | 215,190              | 79,310  | 105,747 |
| Moneyroom Supervisor             | 330                         | 1         | Union                | 110,939              | 81,765  | 109,034 |
| Operator                         | 880                         | 1063      | Union                | 83,220,952           | 62,878  | 83,803  |
| Overhead Power Maintainer        | 531                         | 20        | Union                | 2,002,906            | 98,426  | 98,426  |
| Overhead Power Trainee           | 579                         | 2         | Union                | 170,535              | 66,685  | 83,803  |
| Paralegal Investigator           | 14                          | 2         | Non-Union            | 236,080              | 88,247  | 132,372 |
| Partsman                         | 376                         | 0         | Union                | -                    | 83,803  | 89,794  |
| Planner, Senior                  | 15                          | 3         | Non-Union            | 390,717              | 96,124  | 144,186 |
| Planner                          | 11                          | 1         | Non-Union            | 86,694               | 67,999  | 102,001 |
| Planner                          | 13                          | 3         | Non-Union            | 309,656              | 80,965  | 121,448 |
| Planner                          | 16                          | 0         | Non-Union            | -                    | 104,587 | 156,881 |
| Plant Maintenance Mechanic – LME | 557                         | 10        | Union                | 971,824              | 95,514  | 95,514  |
| Plant Maintenance Mechanic – LME | 968                         | 13        | Union                | 1,263,372            | 95,514  | 95,514  |
| Program Coordinator              | 11                          | 1         | Non-Union            | 68,943               | 67,999  | 102,001 |

| Position Title             | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|----------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Program Manager, Senior    | 18                          | 1         | Non-Union            | 173,660              | 123,570 | 185,355 |
| Program Manager            | 15                          | 1         | Non-Union            | 122,321              | 96,124  | 144,186 |
| Program Manager            | 16                          | 3         | Non-Union            | 414,960              | 104,587 | 156,881 |
| Program Manager            | 17                          | 9         | Non-Union            | 1,290,992            | 113,731 | 170,595 |
| Program Manager            | 18                          | 4         | Non-Union            | 604,179              | 123,570 | 185,355 |
| Program Manager            | 19                          | 1         | Non-Union            | 185,400              | 134,166 | 201,251 |
| Program Scheduler, Senior  | 17                          | 1         | Non-Union            | 123,886              | 113,731 | 170,595 |
| Project Director           | 21                          | 1         | Non-Union            | 222,160              | 157,787 | 236,683 |
| Project Manager, Principal | 18                          | 18        | Non-Union            | 2,945,291            | 123,570 | 185,355 |
| Project Manager, Senior    | 14                          | 6         | Non-Union            | 672,344              | 88,247  | 132,372 |
| Project Manager, Senior    | 15                          | 4         | Non-Union            | 508,377              | 96,124  | 144,186 |
| Project Manager, Senior    | 16                          | 3         | Non-Union            | 413,822              | 104,587 | 156,881 |
| Project Manager, Senior    | 17                          | 24        | Non-Union            | 3,524,590            | 113,731 | 170,595 |
| Project Manager            | 12                          | 1         | Non-Union            | 90,398               | 74,231  | 111,344 |
| Project Manager            | 13                          | 6         | Non-Union            | 628,730              | 80,965  | 121,448 |
| Project Manager            | 14                          | 2         | Non-Union            | 209,747              | 88,247  | 132,372 |
| Project Manager            | 16                          | 7         | Non-Union            | 957,075              | 104,587 | 156,881 |
| Project Manager            | 18                          | 8         | Non-Union            | 1,237,608            | 123,570 | 185,355 |
| Public Information Officer | 14                          | 2         | Non-Union            | 209,973              | 88,247  | 132,372 |
| Rail Controller            | 538                         | 29        | Union                | 3,185,921            | 107,973 | 107,973 |
| Rail Operator              | 580                         | 212       | Union                | 17,931,401           | 65,021  | 86,819  |
| Recruiter                  | 10                          | 4         | Non-Union            | 279,187              | 62,259  | 93,386  |
| Recruiter                  | 12                          | 1         | Non-Union            | 78,812               | 74,231  | 111,344 |
| Representative, Senior     | 15                          | 1         | Non-Union            | 107,777              | 96,124  | 144,186 |
| Representative             | 10                          | 1         | Non-Union            | 70,230               | 62,259  | 93,386  |
| Representative             | 12                          | 2         | Non-Union            | 189,898              | 74,231  | 111,344 |
| Representative             | 715                         | 18        | Union                | 968,311              | 45,178  | 56,493  |
| Road Supervisor            | 834                         | 44        | Union                | 4,734,173            | 79,310  | 105,747 |
| Schedule Data Technician   | 867                         | 3         | Union                | 322,785              | 79,310  | 105,747 |
| Schedule Writer II         | 874                         | 5         | Union                | 537,974              | 79,310  | 105,747 |
| Schedule Writer III        | 878                         | 1         | Union                | 113,351              | 83,554  | 111,405 |
| Security Dispatcher        | 343                         | 13        | Union                | 1,404,358            | 80,974  | 107,973 |

| Position Title                   | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|----------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Senior Accounts Payable Clerk    | 322                         | 1         | Union                | 100,674              | 74,194  | 98,946  |
| Senior Buyer                     | 373                         | 6         | Union                | 633,252              | 103,730 | 103,730 |
| Senior Director                  | 21                          | 0         | Non-Union            | -                    | 157,787 | 236,683 |
| Senior Director                  | 22                          | 1         | Non-Union            | 245,363              | 170,901 | 256,354 |
| Senior Human Resource Generalist | 14                          | 1         | Non-Union            | 92,020               | 88,247  | 132,372 |
| Senior Internal Audit Officer    | 19                          | 1         | Non-Union            | 195,883              | 134,166 | 201,251 |
| Senior Partsman                  | 372                         | 0         | Union                | -                    | 89,794  | 89,794  |
| Senior Partsperson               | 372                         | 9         | Union                | 822,263              | 89,794  | 89,794  |
| Senior Payroll Clerk             | 340                         | 3         | Union                | 289,431              | 74,194  | 98,946  |
| Service Aide                     | 943                         | 27        | Union                | 1,606,815            | 48,464  | 59,051  |
| Service Worker Pressure Washer   | 947                         | 19        | Union                | 1,399,173            | 48,464  | 70,138  |
| Service Worker Spotter           | 946                         | 7         | Union                | 494,060              | 48,464  | 70,138  |
| Service Worker                   | 944                         | 115       | Union                | 7,051,048            | 48,464  | 70,138  |
| Service Worker                   | 945                         | 78        | Union                | 4,985,191            | 48,464  | 70,138  |
| Signal Inspector                 | 545                         | 4         | Union                | 420,644              | 103,355 | 103,355 |
| Signals Maintainer Trainee       | 567                         | 2         | Union                | 160,329              | 66,664  | 83,803  |
| Signals Maintainer               | 541                         | 23        | Union                | 2,275,597            | 97,240  | 97,240  |
| Signs & Shelters Field Worker    | 965                         | 6         | Union                | 521,890              | 85,488  | 85,488  |
| Specialist, Senior               | 10                          | 1         | Non-Union            | 68,702               | 62,259  | 93,386  |
| Specialist, Senior               | 11                          | 4         | Non-Union            | 363,888              | 67,999  | 102,001 |
| Specialist, Senior               | 12                          | 8         | Non-Union            | 766,187              | 74,231  | 111,344 |
| Specialist, Senior               | 14                          | 1         | Non-Union            | 117,900              | 88,247  | 132,372 |
| Specialist, Senior               | 9                           | 10        | Non-Union            | 735,613              | 56,940  | 85,408  |
| Specialist                       | 10                          | 2         | Non-Union            | 168,376              | 62,259  | 93,386  |
| Specialist                       | 12                          | 0         | Non-Union            | -                    | 74,231  | 111,344 |
| Specialist                       | 732                         | 4         | Union                | 409,809              | 75,525  | 100,693 |
| Specialist                       | 877                         | 1         | Union                | 112,949              | 111,010 | 111,010 |
| Spotter                          | 936                         | 4         | Union                | 347,927              | 85,488  | 85,488  |
| Station Agent                    | 830                         | 1         | Union                | 106,093              | 83,262  | 111,010 |
| Station Agent                    | 835                         | 27        | Union                | 2,864,507            | 79,310  | 105,747 |
| Streetcar Controller             | 539                         | 5         | Union                | 549,297              | 107,973 | 107,973 |
| Streetcar Journeyworker Mechanic | 451                         | 11        | Union                | 1,069,007            | 95,514  | 95,514  |

| Position Title                | Pay Code (U)/<br>Grade (NU) | Total FTE | Union /<br>Non-Union | Total Base<br>Salary | Min     | Max     |
|-------------------------------|-----------------------------|-----------|----------------------|----------------------|---------|---------|
| Streetcar Operator            | 488                         | 54        | Union                | 4,752,205            | 65,021  | 86,819  |
| Substation Maintainer         | 779                         | 12        | Union                | 1,201,744            | 98,426  | 98,426  |
| Substation Technician Trainee | 571                         | 1         | Union                | 79,469               | 66,685  | 83,803  |
| Supervisor                    | 178                         | 4         | Union                | 451,797              | 83,262  | 111,010 |
| Supervisor                    | 536                         | 39        | Union                | 4,196,199            | 105,747 | 105,747 |
| Supervisor                    | 710                         | 2         | Union                | 184,926              | 77,896  | 103,854 |
| Supervisor                    | 775                         | 1         | Union                | 94,156               | 79,310  | 105,747 |
| Supervisor                    | 840                         | 5         | Union                | 550,630              | 83,262  | 111,010 |
| Supervisor                    | 918                         | 8         | Union                | 894,112              | 109,845 | 109,845 |
| Surveyor, Senior              | 15                          | 1         | Non-Union            | 136,475              | 96,124  | 144,186 |
| Talent Development Partner    | 17                          | 1         | Non-Union            | 140,626              | 113,731 | 170,595 |
| Technical Support             | 12                          | 2         | Non-Union            | 152,722              | 74,231  | 111,344 |
| Technician                    | 12                          | 1         | Non-Union            | 107,329              | 74,231  | 111,344 |
| Timekeeper                    | 336                         | 1.5       | Union                | 127,068              | 111,010 | 111,010 |
| Tireman                       | 941                         | 0         | Union                | -                    | 88,608  | 88,608  |
| Tireworker                    | 941                         | 4         | Union                | 360,625              | 88,608  | 88,608  |
| Track Maintainer              | 540                         | 19        | Union                | 1,879,841            | 97,240  | 97,240  |
| Track Trainee                 | 542                         | 1         | Union                | 80,104               | 66,664  | 83,803  |
| Trainer, Senior               | 15                          | 11        | Non-Union            | 1,327,731            | 96,124  | 144,186 |
| Training Supervisor Rail      | 775                         | 17        | Union                | 1,829,112            | 79,310  | 105,747 |
| Training Supervisor           | 832                         | 44        | Union                | 4,644,291            | 79,310  | 105,747 |
| Wayside Cleaner               | 537                         | 10        | Union                | 869,817              | 85,488  | 85,488  |
| Wheel True Technician         | 552                         | 4         | Union                | 391,947              | 96,304  | 96,304  |
| Total                         |                             | 3605.3    |                      | 343,839,576          |         |         |



## 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 will 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.

**COMMUNITY:** We lift each other up to lift up the region.

**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.

**EQUITY:** We treat everyone with dignity and respect.

**EXPENDITURE:** The actual outlay of cash or an 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).

**INCLUSIVITY:** We seek all needs and voices in our decisions and actions.

**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.

**TEAMWORK:** We collaborate to achieve our shared goals.

**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:

|                                                                                              |                                                                                    |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <b>AAP</b> .....Affirmative Action Plan                                                      | <b>CIO</b> .....Chief Information Officer                                          |
| <b>ADA</b> .....Americans with Disabilities Act                                              | <b>CIP</b> .....Capital Improvement Program or Plan                                |
| <b>AIM CCS</b> .....Advanced Information Management Command Control Signaling                | <b>CIS</b> .....Customer Information Services Department                           |
| <b>AME</b> .....Approvals Management Engine                                                  | <b>CM</b> .....Communications & Marketing Department                               |
| <b>ATCMTD</b> .....Advanced Transportation and Congestion Management Technologies Deployment | <b>CMAQ</b> .....Congestion Mitigation & Air Quality Program                       |
| <b>APTA</b> .....American Public Transportation Association                                  | <b>CMMS</b> .....Computerized Maintenance Management System                        |
| <b>ARP</b> .....American Rescue Plan                                                         | <b>CMS</b> .....Competency Management System                                       |
| <b>ATP</b> .....Accessible Transportation Programs Department                                | <b>COO</b> .....                                                                   |
| <b>ATU</b> .....Amalgamated Transit Union                                                    | Office of the Chief Operating Officer Department                                   |
| <b>BEB</b> .....Battery-Electric Bus                                                         | <b>CPC</b> .....Capital Program Committee                                          |
| <b>BETC</b> .....Business Energy Tax Credit                                                  | <b>CPTED</b> .....Crime Prevention through Environmental Design                    |
| <b>BF</b> .....Budget & Forecasting Department                                               | <b>CR</b> .....Commuter Rail Department                                            |
| <b>BH</b> .....Benefits & HRIS Department                                                    | <b>CRRSAA</b> .....Coronavirus Response and Relief Supplemental Appropriations Act |
| <b>BM</b> .....Bus Maintenance Department                                                    | <b>CSC</b> .....Customer Support Center                                            |
| <b>BOD</b> .....Board of Directors                                                           | <b>CSW</b> .....Customer Service Workshops                                         |
| <b>BOLI</b> .....Bureau of Labor and Industries (Oregon)                                     | <b>CY</b> .....Current Year                                                        |
| <b>BRRST</b> .....Bus and Rail Replacement Service Team                                      | <b>DB</b> .....Defined Benefit (pension)                                           |
| <b>BRT</b> .....Bus Rapid Transit (Rapid Bus Lines)                                          | <b>DBE</b> .....Disadvantaged Business Enterprise                                  |
| <b>BT</b> .....Bus Transportation Department                                                 | <b>DC</b> .....Defined Contribution (pension)                                      |
| <b>C</b> .....Compensation Department                                                        | <b>DCD</b> .....Design & Construction Department                                   |
| <b>C.A.R.E.S</b> .....Customer Automated Ride Experience System                              | <b>DDE</b> .....Defensive Driving Evaluations                                      |
| <b>CARES Act</b> ....Coronavirus Aid, Relief, and Economic Security Act                      | <b>DMAP</b> .....Division of Medical Assistance Programs                           |
| <b>CAT</b> .....Committee on Accessible Transportation                                       | <b>DMU</b> .....Diesel Multiple Unit                                               |
| <b>CAE</b> .....Community Affairs & Engagement Department                                    | <b>DTP</b> .....Division Transit Project                                           |
| <b>CBO</b> .....Community Based Organization                                                 | <b>E3</b> .....Engage, Empower, Expand                                             |
| <b>CCTV</b> .....Closed Circuit Television (security cameras)                                | <b>EAMS</b> .....Enterprise Asset Management System                                |
| <b>CDL</b> .....Commercial Driver's License                                                  | <b>EAP</b> .....Employee Assistance Program                                        |

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

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



## Oregonian LEGAL AFFIDAVIT

AD#: 0011075302

State of Oregon,) ss  
County of Multnomah)

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

Oregonian 03/04/2026

*Stacey Tredici* 

Principal Clerk of the Publisher

Sworn to and subscribed before me this 10th day of March 2026

*Kimberlee Wright O'Neill* 

Notary Public



KIMBERLEE WRIGHT O'NEILL  
NOTARY PUBLIC - OREGON  
COMMISSION NO. 1026818  
MY COMMISSION EXPIRES 08/15/2026

Online Notary Public. This notarial act involved the use of online audio/video communication technology. Notarization facilitated by SIGNIX®



**NOTICE OF BUDGET COMMITTEE MEETING**

A public meeting of the Board of Directors, acting in their capacity as the Budget Committee (per ORS 294.423), of the Tri-County Metropolitan Transportation District of Oregon (TriMet), Clackamas, Multnomah and Washington Counties, State of Oregon, will take place during the regular Board Meeting on Wednesday, March 25, 2026 at 9:00 A.M. The purpose of this meeting is to receive the budget message and Proposed Budget for fiscal year July 1, 2026 to June 30, 2027, and to receive public comment. This notice will also be published on TriMet's website at [www.trimet.org](http://www.trimet.org).

The meeting will be held at One Main Place, 2nd Floor Boardroom, 101 SW Main St., Portland, OR 97204. The purpose of the meeting is to receive the budget message and to receive comment from the public on the budget.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.

The meeting will also be streamed live at [www.trimet.org/meetings/board/](http://www.trimet.org/meetings/board/). Public forum will begin at 9:00 a.m. for a maximum of 45 minutes. Sign-up for both in-person and virtual testimony is available at [trimet.org/meetings/board](http://trimet.org/meetings/board) until 12:00 p.m. the day before the meeting. In-person sign-up is also open beginning at 8:30 a.m. and will close promptly at 8:00 a.m. the day of the meeting. Individual comments are limited to 2-3 minutes, depending on the number of speakers and the time allowed for comments will be left to the discretion of the presiding Budget Committee officer. Written testimony can be sent to [BoardTestimony@trimet.org](mailto:BoardTestimony@trimet.org). Testimony received by 12:00 noon on Tuesday, March 24, 2026 will be provided to the Budget Committee in advance of this public meeting.

A copy of the budget document may be inspected or obtained on or after March 11, 2026 at TriMet's headquarters, 101 SW Main Street, Suite 700, Portland, Oregon between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday, or via

TriMet's website at [www.trimet.org](http://www.trimet.org).  
Nancy Young-Oliver  
Budget Officer



**RESOLUTION NO. 26-03-11****RESOLUTION NO. 26-03-11 OF THE TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON (TRIMET), ACTING AS THE TRIMET BUDGET COMMITTEE, APPROVING THE PROPOSED FISCAL YEAR 2027 ANNUAL BUDGET FOR SUBMISSION TO THE MULTNOMAH COUNTY TAX SUPERVISING AND CONSERVATION COMMISSION**

**WHEREAS**, pursuant to ORS Chapter 294, TriMet must develop its annual fiscal year Budget; and

**WHEREAS**, pursuant to ORS 294.423, the TriMet Board of Directors (Board) constitutes TriMet's Budget Committee (Budget Committee); and

**WHEREAS**, pursuant to ORS Chapter 294, the Board, acting as the Budget Committee, approves TriMet's Proposed Budget; and

**WHEREAS**, pursuant to ORS 294.331, TriMet's Chief Financial Officer serves as Budget Officer and primary liaison with the Multnomah County Tax Supervising and Conservation Commission (TSCC); and

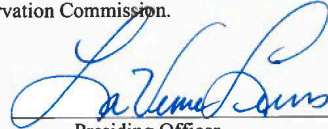
**WHEREAS**, ORS 294.428 provides that the Budget Committee shall approve the Proposed Budget as submitted by the Budget Officer, or as revised by the Budget Committee; and

**WHEREAS**, ORS 294.431 requires TriMet to submit its Approved Budget to the TSCC;

**NOW, THEREFORE, BE IT RESOLVED:**

That the Proposed Fiscal Year 2027 Budget totaling \$1.73 billion as submitted, including technical corrections and revisions, is approved and shall be submitted to the Multnomah County Tax Supervising and Conservation Commission.

Dated: March 25, 2026

  
Presiding Officer

Attest:

  
Recording Secretary

Approved as to Legal Sufficiency:

  
Legal Department



