TRIMET **Memo**

Date: July 22, 2026

To: Board of Directors

From: Sam Desue Jr., General Manager

Subject: **Report of Finances and Administrative Activities – FY2026 ORS 267.140(5) Requirement**

INTRODUCTION

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

The financial information contained in this report, for the fiscal year ending June 30, 2026, is based on unaudited year-end results and estimated for the month of June. The Agency's external auditor, Eide Bailly, will complete their annual audit in September with results available in October or November. As in the past, our auditors will discuss any findings and recommendations with the Finance and Audit Committee and the Board of Directors at audit completion.

I. TRIMET FINANCES AND ADMINISTRATIVE ACTIVITIES

A. SERVICE AND RIDERSHIP RESULTS

FY2026 annual fixed-route boardings: In FY2026, TriMet's fixed-route system carried 65.8 million boardings, which represented an increase of 1.1% from FY2025. While ridership is increasing at a slow rate across the board, total system wide ridership is down (31.3%) compared to pre-pandemic data.

Average boardings for each day were:

- Weekday boardings averaged 198,756 an increase of 0.6%.
- Weekend boardings averaged 149,645 on Saturday and 126,655 on Sunday, an increase of 3.1% and 1.8%, respectively.

FY2026 annual MAX boardings: MAX carried 22.0 million boardings, a decrease of (3.6%) from FY2025.

- Weekday MAX boardings averaged 64,418 a decrease of (3.6%).
- Weekend boardings averaged 55,301 on Saturday and 45,669 on Sunday, a decrease of (0.6%) and (6.4%), respectively.

FY2026 annual Bus boardings: Buses carried 43.7 million boardings in FY2026, an increase of 3.6% from FY2025.

- Weekday Bus boardings averaged 133,823, an increase of 2.8%.
- Weekend Bus boardings averaged 94,344 on Saturdays and 80,987 on Sundays, an increase of 5.5% and 7.0%, respectively.

FY2026 annual WES boardings: WES carried 128,150 boardings in FY2026, an increase of 3.8% from FY2025. Daily average rides 515, an increase of 5.6% from FY2025. WES currently operates two trains which run every 45 minutes headways on weekdays during morning and afternoon rush hours.

LIFT/CAB/TNC: In FY2026, LIFT/Cab/TNC carried 835,416 rides, an increase of 11.8% from the prior year.

B. REVENUES, EXPENSES AND NET POSITION

The following Statement of Revenues, Expenses, and Changes in Net Position presents preliminary, unaudited financial results for the fiscal year ended June 30, 2026, compared with audited financial results for the fiscal year ended June 30, 2025.

Fiscal year 2026 results include estimated activity for the month of June 2026 and remain subject to final year-end closing entries and external audit procedures.

Fiscal year 2026 also reflects the implementation of GASB Statement No. 103, *Financial Reporting Model Improvements*. GASB 103 updates certain financial statement presentation and reporting requirements for proprietary funds to improve the consistency, transparency, and usefulness of governmental financial reporting. As a result, certain revenues, expenses, and financial statement line items may be presented differently than in prior years, and comparisons to fiscal year 2025 should be made with this change in mind.

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Statement of Revenues, Expenses and Changes in Net Position
For Fiscal Years Ended June 30, 2026 and 2025

	Unaudited June 30, 2026*	Audited June 30, 2025
Operating revenues:		
Passenger revenue	66,758	63,650
Auxiliary transportation and other revenue	25,877	21,641
Pass through revenue	19,049	20,737
Total operating revenues	111,684	106,028
Operating expenses:		
Labor	300,174	291,702
Fringe benefits	202,173	183,268
Materials and services	204,860	211,023
Utilities	15,846	16,201
Purchased transportation	53,951	47,934
Depreciation expense	185,751	173,975
Other operating expense	20,025	20,212
Pass through expense	20,042	20,737
Funding exchanges and other payments	4,167	3,708
Total operating expenses	1,006,989	968,760
Operating loss	(895,305)	(862,732)
Noncapital subsidies		
Payroll and other tax revenue	545,605	522,194
Operating grant revenue	208,032	228,938
Total noncapital subsidies	753,637	751,132
Operating loss and noncapital subsidies	(141,668)	(111,600)
Other nonoperating revenues and (expenses):		
Interest income	19,524	24,402
Net leveraged lease income (expense)	(73)	1,512
Gain (Loss) on disposal of capital assets	(255)	(10,057)
Capital contributions	31,597	56,637
Capital contributions - land	23,909	-
Interest expense	(28,633)	(29,947)
Total other nonoperating revenues	46,069	42,547
Increase (decrease) in net position	(95,599)	(69,053)
Total net assets - beginning	1,851,042	1,920,098
Total net assets - ending	1,755,443	1,851,045

*Fiscal year 2026 is preliminary and unaudited, including the presentation changes for the implementation of GASB Statement No. 103.

II. ADMINISTRATIVE ACTIVITIES

A. OFFICE OF THE GENERAL MANAGER

In FY2026, the Office of the General Manager (OGM) provided overall organizational leadership and support to align the Senior Leadership Team and the Board of Directors with the information needed to make decisions that advanced TriMet's vision, mission, values and fiscal stability. Highlights from the OGM include the following:

Continued implementing an Agency-wide five-year strategic plan, TriMet 2030, to prioritize the agencies resources and connect its goals and targets with the tools to accomplish them. Worked with regional partners and community members to strengthen meaningful relationships with the communities we serve.

TriMet 2030 drives the Agency toward alignment of purpose and continuous improvement of efforts with focus on:

- Supporting the region's economy and providing equitable opportunity, easing congestion, providing critical transportation for people experiencing disability, older adults, and others who cannot or do not drive, helping shape the region with mobility options, transit-oriented development and capital projects that attract residents, businesses and development, reducing emissions and supporting environmental sustainability.
- Increased Transit Police positions to provide presence on the system.
- Achieved target of placing new Type 6 trains into service to replace fleet of Type I trains. The new trains are "low-floor" Light Rail Vehicles, meaning they are fully accessible, with no stairs to enter. Now TriMet will have all low-floor, accessible Light Rail Vehicles.
- Led senior leadership team and regional partners with collaborative efforts/discussions on transportation funding to support major efforts, plans and partnerships, including the Interstate Bridge Replacement Program, partner-led bus/transit-only lane improvements, roadway rail crossing upgrades and major transit project advancements. Achieved major project milestones on the 82nd Avenue Transit Project, to bring FX® service to the 82nd Avenue corridor.
- Directed continuation of TriMet's nationally recognized program to facilitate more opportunities for under-represented people in TriMet construction projects.
- Now operating 34 battery electric buses and using R99 renewable diesel for diesel transit vehicles to reduce operational emissions. Use of renewable electricity for electric Buses, electric Light Rail system and all TriMet-owned facilities substantially reduces operational emissions. Identified and secured a source of hydrogen and approved an order for 15 hydrogen fuel cell electric buses, which will have lower emissions than R99 renewable diesel.

TriMet 2030 encompasses all the key functions of the TriMet Business Plan. FY2026 was the last year of the Business Plan as a separate process and document. TriMet 2030 processes and documentations continue and provide strategic focus for TriMet.

<u>Internal Audit</u>: The department maintained a dynamic, risk-based audit plan to allocate resources across significant and moderate risk areas, mandatory regulatory audits and management requests. For IT-related projects, this involved the Center for Internet Security Risk Assessment Method.

Internal Audit completed 16 audits or follow-up reviews in FY2026. These included operational and compliance audits (e.g., Civil Rights Complaints, Rail Accident Investigation and Construction Change Orders), Buy America audits related to the procurement of light rail vehicles, LIFT vehicles, and fuel-cell buses, IT reviews (Fare System and Network Stability) and follow-up reviews on previous audits such as Facilities Management, Lockout/Tagout and the Competency Management System.

The department published Semi-Annual Management Action Plan Status Reports, updated the Finance and Audit Committee and served on TriMet's Accountability Committee to support the Agency's transparency.

Internal Audit conducted formal investigations into EthicsPoint Hotline reports of potential fraud, waste and abuse. In FY2026, there were two formal investigations.

In 2026, Business Process Improvement (an arm of Internal Audit), provided consultation and analyses and published three reports to promote operational efficiency and cost reductions.

B. OPERATIONS

Operations reflects the core work of the agency and includes Operations Administration, which oversees and is responsible for all employees in, and functions of, the Transportation and Maintenance Divisions, and the Operations Training & Development department, totaling 11 departments and multiple specialized sub-departments.

TRANSPORTATION DIVISION

The Transportation Division is comprised of Bus Operations (fixed-route service), Rail Operations (MAX Light Rail) including Portland Streetcar oversight, Accessible Transportation Programs (LIFT paratransit and NEXT on-demand service), Commuter Rail (WES), Service Delivery and the Operations Command Center (OCC). A high-level review of FY2026 activities include the following:

<u>Bus Operations</u>: During FY2026, Bus Operations did the following: (1) Successfully implemented a new agency-wide uniform program for frontline employees. The new program reduced average uniform fulfillment times to approximately one week and eliminated the employee shoe allowance, generating approximately $100,000 in annual cost savings, (2) In partnership with the ATU, enhanced the Operator Mentorship Program by expanding support to operators at all stages of their careers, strengthening employee development and retention and (3) In collaboration with Bus Maintenance, improved bus on-time pullout performance by 1%.

<u>Accessible Transportation Programs (ATP)</u>: During FY2026, ATP advanced a wide range of initiatives to improve customer experience, expand accessibility and increase operational efficiency. The program was recognized by Trapeze Software as the Most Innovative Paratransit System in the United States, honoring ATP's creative use of technology to improve service while reducing costs. ATP implemented a series of LIFT service improvements in April designed to increase productivity, reduce waste and preserve reliable service. These changes position the program to absorb an anticipated 18% increase in demand in FY2027 without proportional increases in operating costs. Participation grew in both the Instacart delivery program and the fully subsidized Honored Citizen fixed-route pass for LIFT riders who complete travel training. In partnership with Portland State University, ATP further enhanced accessibility for riders who are blind or have low vision by piloting AIRA live visual interpretation services, developing tactile and Braille wayfinding maps and improved navigation and wayfinding at Beaverton Transit Center. The program also successfully replaced 30 LIFT revenue vehicles that were well beyond useful life.

<u>WES</u>: During FY2026, WES did the following: (1) Worked with Operations Records & Information to update 19 Standard Operating Procedures, (2) garnered Federal Railroad Administration (FRA) approval of updated Critical Incident Stress Plan, (3) fully implemented the FRA approved Fatigue Risk Management Plan by the three-year FRA deadline and (4) worked with Fare Revenue to implement, outfit and train operating crews on the use of updated INIT HOP fare inspection devices. The team also accomplished the following: (1) Trained four new mechanics as FRA designated Qualified Maintenance

Persons, (2) continued retrofits and commissioning of two rail diesel cars, which are projected to be Safety Certified and operational in early FY2027, (3) initiated progressive overhauls of DMU propulsion engines and (4) maintained revenue fleet to FRA standard resulting in 100% regulatory compliance. The team completed the following Maintenance of Way projects: (1) Replaced 750 wooden Railroad (RR) ties on the shared corridor including ballast deck bridges, (2) surface, line and dress of all ballasted track at locations where RR ties were replaced including approaches, (3) utilized ballast compactor to eliminate operational slow orders at locations where RR ties were replaced and railbed was surfaced, (4) replaced aging back-up batteries at 20+ crossings and cut sections used as fail-over for commercial power disruptions, (5) performed annual Rail Flaw Testing and Inspection using ultrasound and geometry technology and (6) maintained the shared corridor track and signals to the FRA standard resulting in 100% regulatory compliance.

Operations Command Center (OCC): In FY2026, the OCC successfully completed two high impact projects in partnership with IT, coordinated with local municipalities to enhance emergency communications and strengthened interdepartmental collaboration related to morale and key performance indicators. This work included replacing the Rail Control overview video wall to support operational efficiency and reliability. The OCC also updated phone systems to significantly reduce spam calls to Controllers and Dispatchers. In coordination with jurisdictional agencies, OCC maintained interoperable radio systems to enable more effective communication during emergency situations. The team also streamlined Train Orders and rail directive documents to ensure clarity, consistency and safe, efficient operating instructions.

Rail Operations: In FY2026, the Rail Operations team achieved significant improvements across multiple performance indicators, including an increase of more than 8% in 12-month average on-time performance, exceeding operational goals; a 16% reduction in rail collisions per 100,000 miles, a 48% reduction in customer complaints per 100,000 rides and a 47% reduction in safety-critical rule violations. To enhance internal oversight and accountability, and in preparation for closing out a 12-year audit, Rail Managers developed a quality control report and guidance document to ensure that all rule violations and associated disciplinary actions are documented accurately and resolved in a timely manner. The team also launched a Rail Operator mentorship program, “On Track Operators,” in partnership with ATU International.

Service Delivery (SD): SD includes Scheduling, Scheduling Systems and Production, Workforce Utilization and the Bus and Rail Replacement Service Team (BRRST).

The department accomplished the following during FY2026: (1) Prepared all business functions and support to end users for a significant software upgrade to the Operator bidding process. (2) Worked closely with Service Planning to implement service reductions to help the agency reduce operational expenses, which included improving schedule efficiencies via interlining more bus trips at select locations in the district and adjusting run lengths. (3) Absorbed the BRRST team, who successfully supported multiple projects including the West Hills Track and Overhead Catenary System (OCS) Replacement Project, the Blue Line Station Rehabilitation Shutdown and the Fish Hook Rail Replacement Project, helping with on-time completion and ultimately supporting TriMet’s investment in State of Good Repair.

MAINTENANCE DIVISION

Bus Maintenance: In FY2026, the purchase of 15 Hydrogen Fuel Cell buses was approved. The buses will be used for the 82nd Avenue Bus Rapid Transit (BRT) project and will be housed at the Powell bus garage. Powell will be modified to support lighter than air fuels and a hydrogen fueling station will be installed as part of the project. Also at Powell, the overhead gantry installation is complete and awaiting charger installation. The gantries will improve charging infrastructure for the battery electric fleet.

Rail Equipment Maintenance (REM): REM has decommissioned and disposed of all 26 original Type 1 train cars, which were in service for 40 years. 29 of 30 Type 6 replacement and expansion cars were commissioned and put into service. 28 new Journeyman Mechanics were brought on, substantially reducing the labor shortage. Through a progressive overhaul (OH) program and modifications to increase performance, Mean Distance Between Failures (MDBF) was increased by 1,500 miles over FY2026.

REM absorbed the Vehicle Technical Support (VTS) engineering group during FY2026. VTS created all the new preventative maintenance (PM) procedures for the Type 6 fleet. After evaluating OH and PM intervals, through data and validation, some intervals were expanded resulting in about $780,000 in annual labor and parts savings.

Facilities Maintenance (FM): Efforts focused heavily on infrastructure, SGR, safety enhancements, asset protection, digital workflow and system cleanliness.

Key maintenance highlights include:

- State of Good Repair: Completed the relighting of WES parking lot, replaced the Center Administration roof, upgraded the Merlo garage automatic transfer switches, and successfully finalized the Ruby campus fence upgrade.
- Asset Protection: Installed polycarbonate panels into 171 shelters and assisted in recovering $142,558.69 in vandalism claims.
- Digital Optimization: Launched a new digital process to streamline requests for maintenance projects and space planning issues.

Key cleaning metrics include:

- 32,000 platform cleanings
- 6,000 biohazard cleanups
- 4,000 pressure washing activities
- 3,000 track cleaning reports

Maintenance of Way (MOW): In FY2026, the MOW teams accomplished the following:

Signals: Designed and installed six new frequency converters across the MAX system, replacing deteriorated and unsupported legacy units. Replaced: 14 of 20 S60 crossing gate mechanisms, moving to a single standardized gate-mechanism style, 20 impedance bonds due to internal corrosion failures, transitioning to more reliable units, six M23A ECC switch machines that caused recurring out of correspondence issues and train delays, and 10 control battery banks at strategic locations to enhance system reliability. The team also maintained a 98.8% completion rate for all required regulatory requirements, ensuring full compliance with TriMet, ODOT and FRA standards.

Substations: Completed all Yellow Line substation Station Alarm Panel (SAP) and Feeder Breaker retrofits. Completed all Blue Line west-side (Type 2) substation Feeder Breaker retrofits. Initiated Blue Line west-side (Type 2) substation Station Alarm Panel (SAP) and AC protective relay retrofit projects, with two substations completed to date. Completed the Pioneer Square Substation Rehabilitation Project. Updated all substation grounding and bonding systems to comply with National Electrical Code (NEC) requirements. Completed triennial protective relay testing for all Blue Line west-side (Type 2) substations.

Overhead Catenary System (OCS): Replaced an entire OCS tension length on the eastbound track between Sunset Transit Center and West Portal. Replaced all electrified conductor rail on the Steel Bridge, significantly improving a critical SGR component of the OCS system. Successfully completed three of the five planned OCS formal training classes, with the remaining two classes scheduled for August 2026. Successfully graduated three (3) OCS trainees to full Maintainer status.

Track: Replaced approximately 400 wood ties at Cleveland tail tracks and other priority locations throughout the alignment, completed tamping and lining operations, repaired multiple broken rails and performed manual tamping at bridge abutments and insulated joint locations systemwide. Replaced ties and ballast at the 114th Avenue area on the Westside and rebuilt a retaining wall to improve track stability. Cleaned, repaired and replaced deteriorated track within the Robertson Tunnel and completed rail replacement projects at Fishhook and Cascade Curves to address wear-related defects and extend asset life.

MOW Track Engineering: Supported the agency with multiple reviews, including project design reviews for the Interstate Bridge Replacement (IBR), E&C projects and third-party projects. Lead and managed the Westside Blue Line SAP AC Protection Relay Upgrade Project, Red Line Retrofit & SCC Upgrade Project, Triennial Testing Project, Yellow Line Project and the TriMet Hot Gloves Project.

Structures & Laborers: The Laborers performed system-wide tree trimming, vegetation management, access management and completed a multiple month-long effort to clean up sand and debris in the Robertson Tunnel, which included track drain cleaning. The structures team completed 22 regulatory-mandated bridge inspections, including the cable stay special inspection on the Tilikum Crossing. Bridge repairs were undertaken at five bridge sites to ensure safety, reliability and State of Good Repair.

TRANSIT SYSTEM AND ASSET SUPPORT DIVISION

The Transit System & Asset Support Division was dissolved during FY2026. The three departments were reorganized into other Divisions. Transit System Support Services moved to the Planning Division. Transit Training & Development moved to report directly to the Chief Operations Officer. Transit Asset & Maintenance Support was dissolved as a department and the primary functions were moved to Service Delivery and Maintenance.

Transit System Support Services (TSSS): TSSS combines Service Performance & Analysis, Operations Records & Information and Transit Asset Management functions under one department. It also supports the Operations budget by administering several Intergovernmental Agreements with key jurisdictional partners. The Service Performance & Analysis team supports TriMet Operations with analysis and reporting. The Records & Information team supports Operations with all directive documents and information. It leads a disciplinary group that reviews and approves of Standard Operating Procedures and other directive documents. Transit Asset Management keeps an inventory of assets and helps asset owners manage them.

Transit Asset & Maintenance Support (TAMS): TAMS staff were reorganized in FY2026. The Technical Advisory Group (TAG) and Bus and Rail Replacement Service Team (BRRST) moved to the Service Delivery Department. The engineering technical support staff moved to the respective Maintenance Departments that they were supporting to continue to provide maintenance control, asset configuration and change management.

Operations Training & Development (OTD)

Bus, Rail Operator and Field Operations Training (Transportation): Bus Operations Training delivered 26,640 hours of training, Rail Operations Training 9,716 hours and Field Operations/OCC Training 880 hours, totaling 37,236 student hours of Initial Operator Training across Transportation. Transportation graduated 76 employees, 98 CDL-B employees for a total of 174 graduates. Transportation standardized policies and procedures for Initial Operator Training, Recertification, Accident Review and return-to-work refreshers.

In FY2026, Transportation provided 13 training programs across three disciplines, graduating 2,983 employees.

Bus, Rail, Maintenance of Way and Facilities Training (Maintenance): Maintenance training covering Bus Maintenance, Rail Equipment Maintenance, Maintenance of Way and Facilities Maintenance completed 60,464 student hours. Maintenance graduated 78 employees, 50 CDL-A employees, for a total of 128 graduates. Maintenance did additional curriculum alignment across all four disciplines, including safety presentations and performance-tracking improvements.

In FY2026, Maintenance provided 11 training programs across five disciplines, graduating 128 employees.

C. GENERAL AND ADMINISTRATIVE

FINANCE & ADMINISTRATIVE SERVICES DIVISION

In June 2026, TriMet successfully completed a $469 million payroll tax revenue bond financing consisting of $145 million of new money bonds to fund expansion & SOGR projects along with refunding of approximately $324 million of outstanding debt. The refunding generated approximately $24 million in gross debt service savings, equivalent to approximately $10 million in net present value savings.

The bonds received the highest possible credit ratings - Aaa from Moody's, AAA from S&P and AAA from Kroll - reflecting TriMet's strong financial position and prudent financial management. Strong investor demand resulted in the offering being 3.3 times oversubscribed after repricing, allowing the District to secure favorable borrowing costs. TriMet's Investor Relations website aided the demand for the bonds. The bonds mature on September 1, 2051.

Budget & Forecasting: The department developed and published the TriMet FY2027 Financial Forecast in April 2026. The Financial Forecast demonstrates increasing fiscal stresses that impact the Agency in the long term with an imbalance of revenues and expenditures. The department improved project ranking and funding prioritization methodologies with TriMet leadership in establishing the FY2027 CIP budget during a time of limited financial resources. The team conducted extensive analysis on revenues and agency-wide discretionary spending to support discussion and decision-making on financial health and sustainability. The FY2026 Adopted Budget received the GFOA Distinguished Budget Presentation Award with special recognition in long-range operating financial plans and Capital Program categories. In May 2026, the team completed the FY2027 Budget cycle with the adoption of the Budget, totaling over $1.75 billion.

Financial Services: Financial Services is responsible for the functions of accounting, payables, receivables, grants, debt management, cash management, investments, capital assets, payroll administration, financial close and reporting and the annual external financial audit. During fiscal year 2026, the department published monthly financial statements to TriNet. For fiscal year end June 30, 2025, TriMet published the first Annual Comprehensive Financial Report (ACFR), receiving its first GFOA Excellence in Reporting award. The full report is published here:
Fiscal Year 2025 Annual Comprehensive Financial Report

Grants Development & Compliance: In FY2026, the Grants department submitted nine discretionary funding applications totaling over $46.8 million, of which $640,000 have been awarded by Metro to evaluate how communities around the Elmonica and Tigard Park & Rides can support transit-support mixed income housing; over $28.4 million is still pending.

The department executed 18 grants totaling $213.3 million, including $155.3 million in federal discretionary, formula and flexible funds, $55.5 million in local funding from the Portland Clean Energy Community Benefits Fund (PCEF) for the 82nd Avenue Transit Project, and $2.5 million in State funding. An additional $194.3 million is still pending execution, including a $25 million RAISE grant for Columbia Bus Base. TriMet remains optimistic this award will be executed by U.S. DOT, despite delays affecting certain discretionary funding programs.

TriMet received $66.5 million in Statewide Transportation Improvement Fund (STIF) revenues, disbursing more than $16.8 million to Public Transportation Services providers and subrecipients. TriMet also oversaw the biennium amendment process for the 2025-27 QE STIF Plan, which allowed TriMet and the subrecipients to true-up their STIF Plans with actual carryover amounts from the previous biennium. The department successfully facilitated the 2025 annual National Transit Database reporting, as well as other Federal and State compliance requirements.

Risk Management: Risk Management administrates the Agency's self-insurance programs for both liability claims and workers compensation claims, operating more efficiently and cost effectively. Feedback on the Agency's loss experience and trending is provided in regular meetings with safety and other departments. In FY2026, TriMet paid a total of $5.1 million for workers compensation claims and received 258 new claims throughout the year. A total of 44 injured employees took advantage of TriMet's light duty program, working in various capacities throughout the Agency. Through the State of Oregon's Employer at Injury Program, TriMet was reimbursed $123,110.25for employees who worked in light duty roles in FY2026. In FY2026, TriMet also recovered over $1.1M in from at-fault parties in WC and Liability claims through restitution and/or subrogation.

Fare Revenue and Administrative Services: In FY2025, Fare Revenue collected $66.5 million in funds, a 4% increase over the previous fiscal year. The team maintained 12 Hop Fastpass® sales channels to reach customers in all walks of life (e.g. Customer Support Center, Websites, Mobile Apps, Ticket Vending Machines and Retail Network). A total of $7.3million in cash was collected and processed via the Money Room.

In FY2026 the Hop Fastpass® mobile app was replaced for Apple and Google users. The Hop Fastpass® app is the most commonly sales channel used by consumers and represents 22% of fare revenue collected.

Contactless bankcards and mobile wallets, tapped directly on validators, made up 29% of all adult taps in the system. This is a 20% increase from FY2025.

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

During FY2026, the department awarded 181 new contracts and executed 546 contract modifications and change orders for a total contractual commitment of about $564 million. In addition, the department issued 8,988 purchase orders with a total value of about $69.7 million (average PO amount was $7,753). The department also administered the purchasing card program, which yielded 10,316 individual transactions for about $4.6 million in total value.

During FY2026, the department performed nearly 200,000 inventory-related transactions, including $33 million of parts received for stocking and $35 million of parts issued for use. Resulting from TriMet's first light rail vehicle fleet retirement, the department disposed of $2.2 million of obsolete type 1 light vehicle inventory. The department additionally disposed of $1.7 million of other obsolete inventory relating to bus, maintenance of way and facilities.

During FY2026, the department actively reviewed and updated several key policies, while enforcing existing purchasing rules with more robust training and compliance measures. Of note, the department implemented the revised Contract Review Board rules as well as the Contracting Delegation of Authority. The contracting team continued to implement a new sole source and special procurement request approval process, which includes new public notice requirements that have decreased reliance on sole source purchasing and increased TriMet's procurement transparency.

INFORMATION TECHNOLOGY DIVISION

Mobility & Location-Based Services: The team supported Agency-wide operations and systems with requisite data, analysis and tools. This work includes collecting and maintaining spatial data, conducting analyses and reports and providing web mapping applications. The department led the development of an Origin-Destination-Transfer (ODX) model using Hop Fastpass® data and manages the program and software platform for planning and analysis. The department led the development of the Regional Trip Planner (RTP), deployed this Spring and now serving riders across the region with a single trip planner capable of connecting trips on TriMet, the Portland Streetcar, C-TRAN, SMART and shuttles.

Information Security: The department continued advancing cyber risk management efforts in alignment with TriMet's enterprise risk management strategy, with a continued focus on maturing cybersecurity capabilities for Operational Technology (OT), this includes a recently completed cybersecurity assessment of our Type 6 light rail vehicle.

Intelligent Transportation Systems (ITS): ITS Fare engineers successfully tested and implemented a new mobile fare application and retired the legacy mobile fare application. ITS Fare Engineers, started work on replacing the HOP Fare website. The Operations Command Center Rail Control overview video wall was replaced with a modern, seamless high definition video wall. Major Transit Signal Priority system expansion projects were initiated this year for the Line 33, and on Martin Luther King Blvd., Safety and Security initiatives continued, including the installation and integration of blue light emergency phones along the rail alignment, the continued stabilization and resiliency of the video storage and management system. The elevator access control system was expanded this year to multiple new locations along the rail alignment. Rail Control System Engineers successfully integrated new traction power substations into the rail control system. And ITS engineers worked with Cyber Security to integrate new threat detection systems into ITS systems, and completed a major assessment of the state of cyber security of TriMet ITS systems.

Enterprise Systems: The department completed projects that improved operations, reduced technical debt, and delivered new capabilities, including new features and expanded transit services on trimet.org through the Regional Trip Planner (RTP). This multi-agency capability reflects nearly three years of work and strengthens TriMet's role as a leader in regional transit planning. The team also started Phase 2 of the Workforce Management software project to implement Hastus Bid and Daily software modules, targeted to replace several legacy systems and improve tools for service delivery operations.

Project Management Office: The department continued to support the successful delivery of IT projects across the enterprise, many of which are called out in other sections of this report. We continued to provide governance of cybersecurity risk, providing oversight of IT's performance against service management KPIs and SLAs. Together with our Enterprise architect, we have implemented an IT Asset Management system to improve our management of all IT physical and software assets. We created a software application catalog and assessed over 60% of our applications for fitness-for-purpose and used that information to develop a high-level Technology Modernization Roadmap for the agency.

Operations & Infrastructure: In addition to supporting 24x7 IT operations of TriMet critical technology and systems, the team carried out numerous projects to reduce technical debt and improve overall ecosystem resilience. Achieving CMMi level 3 maturity in technical change management, initiating and establishing a regular cadence for reporting Service Level Agreements (SLAs) with significant focus on incident and problem management. Additional effort and investment focused on CCTV, upgrading the backbone infrastructure to support the rapid growth and utilization of this technology, resolving historical instability and meeting growth plans. Micosoft365 was completed, an enterprise wide rollout, and system vulnerabilities were dramatically decreased between the retirement of legacy technology and a targeted mitigation plan with a continued support on TriMet's cybersecurity.

LABOR RELATIONS & HUMAN RESOURCES DIVISION

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

Collaborative and Productive Labor and Employee Relations: The Working and Wage Agreement (WWA) with ATU is in effect until November 30, 2028 -- the ongoing focus of Labor Relations continues to be contract implementation and organizational alignment. Given the District's financial circumstances, Labor Relations has focused on designing and implementing a methodology for cutting union positions while navigating employee seniority rights. An MOA was agreed upon in concert with ATU to establish this process.

Non-Represented Employees: TriMet has a merit program that recognizes and rewards employees for their work performance through established objectives. Pursuant to Board approval, in FY2026, effective 9/17/25, a total of 669 employees received an average merit increase of 3%. TriMet also encourages professional development by offering salary increases for pre-approved professional certifications relevant to their roles, as well as post-secondary education, through the High Value Certification (HVC) program. The cost for the HVC program, paid in February 2026, was an annualized cost of $42,677.

Employee Development: In FY2026, our agency-wide learning and development function continued to deliver "First Stop," a 5-day, onboarding program for new represented employees. By mid-FY2026, 257 employees had completed the program. In FY2026, learning and development created more than 25 custom, self-directed online learning modules, saving over $500,000 in external design costs while also saving time for internal instructors. These eLearning modules as well as free access to more than 60,000 online, on-demand courses covering topics such as communication, technology, project management and leadership make training and information available to employees anytime and anywhere. A tuition reimbursement program for represented employees was implemented mid-FY2025. The program use has increased steadily in FY2026 with nearly 30 employees now participating. The nine-month agency-wide mentoring program, open to all employees (providing a suitable mentor match is available) continues to grow with over 80 employees participating in the 2026 program.

Leadership Development Strategy: In FY2026, TriMet continued to expand the implementation of the 14 Leadership Competencies to all leadership roles through several channels of communication, workshops, and classes to help leaders begin to adopt the competencies in their respective areas. In addition, the Succession Planning program has been implemented at the Executive Director and General Manager levels and has made significant progress in all divisional leadership roles. Leadership development programs continue including Cohort 2 of "FLEET," a robust, 18 to 36-month frontline leaders training certificate program designed for Transportation and Maintenance assistant managers and managers. By the end of FY2026 over 15% of assistant managers will have completed the "FLEET" program.

Regulatory and Statutory Compliance: The District is committed to a workplace that is free of harassment, discrimination and retaliation. LRHR responds to and investigates all reports of alleged workplace harassment or discrimination and provides formal training and support to managers regarding conducting effective workplace investigations. This last fiscal year, LRHR conducted approximately 30 EEO investigations (regarding allegations of discrimination or harassment on account of statutorily protected class or status) and assisted management with dozens of Respectful Workplace investigations. We also defend administrative labor and employment charges agency-wide, including those filed with BOLI/EEOC, DOL, ERB and have successfully obtained numerous dismissals in the last fiscal year. We also ensure that workplace accommodations (ADA, religious, safety, etc.) are provided in accordance with applicable law and best practices.

In the last fiscal year, LRHR has taken on ownership of TriMet's Occupational Health contracts (providing DOT exams for all employees who are required to maintain CDLs, as well as Fit for Duty exams), partnering with Operations and Safety to secure new providers through the RFP process. We have created a new CDL policy that is now part of the HR manual and are partnering with Operations to ensure compliance with DOT/CDL requirements, including evaluating our processes when Operators return from medical leave.

Employee Engagement

Your Voice Survey: The District continues to focus on employee engagement and that is an essential goal in TriMet's 2030 Plan. This fiscal year, TriMet conducted the Your Voice Employee Engagement Survey agency-wide and received the highest participation, for both union and non-union employees, in over a decade of conducting this survey. The Agency continues to track results for progress with improved favorability related to feeling supported by co-workers and a culture that supports wellbeing. TriMet leadership continues to work to address the lower-scoring engagement survey items related to enhancing communication and recognition to better support employee engagement from the start of an employee's career journey.

Transit Maintenance Appreciation Day: On May 14, 2026, TriMet hosted the inaugural Transit Maintenance Appreciation Day (TMAD) celebrating more than 800 employees who make up our Maintenance Division in Bus Maintenance, Facilities Management, Maintenance of Way and Rail Equipment Maintenance. Maintenance leadership provided stories and examples of the extraordinary work their teams do every day and included employees writing appreciation cards, leadership writing personalized messages on posterboards and team-focused celebrations.

Transit Driver Appreciation Day: A long-standing tradition, Transit Driver Appreciation Day celebrated on March 18, took on a more grassroots approach this year. We de-centralized efforts, placing over 100 employee volunteers at key transit centers across our service areas to meet more Operators in the field. Riders signed banners, employees wrote cards, handed out snacks and shared appreciation for the commendable service operators provide to the region.

Transportation Award Adjustments: In partnership with Transportation leadership, award program revisions were rolled out July 1, 2026. These revisions aligned with the agency's financial status and making process improvements. While some updates to monetary or award items were made, we retained the core intention and scope for each program.

LEGAL SERVICES DIVISION

Administration and Governance: In FY2026 the Office of General Counsel continued its main role of advising TriMet's General Manager, Board of Directors and Executive Team on a wide array of legal, strategic and governance issues, including the evolving federal landscape and Agency priorities. In addition, the General Counsel oversees the Legal Services Division, which consists of Legal Administration, Records and Information Governance, Litigation and Legal Services, Real Estate and Transit Oriented Development (TOD).

Litigation and Legal Services: The Litigation department successfully defended TriMet in a variety of legal matters at both the trial and appellate levels, as well as before administrative agencies. Litigated cases have continued to increase and the team averaged 40-50 active legal matters at one time. Litigation attorneys also provide advice to the Claims department on pre-litigation matters and assisted numerous other divisions on various legal matters including key legislative proposals, government funding issues, regulatory changes, relevant training, the issuance of long-term exclusions and special projects like the TriMet Crash Advisory Committee.

Records and Information Governance (RIG): The RIG team provided program management support to TriMet's enterprise Information Governance (IG) Program and participated in a number of IG strategic actions, including developing agency and divisional records retention guidance documents based on the 2025 updates to State requirements, developing and implementing two new IG learning paths, developing and implementing a centralized TriNet resource page for agency policies and procedures and providing IG support to IT technology projects. The RIG Team also processed 962 public records requests in FY2026, which is a 17% increase over FY2025 and the highest volume of public records requests that TriMet has received in a single fiscal year since tracking began in FY2013.

Real Estate and Transit Oriented Development: In FY2026, the Real Estate/TOD group engaged in numerous tasks to successfully support TriMet. The team has provided design and pre-development work for both the 82nd Avenue and TV Highway Bus Rapid Transit projects, implemented ideas to raise additional revenue, such as securing reimbursement for staff time spent supporting third-party contractors and increasing lease revenues and continued to push forward transformative transit-oriented development projects. Multnomah County's new East County library on the former Gresham City Hall Park and Ride site opened in May 2026 to great acclaim and we have already seen significant ridership increases at that MAX station. The 224-unit affordable housing project at the Hollywood Transit Center is scheduled to open in the Spring of 2027. The TOD team continues to work to provide projects that are community-supportive and bring much-needed housing and amenities to the region as well as ridership and revenue to the Agency.

SAFETY & SECURITY DIVISION

Safety Management System (SMS): The Public Transportation Agency Safety Plan (PTASP) is currently under review to reflect progress in SMS implementation and to incorporate new regulations enacted under the Bipartisan Infrastructure Law (BIL). A new IIJACS Safety Committee has been formed to meet the BIL requirements and also review hazards from the department safety committees.

A Federal Transit Administration Research grant (OR-2021-004-00), Risk Ranking Tool and Data Validation for Grade Crossing Safety Enhancement were completed. The newly developed tool has been used to verify if certain intersections require repair and to rank them on the RCSE list for future repair.

Convergence has been added to the Vector software group to provide LMS training for the agency. This new LMS system allows safety and other training to be tracked and provides a single login for the entire agency. Convergence provides a wide range of subjects for online training, in addition to OSHA-required training and closes a major CAP with the State.

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

Emergency Management: The Emergency Management department conducted a wide array of exercises during this period, focused on training and preparing first responders and Agency personnel. In pursuit of this goal, TriMet completed 11 public safety drills and six seminars and is developing two full-scale exercises.

Developed Emergency Management plans are the Hazard Mitigation Plan, Fire Prevention Plan, Emergency Action Plan, and Continuity of Operations Plan, further increasing TriMet's resiliency and preparedness in times of need.

The Security Operations Center (SOC) serves as the central security hub for TriMet's Rail and Bus operations, operating 24/7 to support both staff and customers. Its primary responsibility is to receive, assess and coordinate the deployment of appropriate resources and services to address security concerns to ensure the safety of all system users. The SOC collaborates with internal teams and external agencies, including law enforcement, emergency responders and other partner organizations to create a safe, secure and welcoming environment for riders and employees.

Security dispatchers monitor TriMet's CCTV cameras across the entire system, respond to security-related requests initiated via phone, radio, text messages, social media and facilitate the dispatch of resources for non-emergent matters. For emergency and urgent situations, they promptly transfer calls and report to local 9-1-1 dispatch centers, ensuring rapid response from police, fire and medical first responders. Through these efforts, the SOC plays a vital role in maintaining a secure, efficient and rider-friendly transit experience.

STRATEGY & PLANNING DIVISION

The Strategy & Planning Division's responsibilities include strategic planning, service planning, capital planning and zero emissions. During FY2026, TriMet restructured the division and renamed it "Planning." These changes are reflected in the FY2027 Adopted Budget, but the descriptions below conform with the structure as defined in the FY2026 Adopted Budget. "The Strategy & Planning" division was led by the Chief Strategy & Planning Officer (CSPO), who also provided direction to the Executive Directors of Planning, Engineering & Construction and Public Access & Innovation. The division is intended to align strategy, planning, capital project and program development & delivery and program compliance and innovation.

Strategy & Planning Administration: The Strategy & Planning Administration (SPA) department focused on the TriMet 2030 Program, long-range capital planning, and zero emissions program direction.

Accomplishments in FY2026:

- Launched and implemented the TriMet 2030 Strategic Plan, the agency's five-year plan that defines the goals to be accomplished, the targets for measuring success and the strategies that are required to achieve them. Developed a target measurement dashboard to reflect progress for TriMet 2030. Prioritized key strategies for Phase I, developed Action Plans to achieve the strategies and made substantial progress on the actions.

- Led process to identify a reliable source of hydrogen and purchase hydrogen fuel cell electric buses with grant funds for use on the future 82nd Avenue FX® bus line.

Service Planning (SP) Department: SP includes the Service Planning, Bus stops group and STIF planning and administration.

The department accomplished the following during FY2026:

- Developed work plan for and made substantial progress to Facility and Major Asset Plan.

- Managed the planning, distribution and coordination of STIF funds, supporting services and projects for TriMet and regional mobility partners, including TriMet service supporting lower-income communities and communities of color and local and regional connections outside TriMet's District. The team also managed and improved Bus stops and shelters across the District.

- TriMet began reducing service as a partial response to growing costs and insufficient resources to meet all requirements. Following extensive analysis, and then public outreach, Service Planning defined incremental reductions in service, focused on lower-ridership and lower-need areas and/or times of day. The team continued analysis and planning for additional service reductions that are expected to be necessary in future years, even when substantial internal reductions lower overall agency costs that have been- or will be implemented in early FY2027.

PUBLIC AFFAIRS DIVISION

Service Adjustments/Reductions: As TriMet addresses a substantial long-term structural budget deficit, the Public Affairs Division educated the public about the actions underway to align spending with resources and balance the budget by FY2029 to avoid a fiscal cliff. This will require a reduction in TriMet's transit service, while Government Affairs, in coordination with TriMet leadership, pursues opportunities to increase revenue. The division promoted two surveys – one in Fall 2025 and the other in January 2026. We received nearly 13,000 unique responses, provided important service proposal updates on a webpage that received more than 441,000 views and hosted or attended more than 40 events that engaged more than 1,400 riders, community members and regional leaders. Government Affairs hosted four service cuts webinars for elected officials and their staff and presented to the city councils of Tualatin, Sherwood, Milwaukie, Tigard, Lake Oswego and West Linn as well as the Transportation & Infrastructure Committee of the Portland City Council. The Government Affairs team also supported service cuts outreach to large employers by presenting to the Portland Metro Chamber and the Westside Economic Alliance, as well as meeting individually with Providence, OHSU and Portland State University. Following the approval of the service plan by the TriMet Board in April 2026, Public Affairs staff is coordinating extensive efforts to update public information and signage and prepare riders for the service changes that will go into effect August 23, 2026.

<u>Funding</u>: Public Affairs staff works closely with political leaders at the Regional, State and Federal level to bring support for TriMet, transit and transit riders.

- Federal funding and policy advocacy. TriMet staff submitted four appropriations requests to Oregon's U.S. House and Senate members, and two of those were advanced in the FY2027 Federal Appropriations bill. Government Affairs staff also advocated directly with Congressional and Committee leadership for TriMet priorities for the next federal Transportation Reauthorization bill. Staff participated in trips to Washington, DC to advocate directly with Oregon's Congressional delegation, Committee staff, policy experts and program staff at the FTA to advocate for transportation policy reform and funding priorities. The team also played a critical role in securing federal grants and advancing the 82nd Avenue and TV Highway Transit Projects.

- State Legislation. Worked with the Oregon Transit Association (OTA) to increase funding from the STIF, the only dedicated transit funding source from the State. Following the 2025 effort, which resulted in a 0.3% STIF rate included in the final bill that ultimately did not pass, TriMet worked closely with the Governor's Office on a special session stopgap transportation funding measure. TriMet educated nearly every one of the 39 State legislators in TriMet's service territory and their staff about TriMet's budget deficit and the resulting impacts to service. The proposal initially increased the STIF rate to 0.2% permanently, but was amended last minute to a temporary, two-year increase. The special session bill passed the legislature with the temporary STIF increase, but was referred to the ballot after a signature gathering effort and ultimately rejected by the voters in the May 2026 primary. One TriMet Board Member and TriMet staff were selected to participate in the Governor's Rebuilding Our Transportation Vision Work Group, which will produce recommendations for inclusion in a 2027 transportation package.

- Local and Regional Advocacy. Consistently engaged with the 24 cities and three counties within the TriMet service District to seek feedback on service-cut proposals. This included presentations to local elected officials from all jurisdictions within the service district on TriMet's budget and service priorities, and work with those officials to revise our service cuts proposal based on their feedback. TriMet also worked to negotiate agreements to improve regional coordination efforts and to coordinate with local jurisdictions in support of planned capital improvement projects, such as the TV Highway Transit & Safety Project, the 82nd Avenue Transit Project and the transit center redevelopment in Oregon City.

<u>Income-based Reduced Fare</u>: In FY2026, more than 29,000 riders were able to access TriMet's transit service at a reduced rate based on their income. TriMet began offering that qualification for its reduced fare in July 2018, after the passage of HB 2017 using funding from the Statewide Transportation Improvement Fund. Since inception, more than 91,000 Oregonians have enrolled in the reduced fare program, based on income level, with nearly 12,000 of them enrolling in FY2026. The Access Transit team conducted 115 registration engagements, primarily at partner locations, prioritizing support for English as a Second Language (ESL) riders.

TriMet allocated over $3.6 million in Fare Relief grants to 163 community partners to provide free fares to income-qualified riders and collaborated with 76 local organizations to assist with Honored Citizen program enrollment.

High School Summer Transit Program: TriMet continued another year of the High School Summer Transit Program. This program offers high school-age youth free access to TriMet’s transit services from June through August. Public Affairs staff coordinated the distribution of 30,000 free transit passes to students who rely on TriMet service during the Summer months to access jobs, education, activities, food resources and other opportunities.

Safety & Security Advancements: The Public Affairs Division has been instrumental in increasing customer awareness and use of TriMet’s around the clock security reporting tools. Through repeated communications, advertisements and engagement, the Division showcased the value of the agency’s 24-hour security hotline, coordinated through TriMet’s Security Operations Center and the addition of 92 blue-light security phones installed on light rail platforms and transit centers.

Real-time Service Information & Accessibility: The Public Affairs Division enhanced the customer experience by providing real-time transit information and service alerts through more on-system technology. Through the Division’s continued work, all MAX platforms now have audible devices that allow riders with visual impairments to hear arrival times at the press of a button. The Division’s Digital Information Display program added more information displays to the system. Now more than 300 displays provide real-time arrival and alert information at Light Rail and TriMet FX® – Frequent Express stations systemwide and on 415 solar-powered screens at bus stops.

PUBLIC ACCESS & INNOVATION DIVISION

TriMet’s Division of Public Access and Innovation supports the agency’s Vision and Mission as it works to helps institutionalize TriMet’s values of Safety, Inclusivity, Equity, Community and Teamwork, while ensuring TriMet maintains compliance across multiple Federal & State laws and programs.

Language Access Program Highlights

FY2026 represented the first full year of implementing TriMet's dedicated Language Access Program, transitioning language access from a decentralized compliance function to an agency wide program supporting operations, customer experience, public engagement, governance and civil rights compliance.

Completed and began implementation of TriMet's updated 2025 Language Access Plan, establishing a three-year implementation strategy. The plan identified approximately 112,630 individuals with limited English proficiency.

Established and facilitated TriMet's Language Access Advisory Committee and convened the Regional Language Access Collaborative, bringing together public agencies, community organizations, and language service providers to share best practices, strengthen regional coordination, and improve language access across the Portland metropolitan area.

Continued expanding agency-wide use of Smartling translation technology through standardized translation workflows, language-specific glossaries, quality assurance processes and governance practices to improve translation consistency, operational efficiency and multilingual service delivery.

Received international recognition through Smartling's Global Ready Accessibility Award for advancing multilingual accessibility and innovation in public transportation.

Title VI Program Highlights

Updated and submitted TriMet’s Title VI Program, as required by FTA every three years. The effort entails working with a variety of stakeholders across the agency to fulfill all components, including complaint reporting, policy updates, updated Public Participation and Language Access Plans; and operations and demographic analysis.

Conducted Title VI analysis of service cuts simultaneously with the development of Annual Service Plans to ensure disparate impacts on minority and low-income populations are minimized to the extent possible. Launched an internal Civil Rights Coordinating Committee to improve cross-agency partnership in fulfilling our commitment to civil rights.

Business & Contractor Development Program Highlights

The Business and Contractor Development team successfully pioneered a Technical Assistance pilot program, delivering specialized, 1:1 consulting to help small and COBID-certified firms navigate the transit industry and TriMet's unique procurement ecosystem. Designed to build capacity, boost competitiveness, and foster long-term growth within the small business contracting community, the program rejected "one-size-fits-all" training. Instead, providers delivered tailored support in critical areas, including financial services, business operations, project/construction management, and estimating/bidding.

Distinct from other regional offerings, this initiative uniquely targeted certified small businesses actively holding or having recently held a TriMet contract within the past 18 months. Despite a modest pilot budget, TriMet maximized its resources, supporting 18 firms with approximately $78,000 in customized assistance over a compact three-month period.

ENGINEERING & CONSTRUCTION DIVISION

The Engineering & Construction division plans, designs, remodels and constructs critical State of Good Repair (SGR) and high value transit projects. Work includes delivery of capital projects that support TriMet operations, including improvements to transit centers, operator break facilities, operations and maintenance facilities, light rail infrastructure and rolling stock. The division also implements opportunities for transit-supportive developments.

In FY2026, the Division actively managed approximately 33 projects and programs (excluding project elements) with a total Adopted Budget of approximately $119 million.

Program Management: This department supported the division with tracking of project cost and budgets, quality management, estimating, inspections, public art administration, architectural and engineering on-call contract management, compliance with federal requirements, establishes and maintains sound business project delivery manuals, standards, and guidelines, and supports overall project delivery for the division. The department completed the implementation and trained the division in the new Project Management Information System (PMIS) software to enhance project reporting, transparency in project progress and supports construction management activities.

Design and Construction Department (DCD): This department managed numerous projects and provided management of assigned capital projects funded in TriMet's Capital Improvement Program (CIP). Projects typically include those that maintain TriMet facilities in a SOGR, those that implement capital improvements and enhancements to address safety/security and/or increase reliability and capacity, as well as infrastructure projects associated with implementation of fuel-cell and battery electric buses. The most notable accomplishments for the year include:

- Completed the commissioning and delivery of the Type 6 light rail vehicles, along with recycling and completing decommissioning of the Type I light rail vehicles.
- Substantially completed the Type I substation replacement at the Pioneer Courthouse Square.
- The 82nd Ave light rail platform renovation was completed on schedule and budget.
- Completed elevator access and control retrofit project.
- Completed rail crossing safety enhancements at the SW 185th Ave light rail crossing on schedule and budget and advanced 100% design drawings for the N Kelly Ave crossing in Gresham.
- Completed early work packages, building demolition and site access improvements at the Columbia Operations facility.

Major Projects: This department is responsible for developing and delivering projects funded through the FTA Capital Investment Grant Program and other third party revenue sources and 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 Interstate Bridge Replacement (IBR) team provides transit planning, design and construction expertise to support the multi-state and multi-agency efforts to build a new transit-supportive bridge across the Columbia River. Most notable accomplishments this year include:

- The FX® project for 82nd Ave recently received NEPA concurrence from the FTA. In addition, the team reached the 60% design milestone along with procuring a CM/GC Contractor for pre-construction services and remains on schedule and budget. The project is currently engaged with the FTA to complete a risk and readiness review as a prerequisite for the FY2027 funding CIG funding request.
- The FX® project for TV Highway reached the 15% design milestone and began advancing the 30% design on schedule and budget, procurement began for a CM/GC contractor for pre-construction services.
- Advanced the Line 33 better bus program for transit signal priority improvements along the corridor to 100% design. This project received NEPA concurrence in April.
- Began construction at Beaverton Transit Center on upgrades to BEB charging infrastructure and waiting areas that improve the customer experience.
- Continued to support the advancement of the IBR replacement program, finalized and published the FSEIS.